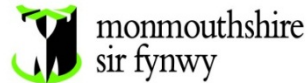


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 30 October 2018

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 7th November, 2018, at 2.00 pm.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **Medium Term Financial Plan and Budget Process 2019/20 to 2022/23** 1 - 60
Division/Wards Affected: All

Purpose: To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2019/20

To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings to be found.

To update Members with the implications arising from the provisional settlement announcement of Welsh Government.

To agree the process for developing the MTFP and budget for 2019/20

Author: Joy Robson - Head of Finance

Contact Details: joyrobson@monmouthshire.gov.uk
 - ii. **Cadetship Proposal** 61 - 82
Division/Wards Affected: All

Purpose: To seek Cabinet endorsement to the proposed cadetship programme outlined in appendix 1 attached.

Author: Edwin Gullick, Senior Training Instructor

Contact Details: edwingullick@monmouthshire.gov.uk

- iii. **Project 5: Proposal to develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people** 83 - 104

Division/Wards Affected: All

Purpose: To apprise Members of a proposal to develop PROJECT 5: A Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People. The project is proposed as a partnership with Blaenau Gwent County Borough Council, under the governance of the Regional Children and Families Partnership Board and initially funded by the Integrated Care Fund (ICF).

Author: Jane Rodgers, Head of Children's Services

Contact Details: janerodgers@monmouthshire.gov.uk

- iv. **Welsh Government Targeted Regeneration Investment Programme 2018-2021: Caldicot Cross Destination Space/Urban Centre Property Enhancement Fund** 105 - 154

Division/Wards Affected: Severnside

Purpose: To consider the approval of the Caldicot Cross Destination Space and Urban Centre Property Enhancement fund proposals which form part of Monmouthshire's South East Severnside proposals contained within the Cardiff Capital Region (CCR) Regeneration Plan (2018-2021) to be part funded via Welsh Government's Targeted Regeneration Investment programme (TRI).

Author: Cath Fallon, Head of Enterprise and Community Development

Contact Details: cathfallon@monmouthshire.gov.uk

- v. **Welsh Church Fund Working Group** 155 - 166

Division/Wards Affected: All

Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2018/19 financial year held on the 20th September 2018.

Author: David Jarrett – Senior Accountant – Central Finance Business Support

Contact Details: davejarrett@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economy & Tourism; Town Centre Regeneration; Leisure; Cultural services; ADM development	WLGA Council Capital Region Tourism	Devauden
P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections, Democracy promotion & engagement; Law, Ethics & Standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison; Audit; Development control; Building control; Community Hubs inc Adult Education		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Youth Service; Extended curriculum; Outdoor education; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Public Health; Health liaison.		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Housing & Homelessness; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

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

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

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

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

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SUBJECT:	MEDIUM TERM FINANCIAL PLAN and BUDGET PROCESS 2019/20 to 2022/23
MEETING:	CABINET
DATE:	7th November 2018
DIVISION/WARDS AFFECTED:	WHOLE AUTHORITY

1. PURPOSE:

- 1.1 To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2019/20
- 1.2 To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings to be found.
- 1.3 To update Members with the implications arising from the provisional settlement announcement of Welsh Government.
- 1.4 To agree the process for developing the MTFP and budget for 2019/20

2. RECOMMENDATIONS:

- 2.1 That the budget assumptions outlined in paragraphs 3.18 to 3.20 in the report are agreed and updated during the budget process should better information become available.
- 2.2 That Cabinet approves the draft response to the Welsh Government on the provisional settlement.
- 2.3 That Cabinet receives the draft MCC financial strategy 2019 onwards for information
- 2.4 That the budget process as outlined in paragraph 3.24 is adopted including member budget scrutiny and consultation conducted with Select Committees, and consultation with the public, businesses, JAG, schools budget forum and the Inclusion Group.

3. KEY ISSUES:

Context

- 3.1 Members will know that we have faced and will continue to face significant financial challenges. Over the last four years the Council has had to manage a reduction in the total budget of £19.5 million. Funding from Welsh Government has reduced over the period whilst inflation has been rising therefore making the real terms reduction much greater. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations in children's services, contract price inflation and redundancy costs.
- 3.2 Whilst setting the budget annually within the context of a MTFP, the development of multi-year budget proposals has been difficult. An ongoing forecast resource gap is being

predicted however with the absence of future year's indicative settlements from Welsh government, planning for the future is challenging.

- 3.3 Work has been continuing on the business transformation themes which emerged from the Future Monmouthshire initiative several years ago and are captured in the MTFP where possible. This work however recognizes that the challenges faced by the County and Council are not limited to financial pressures and these should be seen in the round with other significant challenges. Taking a holistic approach to this work will ensure that the needs of our communities that we serve are put first within the financial constraints that we operate.
- 3.4 The year end position for 2017/18 and the current year monitoring continues to demonstrate the tightening of our financial position. The reports also assess the delivery of the savings we have previously identified. Overall the outturn position was just under budget, but means that there was a limited opportunity to replenish our reserves.
- 3.5 A review of the earmarked reserves position was brought to Cabinet on 6th July 2016. The report highlighted that as reserves have been used extensively and there is less opportunity to replenish reserve balances as budgets get tighter, ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off investments to transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.

Current approach to the 2019/20 budget

- 3.6 Taking significant levels of resource out of the budget year on year has been a massive achievement. In reviewing this process, questions have been raised about whether it is sustainable going forward. The business transformation work is on going and key themes are being worked on. This has dovetailed into the production of the Corporate Plan setting out our five organizational goals supported by 22 commitments to action over the next five years. A financial strategy has therefore been developed and a draft is attached for members information at Appendix 3. This will be updated as the budget process for next year takes shape and 3 year service business plans are aligned and reflective of the forecast resources available over the medium term.
- 3.7 Clearly the need to still set annual budgets within our Medium Term Financial strategy will need to sit alongside the work described above. In order to encourage all services to engage with this work, all services in the organisation have been asked to consider how their services would look within a range of reductions in the resources available to them. The principles adopted through the business transformation work will form an important back drop for services to explore the options available to meet the more immediate budget challenges.
- 3.8 In rolling forward the current MTFP, a review of all the existing assumptions, savings and pressures previously agreed for inclusion in the model has been undertaken and provides a basis on which to scenario plan for the future, whilst recognizing that we are building from an extremely challenging starting point.

MTFP assumptions

Review of Savings already included in the MTFP

- 3.9 Some previous mandates identified multiple year savings and these have been captured in the MTFP and now reviewed as part of the 2019/20 process. The result has been captured in the table below:

Disinvestment by Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Children & Young People	(23)	0	0	0
Social Care & Health	(725)	(189)	(189)	0
Enterprise	230	0	0	0
Resources	(970)	(50)	(62)	(75)
Appropriations	(162)	0	0	0
Totals	(1,650)	(239)	(251)	(75)

Review of Pressures already included in the MTFP

- 3.10 Previously identified pressures and new pressures have also been reviewed and the results identified in the table below:

Pressures by Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Children & Young People	1,292	560	0	0
Social Care & Health	1,124	857	70	0
Enterprise	833	180	240	20
Resources	217	59	60	62
Chief Executives Unit	35	0	0	0
Corporate Costs & Levies	910	844	2,201	2,418
Appropriations	349	0	0	0
Totals	4,760	2,500	2,571	2,500

- 3.11 There are a myriad of other potential pressures which have not yet been factored in as they are currently being assessed. Included in this list would be any further changes in demand for services, legislation changes, living wage impact on social care contracts, changes to specific grant funding streams and welfare reform. If specific grants cease, it is expected that the activity will cease. Continuance of an activity following grant funding ceasing, would require a business case to assess each case on its merits.
- 3.12 The budget monitoring reports will also be assessing the achievability of delivering the savings identified for 2018/19, and the scale of other pressures manifesting in this year of account. An assessment will need to be made about whether these pressures extend into 2019/20 notwithstanding any efforts to manage and mitigate the pressures in year

Assumptions used in the MTFP – Aggregate External Finance Provisional settlement

- 3.13 The provisional settlement was announced on the 9th October 2018. The overall increase in the Welsh Government revenue budget for 2019/20 is 5.6%, and following decisions by WG on its budget, the Local Government settlement was announced with an overall reduction in the revenue settlement (Aggregate External Finance) across Wales of 0.3%. However, this includes additional funding for free school meals of £7m, £20m for social

care, £13.7m for teachers' pay which, depending on how you view these new responsibilities could make the gap much wider.

- 3.14 For Monmouthshire the provisional settlement has delivered a reduction in the Authority's Aggregate External Finance (AEF) of 1% after taking into account new responsibilities and transfers into and out of the settlement. The AEF across Wales range from a 0.4% increase in Cardiff to reduction of 1% in Monmouthshire, Powys, Flintshire, Conwy and Isle of Anglesey. All of these authorities having been caught by the funding floor. A response to WG regarding the Provisional Settlement is attached as Appendix 1. A table showing each authorities position resulting from the provisional settlement is included at Appendix 2 to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population.
- 3.15 In terms of Specific Grants the detail requires to analyse specific grants will be announced on 23 October when the WG publishes the detailed budget breakdown.
- 3.16 Overall General Capital Funding was maintained at £143 million for the whole of Wales. In terms of the provisional settlement for Monmouthshire there was very little change to the anticipated funding included in the capital MTFP. It is proposed that the capital reserve is used to make up any minor differences, rather than reduce capital budgets any further.
- 3.17 The medium term prognosis is still of concern, there are no indicative settlement figures published, and even though the Welsh budget had a cash increase it was difficult to forecast how would be distributed by Welsh Government. The WLGA has modelled a 'pessimistic' scenario where the NHS and other non LG budgets are protected for inflation. In such a scenario the AEF for LG would reduce by 1.8% in 2019/20. This has now been confirmed as a reduction of 1% for 2019/20, but for the remaining years of the MTFP a reduction of 1.8% has been forecast in the absence of any indicative settlements from WG. These reductions will be used in the MTFP so that planning can be undertaken on a prudent basis, however this may be revised when the MTFP is updated after the 2019/10 budget is set.

Other MTFP assumptions

- 3.18 All the assumptions in the underlining MTFP model have been reviewed and the following are recommended for modelling purposes:
- Council Tax – 4.95% for 2019/20, 3.95% for rest of MTFP
 - Other external income – 0%, individual services to determine price increases
 - Pay inflation – 2% for 2019/20, 1% for rest of MTFP
 - Non pay inflation – 0%
 - Vacancy factor – 2% (except schools)
 - Superannuation – 23.1%, rising 1% each year of the MTFP
 - Teachers superannuation – 16.48% rising to 23.6% at 1st Sept 2019
- 3.19 Reserves – It is assumed that additional reliance on reserves, except for one off investment that has a net on going benefit to the revenue budget, will be avoided in the MTFP. Ear marked reserves are an important part of the MTFP strategy for managing the changes required and are key to financial resilience in times of extreme financial challenge.
- 3.20 Capital financing - Capital financing costs are currently based on the approved Capital MTFP, the funding budgets will need to be reviewed following the development of the next capital MTFP taking into account any slippage. Other Corporate Costs, such as precepts and levies, will also be updated as information becomes available.

3.21 The assumptions highlighted above are based on the best information available at the current time, however they will be subject to variation as new information comes to light and our forecasting techniques are refined. The current assumptions show the following gap in the MTFP model:

3.22

Year	MTFP Gap £'000s
2019/20	4,621
2020/21	7,719
2021/22	10,629
2022/23	13,880

What is clearly shown in the table above is that there will be a significant gap in the MTFP to find. Further potential pressures may be identified that will potentially increase this gap, however work will be undertaken to validate these and assess how they can be managed or mitigated. At the moment £13.88 million will be a working target until more information becomes available.

Process

3.23 The process this year has been revised and reconfigured so that individual service planning is run in parallel to the MTFP work and will map the links to the Corporate Plan and 22 commitments to action.

3.24 The process for developing proposals for next year's budget within the context of the Corporate Plan and MTFP has included the following:

- All services to provide budget proposals to meet a 6% reduction in their budgets and considering the following issues in line with the Future Monmouthshire principles, and ensuring the Future Generation Act and Equality Act requirements are applied:
 - A continued drive for efficiency and focusing on what matters to citizens, by involving those with an interest and seeking their views
 - Longer term considerations are provided as well as short term budget proposals, moving to putting resources into preventing problems occurring or getting worse
 - Service Redesign including demand management, use of technology to enable digital access to services.
 - Moving to enabling services to be delivered via an array of alternative commissioning arrangements and delivery models and/or collaboration to ensure integrated services are delivered to shared objectives
 - Income generation – taking opportunities to commercialise services, maximize income generating potential from all the authorities assets and seeking and sourcing new income streams
 - As a last resort service reduction, including stopping or closing some services
- The process has also included capturing cross cutting issues that may deliver savings across the whole authority
- Identification of pressures, including an assessment of any ongoing pressures in the current year's budget.

- The identification of savings proposals or pressures will consider and provide evidence of how they relate to Future Generations Act and Equality Act requirements, including ensuring that the 5 ways of working contained in the FG Act have been applied in bringing the proposals together.
- A challenge processes to ensure the necessity of pressures, the robustness of proposals and achievability for 2019/20 and the account taken of Future Generations and Equality Acts during the process
- It is expected that the draft budget proposals will be available for a special Cabinet on 19th Dec 2018
- Final settlement from WG received – 19th Dec 2018
- The consultation period with the public, businesses, JAG, schools budget forum, Inclusion Group and Select Committees will then run from 19th December until beginning of Feb 2019
- Select dates:
 - Economy and Development – 10th January 2019
 - Children and Young People – 24th January 2019
 - Adults - 29th January 2019
 - Strong Communities – 31st January 2019
- Deadline for receipt of Community Council precepts – 31st January 2019
- Final budget proposals following consultation will go to a special Cabinet on 20th Feb 2019
- Council Tax and budget setting will then take place at Full council on 7th March 2019.

4. REASONS:

- 4.1 To ensure that short and medium term budgets are constructed to maximize available resources in favour of the Council's priorities and based on the best available knowledge of local and national funding and expenditure pressures.
- 4.2 To provide the opportunity for consultation on and scrutiny of budget proposals and processes.

5. RESOURCE IMPLICATIONS:

The report outlines the framework within which next year's budget will be constructed, including the assumptions to be used, pressures and savings incorporated in the model leading to an estimated gap over the MTFP.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Future Generations process has been completed and the form is attached at Appendix 4

There are no significant impacts identified at this stage. As part of the budget process, individual budget proposals will be assessed for their implications as they are developed.

Consultation with the protected characteristics will be covered as a minimum by engagement with the Authority's Inclusion Group.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:

None

8. CONSULTEES:

Strategic Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance

9. BACKGROUND PAPERS:

Provisional Settlement papers from Welsh Government

10. AUTHOR:

Joy Robson - Head of Finance

11. CONTACT DETAILS:

Tel: 01633 644270
Email: joyrobson@monmouthshire.gov.uk

Appendices

Appendix 1 Response to Welsh Government on the Provisional settlement
Appendix 2 AEF per head of population 2019/20
Appendix 3 Draft Financial strategy
Appendix 4 Future Generations evaluation

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Appendix 1 – Proposed Response to Welsh Government on the Provisional Settlement

Simon Edwards
Local Government Funding Policy Branch,
Welsh Government,
Cathays Park,
Cardiff.
CF10 3NQ

Your Ref/Eich Cyf:
Our Ref/Ein Cyf:
Date/Dyddiad:
File Ref:
The Person dealing with
this matter is/ Y
Person sy'n delio gyda'r
mater yma yw:
Tel/Ffôn: 01633 644270
Fax/Ffacs: 01633 644260
e-mail address/ cyfeiriad
e-bost Monmouthshire.gov.uk

Dear Mr. Edwards,

Re: Provisional Local Government Settlement 2019/20

Thank you for the opportunity to comment on the Provisional Settlement announced recently. This response has been endorsed by Monmouthshire County Council's Cabinet and provides the views of members.

This is a disappointing settlement for local government across Wales and follows reductions that Councils have experienced in recent years. The Welsh Government has chosen to use additional money passed to it by the UK government in ways that don't best meet the needs of the people in Wales.

Monmouthshire has yet again received one of the worst settlements in Wales receiving 1% less than the previous year and the settlement continues an eight-year run of real terms reductions to local government funding in Wales. This does not take into account the current inflation rate of 2.7% and therefore represents a 3.7% real term reduction in funding. While the average cut to Welsh councils is 0.5%, Monmouthshire's 1% decrease, shared with five other counties, is the biggest in Wales.

The provisional settlement has done nothing to alleviate our position as the worst funded Council in Wales per head of population. The average per capita funding in Wales is £1,344 compared to Monmouthshire's £995.

The Council is very conscious of the pressures on household budgets and so the Council is doing its utmost to deliver a balanced budget but this will inevitably put pressure on Council Tax rises.

Monmouthshire welcomes the commitment to providing a funding floor to mitigate any volatility. Looking forward to 2020/21 and beyond, the prospect of continuing austerity remains and is set against very real pressures in already stretched services. The provision of indicative revenue settlements for the next three years would help Councils in planning for the future through these very difficult times.

As a rural authority Monmouthshire is confronted by particular challenges in offering services like social care, waste collection, transport and highways across a wide area. Indeed, the council has recognised these difficulties by prioritising the maintenance of locally accessible services to combat rural isolation. Monmouthshire calls on the government to base funding on a fairer system, acknowledging the problems rural counties face when providing services. There are also a range of preventative services that will not survive unless the Welsh Government has a long hard look at the way it allocates money across the totality of public services.

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard. If there are opportunities to put more grants into the final settlement this would be welcomed providing it continues to be distributed on the same basis as the original grant to prevent large changes at a very late stage in the process.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. The need to invest in priority areas such as 21st Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

Despite the fact that the reasons for the level of the provisional settlement are both known and understood, it is difficult to reconcile the revenue and capital settlements with the increasing expectations and demands on local council services are continuing to grow. Councils will face difficult decisions in reconciling budgets next year and in the medium term and it is important that the WG recognises the need for difficult decisions, is supportive of local authorities facing difficult times and does not promote undeliverable policy expectations. This is a time for us all to work together to minimise the consequences of the downturn in public finances on the most vulnerable in society and to send clear and consistent expectations to the public we exist to serve.

Yours sincerely

Councillor Philip Murphy – Cabinet Member

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Appendix 2: Welsh Local Government Revenue Settlement 2019-2020

Provisional

Aggregate External Finance (AEF) plus top-up per capita, by Unitary Authority, 2019-20

Unitary Authority	2019-20 provisional Aggregate External Finance plus top-up funding (£'000s)	Provisional Aggregate External Finance per capita (£)*	Rank
Isle of Anglesey	95,159	1,356	11
Gwynedd	174,303	1,405	9
Conwy	152,477	1,303	15
Denbighshire	142,817	1,492	5
Flintshire	187,817	1,210	19
Wrexham	174,084	1,236	18
Powys	172,758	1,312	14
Ceredigion	101,274	1,323	13
Pembrokeshire	161,656	1,302	16
Carmarthenshire	258,831	1,388	10
Swansea	319,988	1,302	17
Neath Port Talbot	213,406	1,508	4
Bridgend	190,920	1,333	12
The Vale of Glamorgan	151,923	1,183	21
Rhondda Cynon Taf	366,380	1,533	2
Merthyr Tydfil	90,852	1,533	3
Caerphilly	266,680	1,471	6
Blaenau Gwent	110,099	1,587	1
Torfaen	132,065	1,434	7
Monmouthshire	92,623	995	22
Newport	213,759	1,432	8
Cardiff	443,970	1,199	20
Total unitary authorities	4,213,840	1,344	

* Based upon 2014-based, 2019 population projections

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Appendix 3

Draft MCC Financial Strategy 2019 onwards

Version Control

Title	Draft MCC Financial Strategy 2019 onwards
Purpose	To provide a framework within which resources can be matched to priorities whilst maintaining financial sustainability
Owner	Joy Robson
Approved by	Cabinet
Date	7 th November 2018
Version Number	1
Status	Draft
Review Frequency	Annual
Next review date	
Consultation	

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Introduction/foreword

This Financial Strategy provides the link between the Monmouthshire's long-term objectives and its financial capacity. It seeks to ensure that the MCC's strategic objectives can be achieved within the confines of the financial resources that it has at its disposal.

The purpose is not to try to predict the future, but instead try to outline the possible scenarios that may be faced and how the organisation would respond. Starting from a good understanding of the current financial situation and an assessment of the most likely plausible scenarios, the organisation can then stress test its performance against these different scenarios and the organisation's Corporate Plan (Purpose and Values) to develop its medium to long term financial planning.

Current Financial Situation

Local Government in Wales has borne the brunt of austerity with core grant funding being reduced by 22% since 2009/10. If the protection afforded to schools is taken into account then other services have seen a reduction of 35%.

In Monmouthshire, £19 million has already been taken out of the budget over the last four years. The Authority remains the lowest funded Authority in Wales with provisional Aggregate External Finance (core grant from WG) per head of population of £995. This compares to an average for Wales of £1344 per head and a maximum of £1,587 per head in Blaenau Gwent.

The Council has consistently delivered within its total budget, however the consistent theme is that net cost of service overspends have been offset by better than expected council tax receipts and lower than expected costs associated with outstanding debt. So whilst the overall outturn position has been positive over the last four years, there are underlying pressures in service areas that still need to be addressed.

Every year a set of savings proposals have been agreed in order to balance the budget. Over the last four years the success rate with achieving these savings has been good, where achievement percentage has been lower, this has generally been a timing issue with the changes required to deliver the savings being slower to materialise than expected.

Year	Savings agreed £000s	Savings achieved £000s	Savings achieved as a percentage
2018/19 at Month 2 forecast	5061	4336	86%
2017/18	5308	4939	93%
2016/17	3659	2414	66%

2015/16	4779	4267	89%
2014/15	5453	4972	91%

This has been a significant achievement given this period of austerity has been on going for the last 8 years and it is a credit to teams for the resilience and innovation they have already demonstrated.

A review of reserves was undertaken in 2016/17 following a period of decline in earmarked reserves. The revised policy approved at that time aimed to ensure that robust business cases for the use of ear marked reserves are produced so that this resource is directed in the most effective way to support the Authority in moving forward and making the appropriate changes. The General Reserve has been maintained at a level between 4 and 6% of net expenditure and school balances saw a significant reduction at the end of 2016/17.

Council approves a Treasury and Investment Strategy each year and a review of the policy on the amount to be set aside to repay debt made a significant contribution to lowering the resource requirement in this area in the medium term. The Authority also continues to take advantage of lower interest rates on short term debt and using capital receipts to fund capital projects to keep investments at a minimum.

The Capital strategy has enabled capital investment to be focussed on the replacement of two comprehensive schools, by limiting investment on existing assets.

Future Scanning

The WLGA report 'Fair and Sustainable Funding for Essential Local Services' is attached as Appendix 1 and provides a comprehensive narrative on the future pressures facing local government in Wales. It considers the challenges continuing to face local government and argues that there are extremely difficult choices ahead if grant funding continues to reduce, as authorities reach a tipping point. The current model is not sustainable, there is need for a more fundamental review of how services are funded, so that those services that prevent negative outcomes in the future and contribute most to sustainable economic growth are prioritised.

In terms of Monmouthshire, challenges on the Authority's finances are similar to those identified by the WLGA and many arise from the wider environment within which local government operates, such as:

- Economic climate – inflation and interest rates,
- Demographic – aging population, this is a particular issue for Monmouthshire
- Central and Welsh Government policy and legislation including new responsibilities, reorganisation of LG and the distribution and level of grant funding
- National pay awards, the pay scale review and Government decisions on Teachers and Fire fighter pensions
- Advances in digital technology

Customer expectations

The above list is not exhaustive and will be kept under review as part of updating this strategy. At this stage, it shows that there are competing and increasing demands on resources. Whilst at the same time the level of resources looks set to continue to diminish in real terms.

This Medium Term Financial Strategy covers the financial years 2019/20 to 2022/23 and seeks to identify and quantify the specific pressures facing Monmouthshire and demonstrate how the council will maintain financial stability by managing these pressures and delivering efficiencies. It is a key part of the Council's integrated corporate, service and financial planning cycle. This process is designed to ensure that corporate and service plans are developed in the context of available resources and that those resources are allocated in line with the corporate purpose, values and priorities set out in the Corporate Plan, as summarised below:

Our Foundation: Purpose and Values

Monmouthshire County Council has a clear purpose. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council's Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

We want to help build sustainable and resilient communities that support the well-being of current and future generations.

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver the action set in this plan

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed aligned to the direction set in the Corporate Plan. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan (see appendix). The aspiration and objectives set for Monmouthshire by the PSB and Council are:

Purpose: Building Sustainable and Resilient Communities

<i>Public Service Board Well-being Objectives</i>	<i>Monmouthshire County Council Goals & Well-being Objectives</i>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

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






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

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

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

Applying the Well-being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, more information on the Act is in the appendix. We have applied the five ways of working set out in the act when developing our plan, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Balancing short term need with long term and planning for the future</p>	<p>Annual budgeting cycles are set within the context of a medium term financial plan.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>Resources can be aligned to deliver priorities within the Corporate Plan through a variety of mechanisms including working in partnership</p>
 <p>Involving those with an interest and seeking their views</p>	<p>The process of identifying and developing budget proposals includes the need to engage with interested parties and record their views and the impact on the proposals</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Business cases for such proposals can be put forward and assessed</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>A key requirement of budget process is that each proposal will be assessed against the well being goals.</p>

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Each proposal to enable demands and resources to be matched will be assessed against these goals as they are developed							

22 Commitments to Action

The 22 commitments are being developed assessed to identify the financial implications of each one so that resources can be redirected to the priorities identified if required. An initial assessment is shown below and will be updated as these strategy is reviewed.

Please note the following keys identify the financial status of the commitments.

(e) – Covered from existing resources, is cost neutral or could produce savings.

(p) – Covered in evidenced based pressures.

(a) – May require additional funds.

The 22 commitments are as follows;

A. Best possible start in life

1. The Council invests in Future Schools (a)
2. The Council has a plan for raising standards in schools (e)
3. The Council carries out a strategic education review (e)
4. The Council implements a model of early intervention and prevention for children and families (e)
5. The Council ensures permanent accommodation and support for looked after children (p)

B. Thriving and connected county

6. The Council develops and delivers a new economy and enterprise strategy (e)
7. The Council maximises economic potential through delivering the Cardiff Capital Region City Deal (p)
8. The Council delivers better infrastructure connectivity and opportunity (a)
9. The Council provides more opportunities for local living, working and leisure (a)
10. The Council unlocks economic value of its spending power (e)

C. Maximise the potential of the natural and built environment

11. The Council develops and delivers a sustainable plan for enhancing the local environment (p)
12. The Council produces 'green and clean' energy (a)
13. The Council keeps rural roads and areas safe (e)

14. The Council enhances local heritage through community ownership and development of arts and cultural services (a)

D. Lifelong well-being

15. The Council enables connected and caring communities supporting people to live independently (p)
16. The Council delivers on social justice, better prosperity and reducing inequality (a)
17. The Council enables better local services through supporting volunteers and social action (e)
18. The Council boosts leisure, recreation and wellbeing (p)

F. Forward-looking, future focused Council

19. The Council enables and provides good sustainable local services whilst delivering excellent customer experience across all channels (e)
20. The Council opens up democratic engagement and collective decision-making (e)
21. The Council delivers a sustainable and resilient organisation and relevant, viable and valued public services (e)
22. The Council puts people at the heart of all it does and inspires excellence in the workplace and employees (e)

What resources are available to deliver the Corporate Plan?

Grant funding from Welsh Government

In the absence of multi year settlement from Welsh Government, forecasting the level of core funding available for the next four years presents a challenge. The provisional settlement for 2019/20 identified a reduction in the revenue settlement (Aggregate External Finance) across Wales of 0.3%. For Monmouthshire the reduction in AEF is 1% after taking into account new responsibilities and transfers into and out of the settlement.

Council Tax

A proportion of Authority's income comes from its local community in the form of Council tax. For Monmouthshire the proportion of its budget requirement raised from council tax is the highest in Wales at 39% compared to Caerphilly where the proportion is 19%. For planning purposes, an increase in council tax of 4.95% is projected for 2019/20 and 3.95% for the following 3 years.

Other Income

A number of services of the council are provided at a charge to the user, such as leisure services, car parks, transport and meals. Previously an assumption has been made in the plan that income will be increased year on year by 2.5%. For the next four year period, the strategy is to enable individual services to consider the most appropriate price or activity increases that can be achieved over the medium term, given their knowledge of the sensitivity of users to such changes. The Council's recently agreed Commercial Strategy will also provide a framework for services to consider how to exploit any commercial opportunities whilst not exposing the Authority to unnecessary or unquantified risk. Therefore no automatic across the board increase in income has been included in the MTFP. Any specific service proposals will be considered alongside other budget proposals.

Specific pressures

Scanning the environment for future pressures has identified the following for inclusion in the MTFP in terms of assumptions:

Pay award – 2% for 2019/20, 1% for rest of MTFP

Vacancy factor – 2% (exempt schools)

Superannuation – 23.1%, rising 1% each year of the MTFP

Teachers superannuation – Employers rate increasing from 16.48% to 23.6% at 1st Sept 2019.

In addition, services have identified further specific pressures which will need to be thoroughly reviewed as part of the annual budget process:

Summary table of specific service pressures

Pressures by Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Children & Young People	1,292	560	0	0
Social Care & Health	1,124	857	70	0
Enterprise	833	180	240	20
Resources	217	59	60	62
Chief Executives Unit	35	0	0	0
Corporate Costs & Levies	910	844	2,201	2,418
Appropriations	349	0	0	0
Totals	4,760	2,500	2,571	2,500

The Authority has previously identified some work streams to deliver savings into the medium term and these are captured within the MTFP below, and will need to be

thoroughly reviewed as part of the annual budget process. The net effect of all of the about assumptions are captured in the current summary below, demonstrating a gap of £4.6 million in 2019/20 rising to £13.8 million in 2022/23:

Summary MTFP table:

Services	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000	Indicative Base 2022/23 £000
Children & Young People	52,240	53,234	53,673	54,116
Social Care & Health	46,556	47,626	47,874	48,246
Enterprise	12,660	12,648	13,027	13,218
Resources	6,848	6,971	7,094	7,208
Chief Executive's Unit	15,882	16,384	16,642	16,903
Corporate Costs & Levies	22,022	23,140	25,490	28,114
Sub Total	156,208	160,004	163,800	167,806
Transfers to reserves	444	63	63	63
Transfers from reserves	(427)	(96)	(218)	(88)
Treasury	7,717	7,717	7,717	7,717
EBP	187	187	187	187
Appropriations Total	7,922	7,872	7,749	7,879
Total Expenditure Budget	164,130	167,876	171,550	175,685
Aggregate External Financing (AEF)	(92,335)	(90,673)	(89,041)	(87,439)
Council Tax (MCC)	(53,428)	(55,538)	(57,732)	(60,012)
Council Tax (Gwent Police)	(11,069)	(11,269)	(11,472)	(11,678)
Council Tax (Community Councils)	(2,676)	(2,676)	(2,676)	(2,676)
Sub Total Financing	(159,509)	(160,157)	(160,921)	(161,805)
(Headroom)/Shortfall	4,621	7,719	10,629	13,880

Scenario planning

Whilst the above model is being used for planning purposes, it is useful to be aware of other scenarios that could occur if various assumptions changed. The table below shows, for illustrative purposes only, the effect of a 1% change in the underlying assumptions used in the model:

1% Variance	Illustrative Annual effect in 2019/20	
	£'000	
Expenditure:		
Pay award (non-schools staff)	639	
Pay award (schools - teaching staff)	278	
Pay award (schools - non teaching staff)	113	
Superannuation rates	370	
Non-pay inflation	651	
Income and Efficiencies:		
Staff vacancy factor (non-schools)	531	
Other income - non-public bodies	108	
Funding:		
Aggregate External Funding (AEF)	933	
Council Tax (MCC) - Band D increase	509	Effect reduced by CTRS

Managing the gap

Clearly the gap between resources and demands for the Authority remains a challenge. Assuming that the funding available from WG is not going to increase substantially in the medium term the Authority has a number of basic options:

Reduce costs and become more efficient

Reduce costs by reducing the level or number of services offered

Increase income by raising existing prices or increasing activity levels

Increase income by increasing the range of services being charged, or finding new ways to generate income over and above costs

Seek new sources of grant income

The Future Monmouthshire themes and work identified, continues to be worked on and brought into the MTFP when proposals are ready. In addition, services continue to work on proposals to meet a percentage reduction in their budgets year on year.

The supporting strategies for Capital, Treasury and Investment and Reserves, seek to underpin the Medium Term Financial Plan and enable the Council to remain financially sustainable, whilst delivering the priorities outlined in the Corporate Plan.

Insert Four year proposals to close the gap (to be completed)

Action Plan - investment and savings plans for future

Action	Expected Impact of the Action	MCC Objective & Strategic Plan contributed to	Performance Indicator/milestone savings£
<i>e.g.. Deliver, implement, launch, create, pilot etc..</i>	<i>e.g.. What is different as a result of your action</i>	<p><i>e.g MCC objective:</i> <i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i> <i>Lifelong well-being</i> <i>Future-focussed Council</i></p> <p><i>Strategic plan:</i> <i>PSB well-being plan, Corporate Plan, MTFP etc.</i></p>	<p><i>e.g.</i> <i>Milestone: Cabinet approve, complete development phase, roll-out completed etc.</i></p> <p><i>PI: Number of, Percentage of etc</i></p>
Manage the pressures	Financial sustainability	All	Balanced MTFP, outturn delivered within budget
Deliver the savings	Financial sustainability	All	Balanced MTFP, outturn delivered within budget
Continue to align resources with the 22 commitments to action over the MTFP, identifying where to draw resources from other areas of the business to facilitate this ambition	Priorities delivered whilst maintaining financial sustainability	All	Balanced MTFP, outturn delivered within budget Whilst prioiorties delivered.

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How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

Setting out proposals for meeting the MTFP gap to Cabinet

Scrutiny of budget proposals via select committees and engagement with the public and other groups
Regular revenue and capital budget monitoring to budget holders, senior managers and Cabinet Members

Scrutiny of revenue and capital budget monitoring by Select committees

Savings monitoring through budget monitoring and business plans

Monitoring of reserve levels through budget monitoring and bi-annual assessment when constructing budget and through the statement of accounts

Success of commercial strategy for increasing income streams

Treasury strategy through monitoring through Audit committee

Risks

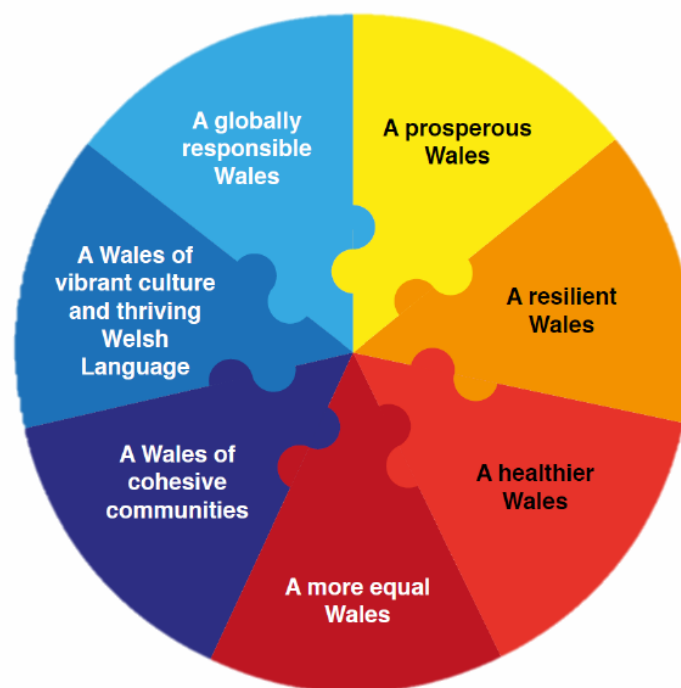
There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
Potential risk that services may become financially unsustainable in the short to medium term. Page 33	<i>Cash Funding has reduced by 12.77% in the last 5 years. At the same time demand on services and external pressures have increased</i>	18/19	Possible	Major	Medium	<i>Implement a longer-term financial plan which aligns with the medium Term Financial Plan – March 2019</i>	18/19	Unlikely	Major	Low
		19/20	Possible	Major	Medium		19/20	Unlikely	Major	Low
		20/21	Possible	Major	Medium		20/21	Unlikely	Major	Low
		18/19 19/20 20/21					18/19 19/20 20/21			
		18/19 19/20 20/21					18/19 19/20 20/21			
		18/19 19/20 20/21					18/19 19/20 20/21			
		18/19 19/20 20/21					18/19 19/20 20/21			

Appendix - National Policy Context

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision-making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and considering their views.
- Working in collaboration with others.
- Putting resources into preventing problems

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

Insert 'Fair and Sustainable Funding for Essential Local Services' WLGA

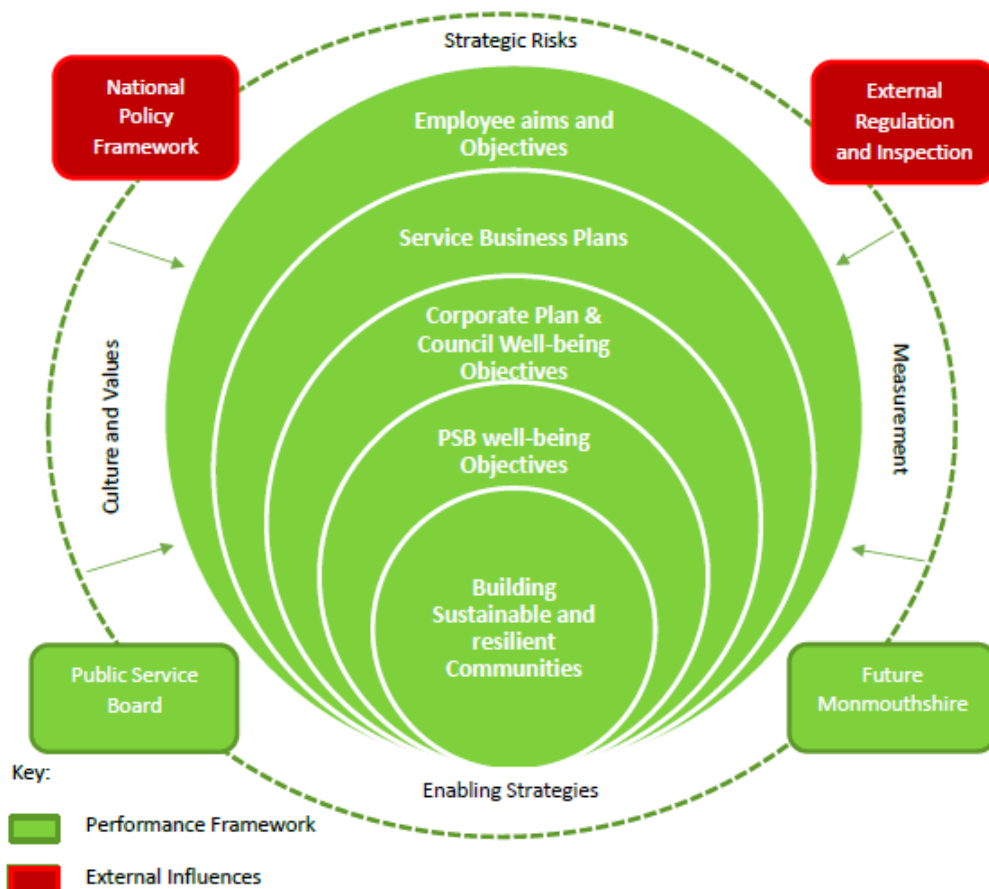
Appendix – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities 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 the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a 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 how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>Monmouthshire's Public Service Board has produced a well-being plan which sets four objectives they will work on to improve well-being in the County now and in the future</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Monmouthshire County Council's Corporate Business Plan sets out the direction for the Council in the next 5 years. The plan sets five Organisational Goals (also the Council's well-being objectives) supported by the 22 commitments to action and the ways in which they will be measured in the run-up to 2022.</p>	
Strategy	<p>Asset Management Strategy & Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Strategy</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	
Programmes	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>	<p>Social Justice Strategy</p> <p>To set out the Council's commitment to address inequalities in the county in order to make our society function better.</p>
	<p>Commercial Strategy</p> <p>Provides a new policy regarding the acquisition of Investment properties.</p>	<p>Procurement Strategy</p> <p>To set out a progressive vision for fit for future procurement across the Council</p>
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.

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Fair and Sustainable Funding for Essential Local Services

All our communities rely on local government



CLILC • WLGA

@WelshLGA
#localservices

Local Services are Essential

All our communities rely on local government. Local government is democratically elected, champions the interests of Wales' diverse communities and provides many valued and vital everyday services that are the foundations of our society. Council services:

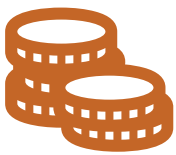
- Support and protect the most vulnerable in society
- Tackle inequalities in society
- Promote a fairer Wales through inclusive growth

Local government is the economic bedrock of Wales:

- employing over **10%** of the Welsh workforce and educating and training our future workforce
- spending **£3.5bn** on goods and services in national & local economies
- promoting economic growth in all 4 regions

Local government creates opportunities for every citizen which help sustain and strengthens our communities.

How do we do this?



£4.3bn

revenue support
from Welsh
Government



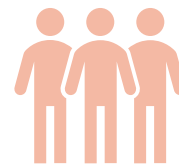
£1.3bn

in Council Tax from
residents



£1.2bn

infrastructure
(capital) spending

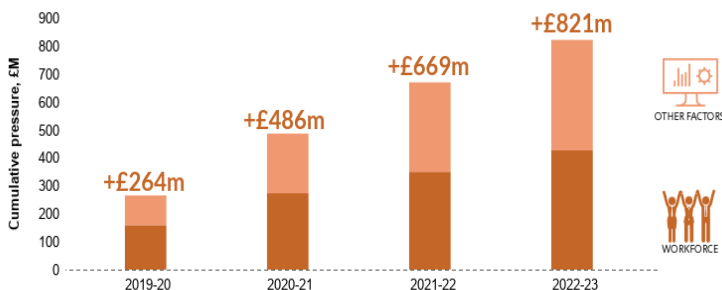


136,000

full time and part
time employees (incl
26k teachers)

What local services need in the medium-term

Cumulative pressure



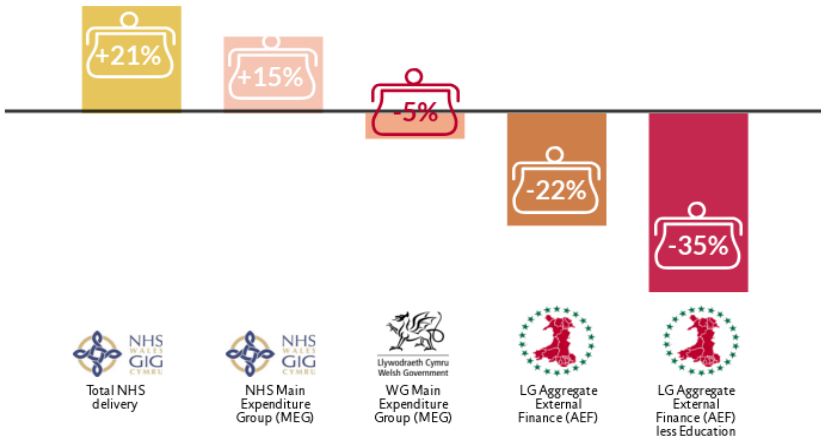
Just to stand still on providing current services, local government would need a revenue increase of £264m (5% of net spend) in 2019-20 and 4% the year after.

Unavoidable workforce costs are increasingly driving inflationary pressures.

In 2021-22 and the year after, the overall inflationary pressures run at around 3% in each year.

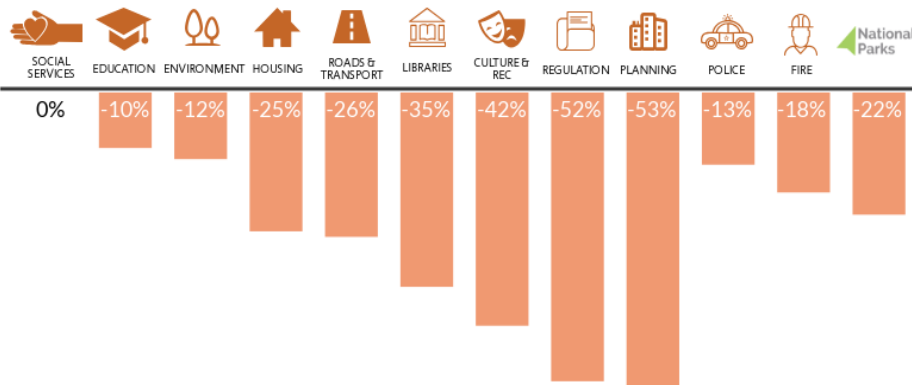
10 Years of Austerity

Change in Funding since 2009-10



Local Government has borne the brunt of austerity, core grant funding has reduced by 22% after adjusting for inflation by 2019-20. If you don't include schools funding, as is the case in England, core funding has fallen by 35%.

Service spend change since 2009-10

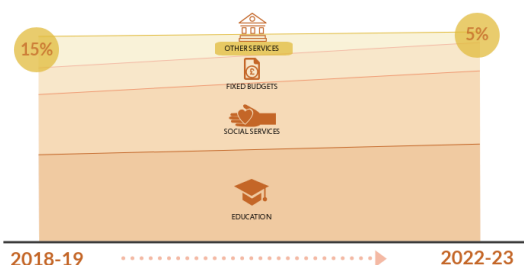


Local services have been devastated. Schools and social care have been relatively protected but this has not been enough to keep up with demand.

The structure of budgets for local services

Social Care and Education account for nearly 72% of the £5.6bn net spend on local services. Another 13% of the budget is fixed: it is outside the control of the council such as debt repayments, support for council taxpayers or levies for other bodies such as fire.

Budget structure



In the past cuts were visited on the remaining budget which accounts for 15% of the overall budget. It is difficult to see how it can be reduced even more.

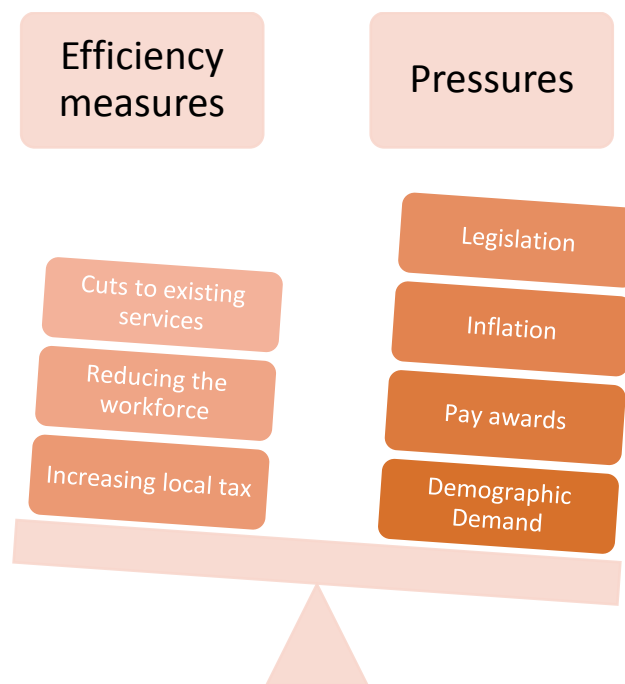
On current projections local government will be required to absorb over £800m of pressures over the next 5 years. Either discretionary spend will decline to 5% of the budgets or local authorities will start to make cuts in services that have traditionally been protected. Without

more resource schools will have to drastically pull back on teaching and non-teaching staff levels. Social care thresholds will need to increase. Vital spending on key services such as economic development, public protection, waste and culture will be paired back even further.

Local Services at a Tipping Point

If local government continues to face the same level of grant reduction, there are extremely difficult choices ahead. The trade-offs and consequences of this must be fully understood.

Responding to this, many Councils are already out to budget consultation, highlighting the magnitude and scale of the budget gaps. But many local authorities are now reaching a tipping point.



Without a more fundamental review of how we fund services there is little wriggle room for further cuts. The current model is not sustainable, annual incremental budgeting just stores up problems for the future.

Just look around at the decline of our community services and assets. From libraries to leisure centres, community centres to meals on wheels, youth & music services to food inspections. In the words of the great author Phillip Pullman we are in danger of "killing off every humane, life-enhancing, generous, imaginative and decent corner of our public life".

Cllr Debbie Wilcox, Leader, WLGA Conference 2018

What Services Need from the 2019-20 Budget

We recognise that tough choices will need to be made across the Welsh budget but we cannot emphasise enough the needs of the essential local services that are vital to our communities.

Local government therefore needs sustainable, **fair and flexible funding** – greater fiscal autonomy and flexibility to respond to local needs and priorities:

Revenue Settlement

- ❖ No more cuts and local government funding pegged to the Welsh Government Budget
- ❖ Proper investment in and protection of the local government workforce
- ❖ Additional investment in Social Care and Education to recognise pressures

A better funding framework

- ❖ Multiyear budget settlements
- ❖ Greater accountability for health budgets
- ❖ Greater flexibility around grant schemes that should ultimately be transferred into the settlement
- ❖ New responsibilities to be fully funded

Local Taxation

- ❖ No council tax capping
- ❖ Reform of local taxation to make it fairer
- ❖ Powers to introduce discretionary taxation

Capital Investment, Infrastructure & Growth

- ❖ Increased funding to return investment to pre-2009-10 levels
- ❖ Reduction in the retention rate for 21st Century Schools
- ❖ A joint lobby to Treasury to end the HRA borrowing cap

Longer Term & Future Generations

We cannot keep going on like this, storing up problems for the future. Over the long term, linking in with the overall Welsh Government budget process, we need a fundamental review of Wales' priorities and how services are funded, ultimately with a view of improving outcomes. We must prioritise and invest in those services that prevent negative outcomes in the future and contribute most to sustainable economic growth.

Indeed, this is now a requirement under the Well-being of Future Generations (Wales) Act 2015. Our priorities should align with the goals of that Act. In pursuing them it is important that time is invested at inception to identify the most sustainable way forward. That means early involvement of stakeholders and collaboration with appropriate partners. It also means developing integrated approaches designed to deliver the best 'whole life' outcomes and counter any negative trends. The funding framework should support this.

Our Essential Local Services

Social Protection, Well-being & Prevention



Children's Services (£608m, 8.4% of total spend)

According to the latest data, nearly 16,000 children received care and support from local authorities in Wales. Just under 6,000 children were 'looked after' by local authorities last year, a figure that has increased by nearly a quarter over 10 years.

Rapidly increasing and complex needs, along with constrained funding is placing significant pressure on children's social care services. With a statutory duty to safeguard and promote the well-being of looked after children, councils have committed to providing as much resource as possible to safeguard and support children and their families, but this commitment leaves some challenging choices elsewhere such as early intervention.



Adult Social Care (£601m, 8.3% of total spend)

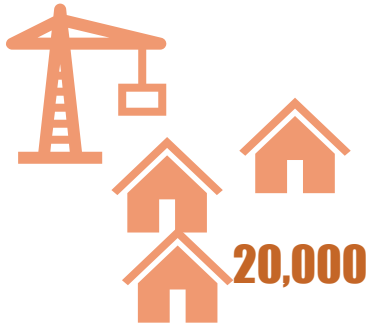
Adult social care services support and protect vulnerable adults, allowing them to live independent, dignified lives. By 2035, the number of people aged over 65 will have increased by a third and number aged over 85 will have doubled. Spending will have to grow at 4% every year on top of general inflation to meet these pressures.

Adult social care continues to help mitigate demand pressures on the NHS and is not simply about support at the 'back door'; councils work closely with the NHS to improve self-management of conditions, prevention, community support and information and advice, which are all services that stop people presenting at the 'front door' in the first place. In addition, adult social care plays a significant impact on the wider Welsh economy, contributing about £2.2 billion to the economy and creating 127,000 jobs.



Support for Carers (£631m, 8.7% of total spend)

Councils provide vital support to adult and young carers, helping them to manage their caring role. There are more than 370,000 unpaid carers in Wales, with the increase in the older population, we are likely to see more older people in a caring role, with the number of carers over 85 predicted to double in the next 20 years. Councils provide vital support to people, young and old to help them to remain in their caring role.



Affordable Housing and Tackling Homelessness (£146m, 2.0 % of total spend)

Councils are playing a vital role in the delivery of 20,000 new affordable homes including the building of significant numbers of new council homes for the first time. Alongside building new homes, Councils are ensuring their existing stock meets or exceeds the Welsh Housing Quality Standard by 2020.

Recent data shows over 9,000 households threatened with homelessness. Councils have a vital role in using their duties to tackle and prevent homelessness and reducing the number of rough sleepers. Providing debt advice; intervening in cases of domestic abuse; benefit help; and help in managing rent arrears all contribute to this aim.



Welfare Advice and Support (£22m, 0.3 % of total spend)

Benefits teams across Wales administer payments to nearly a quarter of a million Housing Benefit and Council Tax Support recipients every year. Helping deal with debt and the consequences of debt is an important aspect of Councils' work. As at June 2017 the Money Advice Service noted that the average UK household owed £7,413 in unsecured debt. The UK average of over-indebtedness per local authority stands at 15.4% however in Wales 17 of the 22 LA's have debt levels above the average reaching a peak of 21.9% in Blaenau Gwent.



Libraries, Recreation and Leisure (£198m, 2.7% of total spend)

Councils play an integral role in promoting healthy lives across communities and providing access for all to services which can improve their health and well-being. This includes providing sport facilities, leisure centres, libraries, museums and parks, as well as organising or promoting cultural activities. These services form the fabric of communities and are geared to ensure that those who have least access and are least financially advantaged can use the services.



The cultural and social benefits of these services also encourage people come into and participate in their communities and are very often tourist attractions in their own rights, thus helping to grow inclusive local economies. Spending on culture and recreation fell by 42% between 2009-10 and 2017-18 and spending on libraries fell by 35%. Important local services are being hollowed out.



Public Protection - Environmental Health, Licensing, Trading Standards (£57m, 0.8% of total spend)

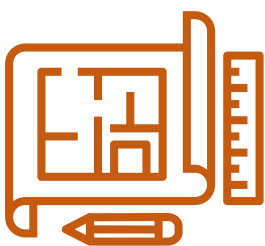
These services are under significant threat, due to cost pressures which have seen budgets decimated by almost 51% to levels of funding last seen in the mid-1990s. The total budget for Public Protection Services is typically less than a half of one percent of the local government budget. Further reductions would have severe consequences.



For Trading Standards and Environmental Health Services there has been a sharp decline in the workforce, worryingly, these are officers with specialist skills and knowledge not available elsewhere in local government. Statutory competency requirements will be breached, leading to legal challenge and review. Both workforces have an ageing demographic and very few new entrants. Qualifications, training and recruitment is at a critical point for sustainability.



If this trend continues for the next five years public protection services will break, and those unique protections will be lost from local government. Given the potential of substantial regulatory change in the aftermath of Brexit and strong demand from SME's for regulatory advice and support, there is a severe risk that Wales will be very poorly placed to respond to the many and diverse challenges, routinely dealt with by public protection departments.



Planning & Development Control (£30m, 0.4% of total spend)

Each of the 25 planning authorities in Wales (22 local authorities and 3 national parks authorities) sets the framework for the development and use of land within their area through the preparation of a Local Development Plan. They are collaborating at a regional level to co-ordinate strategic land use planning matters and support sustainable regional development across authority areas.



The Planning service plays a vital role in promoting and controlling building development, protecting and conserving the environment, supporting business and economic development, protecting architectural heritage and encouraging high standards of building design and environmental management. It therefore fundamentally shapes the places and environments in which communities and

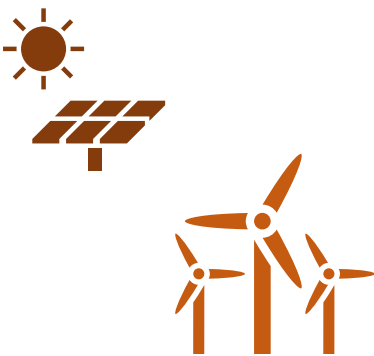


businesses operate. The achievement of inclusive and sustainable growth depends heavily on the planning system being able to identify and facilitate spatial relationships based on good connectivity, efficient interaction and the minimisation of unnecessary journeys. However, successive cuts since 2009-10 have seen Planning budgets roughly halved, reducing the capacity of authorities to pursue these ends.

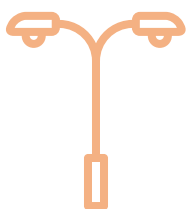
Waste Management and Energy Efficiency (£245m, 3.4% of total spend)



Local authorities collected 1.6m tonnes of municipal waste from households across Wales according to the latest published data for 2016-17. The percentage of this material that was prepared for reuse, recycling or composting continued to increase to 64%, above the current target of 58%. It places Wales second in the world for the recycling of household waste. The target will rise to 70% in 2024-25 so continued progress is needed.



For many years now, Welsh Government has supported local authorities with grants to develop recycling services and assistance in the procurement of treatment facilities. Recent progress, though, has had to be made in the face of a reduction in the level of that grant support. On a like-for-like basis, grant funding has reduced by third from the peak. To maintain progress, further planned reductions in funding need to be revisited. In addition, work is needed to encourage – and where necessary enforce – changes in household behaviour to ensure the recycling facilities provided by councils are fully used. There is also a need for investment in new reprocessing facilities so that materials have a ready domestic market and can be turned into new products as part of a ‘circular resource economy’.



Councils continue to provide advice and to signpost households to various sources of support to help improve energy efficiency. They have also taken steps to improve their own energy efficiency by switching to LED street lighting and to generate more of the energy they use from renewable sources (around 300 schemes generating nearly 30,000 MWh at the end of 2016).

Education (£2.6bn, 36% of total spend)



Investment in education is an essential part of helping individuals to fulfil their potential and to enable them to contribute meaningful to sustainable and prosperous communities. Education and economic growth are closely linked and it is universally accepted that investment in schools is an effective way of increasing inclusive growth as well as securing economic growth. Local government is committed therefore to raising standards in education and improving outcomes for learners because of these individual and collective benefits. Councils spend £2.5 billion a year on educating children and young people with educational services covering early years as well as school-based and community education.



There is concern that continued use of specific grants and various funding streams causes complexity and confusion and reduces local flexibility and democratic oversight. There are similar concerns about the impact on vulnerable groups and learners when those grants are cut, such as the recent reductions to the Education Improvement Grant and related grants.



Local government is currently negotiating a revision to the National Model for Regional Working with the Welsh Government and other partners and argues that all funding should be channelled through local authorities rather than directly to schools or consortia. This will reduce complexity while ensuring the appropriate level of democratic accountability. The WLGA is also pressing for 6th form funding to be included in the RSG rather than creating a separate grant under the new Tertiary Education and Research Commission.



On other policy areas, the expansion of the childcare offer (early years) is a key priority for the Welsh Government, and local government is very supportive of the expansion. However, councils are clear that it must be fully resourced, and be truly additional to the current local government settlement, to ensure it is not at the expense of other vital services. In addition, there remain concerns over the true costs of the ALN Act, including the transfer of post-16 specialist places to local authorities and there is similar anxiety over the implementation costs of delivering the new curriculum. Finally, there are continuing concerns about the impact on services of the proposed cut to the EIG and related grant reductions.

Inclusive Economic Growth (£13m, 0.2% of total spend)



Local authorities across Wales have been working together regionally to promote economic development in ways that will benefit all communities. Although official unemployment in Wales has fallen to 4.4% (May 2018), low productivity, low wages and job insecurity remain major issues. City Deals have been secured with the UK Government and the Welsh Government for the Cardiff Capital Region and for Swansea Bay, while Growth Deals are being pursued by North Wales and Growing Mid Wales. The deals are intended to improve productivity, raise skills and connect communities with new opportunities.



Local authorities work closely with the private sector not only in terms of the direct business support they offer but also in relation to a range of other issues such as transport, waste, trading standards, environmental health, education and skills development, care services and housing demand. As well as being major employers, employing around 10% of the total Welsh workforce, councils also spend around £3.5 billion on local and national businesses through procurement.

Highways, Transport and Infrastructure (£273m, 3.8% of total spend)



The highway infrastructure is critical to all other services and to the efficient operation of local business and social activity. Local authorities have been developing Highway Asset Management Plans (HAMPs) to enable a more strategic approach to the way they look after this vital asset. For HAMPs to operate effectively, the level of funding must be sufficient to enable councils to follow up on the recommendations they generate. Revenue funding has reduced by 26%.



An increasing share of local authority highways funding that has been supporting the development of smaller-scale, active travel routes for walking and cycling. Bus services are being encouraged to form part of more integrated approaches, including 'metro' developments as part of the city/regional deals. Councils are having to consider what transport will look like in the future. Answers to questions about the future role of autonomous vehicles, electric, hydrogen and hybrid cars and buses, car clubs and active travel will help to determine the investment needed in infrastructure for the future. The need to decarbonise transport to meet targets in the Climate Change Act 2008 and Environment (Wales) Act 2016 will be a fundamental consideration here.



Connectivity involves more than the highway network. Increasingly, digital connectivity and (high speed) broadband is a vital consideration for households, tourists and businesses. Local authorities have worked with Welsh Government and service providers to facilitate the roll out of superfast broadband. Providing greater digital access to councils' own services is increasingly important, too, as a way of improving service delivery and accessibility and realising efficiency savings.



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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Joy Robson</p> <p>Phone no: 01633 644270 E-mail: joyrobson@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To agree the update to the MTFP and process for the 2019/20 budget</p>
<p>Name of Service</p> <p>Finance</p>	<p>Date Future Generations Evaluation form completed</p> <p>12th October 2018</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc





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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – ensuring resources are used efficiently</p>	<p>n/a</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>n/a</p>	<p>n/a</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	n/a
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	n/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	n/a
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	n/a

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Yes – the setting of the 2019/20 budget within the context of the projections within the MTFP</p>	<ul style="list-style-type: none"> - Need to ensure that there are longer term plans in place which balances the resources available with the demands needing to be met, to avoid knee jerk short term decision making
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The budget/MTFP process needs to involve working closely with current partners and looking for new ways to work in partnership if this delivers a better outcome for citizens, proving better value for money.</p>	<ul style="list-style-type: none"> -
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Select committee scrutiny and public consultation period is a standard part of the process together with involving various groups of interest including the Inclusion Group. Particular proposals may require further consultation with individuals directly affected by the proposals</p>	<ul style="list-style-type: none"> -
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The process of considering the MTFP and a longer timeframe should enable resources to be put into preventing problems occurring or getting worse.</p>	<ul style="list-style-type: none"> - There is a need to see a continuing shift in resources from acute spending to spending on policies and services which prevent problems occurring.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	The Budget proposals once formulated will be assessed for impact	-

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a	n/a	n/a
Disability	n/a	n/a	n/a
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a
Welsh Language	n/a	n/a	n/a

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

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

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

The provisional settlement and internal and external factors impacting on the assumptions, savings and pressures used in the MTFP model.

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

Provides a structured approach and process to the allocation of resources in next years budget

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Budget proposals and pressures identified are assessed for how they meet the FG Act and Equality Act requirements including ensuring the 5 ways of working have been applied	This will be done over the course of the budget process and whilst implementing the budget/MTFP over the coming years	Officers, Members, and consulted groups	-Sufficient progress and evidence of application needs to have been supplied by March 2019 in order to agree budget proposals. Further monitoring will continue as budget proposals are implemented through service business plans

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	As part of the final budget report
--	------------------------------------

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
651	Agreeing budget/MTFP process	Cabinet 7 th November 2018	

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SUBJECT: Cadetship Proposal

MEETING: Cabinet

DATE: 7/11/2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To seek Cabinet endorsement to the proposed cadetship programme outlined in appendix 1 attached.

RECOMMENDATIONS:

Cabinet approve the attached proposed cadetship programme for implementation in December 2018

KEY ISSUES:

Currently Monmouthshire County Council has a rapidly ageing operational workforce, specifically regarding Highways, SWTRA and WSS. As things currently stand there is no formulated succession plan for when these operatives retire, which will lead to a massive skills shortage, recruitment problems and the inevitable use of agency staff until posts can be filled.

Recruitment of suitable staff is also a major problem, this has been highlighted many times by all operational departments who fail to recruit suitably qualified and experienced staff. Recruits who are eventually employed have to undergo further costly training before becoming productive members of staff.

Due to the challenges outlined above, agency staff are employed in all areas of operations and whilst there will always be some need for agency staff, if we address the issue of succession planning we will ultimately be reducing the overall spend on agency staff year on year.

The Cadetship Proposal will address all the above issues, delivering fully qualified and rounded individuals, to be retained by MCC or to become productive and highly skilled members of the local community.

2. OPTIONS APPRAISAL

Option 1 Do nothing

This is not a viable option, it will perpetuate the succession planning issue, and will not address the over use of agency staff and will not address the problem of a lack of suitably qualified recruits.

Option 2 Use external providers to recruit and train staff to MCC operational requirements and standards.

Again, not a viable option due to excessive cost, also an external supplier only offers “one size fits all” training packages that do not fit the requirements of MCC operations.

Option 3 MCC Cadetship Proposal

This is the preferred option as it ensures a quality succession plan, delivering highly trained, fully qualified and experienced staff, trained by our own highly skilled workforce who were themselves the product of a similar scheme operated by Raglan Training Centre in the past.

3. EVALUATION CRITERIA

See appendix A

4. REASONS:

The cadetship programme is a programme that is specific to Operations with the intention of creating a buffer of staff to provide opportunities to young people to undertake training to a high level in a very competitive work industry and additionally start to reduce the dependency on agency staff. Creating a succession platform for an aging workforce whilst offering additional staff to undertake extra work with the potential for income generation. With learners within a specified age group being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

It addresses the point of succession planning, skills shortage and excessive use of agency staff, also releasing surplus highly qualified individuals into the local jobs market, bolstering the local economy.

5. RESOURCE IMPLICATIONS:

The wage costs of a Cadet will be borne by operational departments and will be in the region of £8190/cadet/year plus on cost.

Training costs will be absorbed by Raglan Training Centre, except for costs falling outside the Cadetship Scheme, e.g. specific licenses etc. which along with future savings from non-use of agency staff, savings on recruitment and “buying in” necessary skills, does not guarantee a cost neutral status on the Cadetship Scheme but does represent remarkable value for money, ensuring a minimum cost succession plan for MCC Operations in the future whilst also helping to bolster the local economy.

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

The Cadetship Scheme actively works on promoting and growing the quality of life, both in and out of the workplace for Future Generations, fostering good work ethics, community spirit, and the benefits of contributing to the whole, engendering empowerment, feelings of self-worth and value.

Equality is a major part of the Cadetship recruitment scheme, with applicants being sought from all areas of the community, regardless of age or gender.

This scheme will be reviewed annually for effectiveness and viability, and whilst financial information will form a part of the review process in the shape of savings achieved, this will not become wholly apparent for some years. Success will also be measured by numbers of Cadets absorbed into the workforce, qualifications achieved and the release and subsequent employment of cadets who do not remain with MCC.

7. CONSULTEES:

This proposal has been to SLT	Approved with no amendments.
Highways Operations	Approved with no amendments.
SWTRA Operations	Approved with no amendments.
WSS Operations	Approved with no amendments.

8. BACKGROUND PAPERS:

Appendix 1 Cadetship Proposal

9. AUTHOR: Edwin Gullick

10. CONTACT DETAILS:

Tel: 07768 866502

E-mail: edwingullick@monmouthshire.gov.uk

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Cadetship Proposal
Date decision was made:	07/11/2018
Report Author:	Edwin Gullick

What will happen as a result of this decision being approved by Cabinet or Council?

The desired outcome is for the proposal to be approved, this will allow the recruitment and training of a number of Cadets, ensuring effective operational succession planning, reduction of reliance on agency staff and an increased number of highly skilled staff who will reduce the high workload currently shared by a few highly skilled operatives
Approval of this scheme will also deliver highly skilled and motivated individuals into the local economy.

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Benchmarks will include;
Overall cost of the scheme.
Level of reduction in agency use.
Numbers of Cadets retained by MCC.
Numbers of Cadets released into the local labour force.
Achievement levels of all Cadets.
Sickness and absentee levels.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Planned costs of employing a Cadet is initially £8190/cadet/year plus on cost, this will be borne by the individual department, as will training costs falling outside those required by the Cadetship Programme, i.e. specific licenses etc. Training costs will be absorbed by Raglan Training Centre.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Cadetship Proposal 2018-2020

Outline Proposal

The cadetship programme is an experimental programme that is specific to Operations with the intention of creating a buffer of staff to provide opportunities to young people to undertake training to a high level in a very competitive work industry and additionally start to reduce the dependency on agency staff. Creating a succession platform for an aging workforce whilst offering additional staff to undertake extra work with the potential for income generation. With learners within a specified age group being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

It must be emphasised that this is not an apprenticeship route nor an internship but a cadetship programme that is openly a scheme aimed at supporting and growing the operational work force, passing on the MCC values, ethos work ethic. These people will be supplementing to workforce with the prospect of keeping 2 out of 20 (for example) cycle upon cycle where possible.

Cadets will be working on an employed basis for a period of approximately 2 years, during which time they will undergo comprehensive on the job training in their chosen occupation as well as completing a portfolio of in-house and nationally recognised qualifications plus awards from City and Guilds and LANTRA. The by-product for cadets, whom we are unable to keep on in employment, is that they will be highly skilled and very employable.

It is hoped the cadetship scheme will form part of MCC's forward plan for WSS, Highways and SWTRA operations, saving money in the short and long term. This is on the understanding that cadets will enter the workforce in place of agency staff who are fast becoming permanent fixtures across the organisation, especially in Waste and Grounds, and whilst being necessary in some areas, they can be replaced by cadets who will eventually enter the MCC workforce or enter the labour force locally as well rounded and highly skilled individuals.

The model will be slightly different for Highways and SWTRA as they do not routinely use agency staff. In these cases the scheme will more than pay dividends as it will lead to a sustainable, well qualified workforce in the long and the short term. Within a very short period, due to a high quality training and mentorship programme, cadets will become valuable, productive members of the operational workforce, relieving pressure at the front line, and giving more flexibility and responsiveness where most needed.

Current colleagues who went through a similar cadetship programme with MCC some 20 plus years ago have predominantly remained within the authority and are currently some of the highest qualified and best-respected operational professionals in the country. Unfortunately, a good proportion of these colleagues will be retiring in the next 5 to 10 years; this cadetship scheme proposal will firstly ensure suitable succession planning for these colleagues and secondly ensure the future sustainability of the operational workforce at a time when it is extremely difficult to recruit suitable staff.

Mentors will be fully supported in their role, initially by undergoing a mentoring and Instructional techniques course as well as having full time access to training and support staff. Mentors and Cadets will be visited on a fortnightly basis by a member of the Training Centre staff who will complete a review and progress report to remain on the Cadets Personal Training File. It is anticipated that the Cadets will be recruited in late September 2018 and complete in September 2020.

Raglan Training Centre

There will possibly be a level of concern over young people in the workplace, especially in an operational role. Safety of young workers in MCC is of paramount importance, each cadet will have undergone a comprehensive induction, including two week's placement at Raglan Training Centre before going to site, and they will be instructed in personal and group safety systems and methodology relevant to their cadetship route. Cadets will be placed with suitable and experienced mentors, very experienced in their field and happy to pass on their skills, experience and good working attitudes. The by-product of the mentoring system is that the mentor is recognised as a highly valued and respected individual, leaving a legacy for the future, ensuring that vital and valuable skills are preserved and passed on.

Taken on a "whole authority" basis this scheme offers affordable operational succession planning at a time when resources are stretched. It gives the authority the opportunity to select the best cadets for employment and to release well rounded and highly trained individuals into the local labour market, where they (as experience has shown) usually find employment with partners who work in and around Monmouthshire, increasing local employment levels, boosting the economy and improving the local infrastructure.

Recruitment will be a three part process with potential Cadets undergoing an initial interview with a team consisting of at least one manager from the service area where the Cadet will be working, a member of the HR team and one other, either a service area manager or a member of Raglan Training Centre staff. Following the initial interview candidates will attend a short classroom session, given an induction and specific Health and Safety information following which they will be evaluated on behaviour and knowledge retention. The final session will be a practical scenario, where following a short period of instruction they will be expected to perform a supervised task relevant to their chosen Cadetship route.

The three parts of the recruitment process will be used to evaluate the suitability of the candidate for a Cadetship route, avoiding the potential pitfalls of a purely academic and office based interview process for an operational position.

Raglan Training Centre

Appendix 1

Cost Comparison, Cadet Vs Agency

Wages quoted are official 2018-19 figures

National minimum wage under 18 £4.20/hour

National minimum wage 18 – 20 £5.90/hour

Agency costs currently £9-11/hour, average of £10 used for calculations

If MCC employ 3 cadets at 17 years old on commencement.

1st year costs @ £4.20/hour = £8190, **for 3 Cadets = £24,570 (plus oncost)**

2nd year costs @£5.90/hour = £11,507 **for 3 Cadets = £34,523 (plus oncost)**

Added to this will be £2000/year for each cadet to cover awarding body registration and exam costs and administration.

There will be no extra cost to departments for training as Cadets will be enrolled on existing courses.

The total cost for employing and training 3 Cadets for 2 years will be £71,093 (plus oncost)

Costs for agency workers over a 2 year timespan

Year 1 = £19500/person, **for 3 agency staff =£58,500**

Year 2 = £19500/person, **for 3 agency staff = £58,500**

Total cost for employing 3 agency staff for 2 years (does not include training costs, see below), is £117,000

NB. Average training cost for an agency workers in first two years:

Highways c£5000

Grounds c£4000

Waste c£3500

Please note we have one case of an agency worker undergoing at least £10,000 worth of Highways training over a period of three to four years and this is probably not an isolated case.

Raglan Training Centre

Appendix 1

Highways/SWTRA Training Plan

Late September/October 2018	Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, abrasive wheels, introduction and instruction in basic tools and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of.
November – January 2019	On the job training along with fortnightly review and progress meetings.
February 2019	5 day City & Guilds Streetworks Course
March – September 2019	On site, gaining experience, mentored and reviewed.
October 2019	12 month progress review, future goals, aims and objectives discussed.
November 2019	LANTRA Awards T1 / T2 training day
December – February 2020	Practical assessments (3 separate days) leading to achievement of LANTRA Awards M1 / M2 and subsequent registration with LANTRA.
February – end September 2020	Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC.

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Highways /SWTRA Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.

Raglan Training Centre

Appendix 2

Grounds / Landscapes Training Plan

Late September/October 2018	Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, abrasive wheels, introduction and instruction in basic tools and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of.
November – January 2019	On the job training along with fortnightly review and progress meetings. Instruction and training in the use of grounds specific plant and machinery, e.g. mowers, strimmers/brushcutters etc.
February 2019	Enrol on L2 NVQ in Grounds Maintenance
March – September 2019	On site, gaining experience, mentored and reviewed. Cadet to attend City and Guilds PA1 and PA6 spraying courses.
October 2019	12 month progress review, future goals, aims and objectives discussed.
November 2019	LANTRA Awards T1 / T2 training day
December – February 2020	Practical assessments (3 separate days) leading to achievement of LANTRA Awards M1 / M2 and subsequent registration with LANTRA.
March 2020	Depending on progress and aptitude Cadet will attend a 5 day chainsaw crosscutting and felling course.
March – end September 2020	Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC.

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Grounds/Landscape Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.

Raglan Training Centre

Appendix 3

Waste Operative Training Plan

Late September/October 2018	Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, introduction and instruction in vehicles and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of.
November – January 2019	On the job training along with fortnightly review and progress meetings. Instruction and training coupled with site visits to understand the MCC Waste Management and Recycling Strategy.
February 2019	Enrol on L2 NVQ in Waste Management and Recycling
March – September 2019	On site, gaining experience, mentored and reviewed.
October 2019	12 month progress review, future goals, aims and objectives discussed.
November 2019	LANTRA Awards T1 training day
December – February 2020	Progress to L3 NVQ depending on progress and aptitude
March – end September 2020	Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC.

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Waste Operative Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.

Ed Gullick 10/09/2018

<p>Name of the Officer completing the evaluation</p> <p>Edwin Gullick</p> <p>Phone no: E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To recruit, train and retain a cohort of Cadets. The cadets will be trained by MCC staff to become highly skilled and rounded individuals to be absorbed into the operational workforce as members of the existing workforce leave or retire.</p>
<p>Name of Service</p> <p>Raglan Training Centre, People Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>25/10/2018</p>






NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal contributes by providing a robust succession planning scheme for operational staff, providing highly skilled, well paid individuals to be absorbed into the Authorities workforce or to be released into the local jobs market where they will boost the local economy.</p>	<p>Robust monitoring and evaluation over time, measuring achievement levels and financial benefits.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	As part of their coursework Cadets will study industry, waste, waste disposal and its effects on climate control and ecosystems	Monitoring
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Cadets will be monitored and trained in wellbeing methodology, the benefits of healthy mind and body and will attend MCC corporate wellbeing events.	monitoring
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The scheme is designed to engender a feeling of belonging to community and to building the economies of local communities.	Wellbeing monitoring
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Neutral (No positive or negative.)	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Applications are being actively encouraged from all areas of society.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Delivering this scheme will provide a sustainable and cost effective succession plan for operational staff, financial benefits will be measurable from year 3 of the scheme, but huge measurable benefits are going to be immediately apparent regarding recruitment and retention of highly skilled staff. This scheme will be ultimately self-sustaining and will have a life span in excess of 20+ years</p>	<p>None</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This scheme requires the collaboration of all MCC operational departments as well as external Awarding Bodies and training suppliers</p>	<p>None</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All stakeholders and potential stakeholders have been consulted. The stakeholders are the operational areas of MCC, the personnel involved all live in Monmouthshire and are able to fully reflect the views of themselves as stakeholders and as members of the community.</p>	<p>None</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Resources required are very few other than monitoring activities, which can be served by existing processes.</p>	<p>None</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This scheme is intended to foster better feelings of belonging both to community and to colleagues and the workplace, actively encouraging integration and cooperation in the workplace with best practice being shared throughout the organization. This will encourage wellbeing methods and methodologies to be accepted as the norm in everyday life. In turn this will provide a beacon for the authority to see, follow and copy as well as our partner organisations.</p>	<p>Publicity and collaboration with partners.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	No age limits on recruitment have been imposed, Cadet applications will be considered from all age groups of society		
Disability	MCC is a large multi skilled and multi-faceted organisation, well used to employing people with varied levels of disability, this will be the same with the cadetship scheme	Whilst some disabilities may preclude employment in some operational areas these will be dealt with following MCC's strict guidelines and each case will be considered on its merits should this arise.	
Gender reassignment	This scheme will pose no problem for Transgender people or groups		
Marriage or civil partnership	No Issues		
Pregnancy or maternity	No issues MCC's policies and procedures will be followed		
Race	Applications are accepted from all racial groups with no exceptions.		
Religion or Belief	No issues		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	This scheme actively encourages applications from both sexes with all being treated equally.		
Sexual Orientation	No issues		
Welsh Language	All documentation is Bi Lingual, with applicants able to be interviewed in both English and Welsh.		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	All Cadets, whether pre or post 18 will have a full time mentor trained in safeguarding.		
Corporate Parenting	Looked After children, if employed as Cadets, will be mentored as above but also monitored by Children's Services in line with MCC policy and procedures for "Looked After" children		

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

As outlined in Appendix 1 of the report

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

The cadetship programme is a programme that is specific to Operations with the intention of creating a buffer of staff to provide opportunities to young people to undertake training to a high level in a very competitive work industry and additionally start to reduce the dependency on agency staff. Creating a succession platform for an aging workforce whilst offering additional staff to undertake extra work with the potential for income generation. With learners within a specified age group being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The proposal will be reviewed in December 2019 and reported to SLT.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	06/11/2018	

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SUBJECT: Project 5: Proposal to develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people

MEETING: Cabinet

DATE:

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To apprise Members of a proposal to develop **PROJECT 5: A Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People**. The project is proposed as a partnership with Blaenau Gwent County Borough Council, under the governance of the Regional Children and Families Partnership Board and initially funded by the Integrated Care Fund (ICF).

2. RECOMMENDATIONS:

For scrutiny members to support the proposal of developing a multi-disciplinary intensive therapeutic fostering service for Looked After children and young people between Blaenau Gwent and Monmouthshire County Borough Councils, including **establishing the posts required for the operational delivery of the project**.

3. KEY ISSUES:

3.1 Local Context

In April 2016 Children's Services established Delivering Excellence a 3 year improvement plan. Workstream 3 of this programme concerned the development of services to ensure the right service offer is in place for all children and families needing support. A key element of workstream 3 is to increase the number of Monmouthshire foster carers available to provide high quality foster placements for Monmouthshire children. Project 5 supports the delivery of Workstream 3 to **support in-house carers to meet the needs of the most complex and troubled children**.

3.2 Now in year 3 of the overall improvement programme, Children's Services has achieved a stronger position regarding attracting in-house carers and retaining a stable, permanent workforce within children's services. This means that there is a firmer foundation on which to build further, more specialised services including an intensive therapeutic fostering service through Project 5.

3.3 Project 5 has the potential to promote and support our aims **to deliver against the Medium Term Financial Plan** regarding returning children from high cost residential placements, and preventing high cost residential placements (cost avoidance).

- 3.4 Operationally the project aligns to the development of the overall suite of Family Support Services including the recently implemented Edge of Care Team and BASE.
- 3.5 The project is based on firm evidence of similar projects (MIST) within Gwent (and elsewhere). The MIST model has a proven track record of achieving better outcomes for children whilst also delivering financial savings (see appendix 1). Project 5 is developed from the MIST model.
- 3.6 Project 5 is proposed within a context of increasing numbers of Looked After children and increasing numbers of children presenting with complex needs. It is part of planning for the future sustainability of the service through building the capacity to respond locally to these challenges, rather than remaining reliant on the external market.
- 3.7 Project 5 delivers to the objectives with in the Corporate Plan by seeking to provide our most vulnerable children and young people with local services, that best meets their immediate and longer term needs and strengthens their connections with family and community.
- 3.8 Project 5 is intrinsically aligned with the strategic intentions of the Regional Partnership. The Gwent Children and Family Partnership seeks to improve outcomes and services for children with complex needs. The development of Project 5 within Gwent is seen as a cornerstone of this and there was a successful bid for ICF money to support its implementation. The aim is to develop a Gwent wide multi-disciplinary approach to delivering an intensive therapeutic fostering service for children and young people with challenging and complex needs. As Torfaen and Caerphilly already have a joint multi-disciplinary intensive therapeutic fostering service in place the partnership agreed the ICF grant money which has been secured, should be used to roll out the development of a joint multi-disciplinary intensive therapeutic fostering service to Blaenau Gwent and Monmouthshire.
- 3.9 Case for Change
Looked After Children and young people with the most complex needs tend to experience multiple foster care placement breakdowns. Their risk taking behaviours and significant emotional needs often exceed the resources of Local Authority Foster Carers and due to the frequent placement moves, their needs are often unable to be addressed by core Child and Adolescent Mental Health Services (CAMHS). Consequently, many of these most troubled young people are placed in residential care out of area, with poor clinical outcomes and at great expense.
- 3.10 In addition to the high cost, the outcomes for young people in these placements are not always positive. Contact with family can be challenging because of the distance, their relationships with their peers and communities are severed and the standards of education provision are often poor or unable to be evidenced.
- 3.11 Blaenau Gwent currently has 17 young people placed in residential care. 10 of these young people are troubled teenagers who have broken down multiple foster care and residential placements. The full year cost of these 10 placements is **£2,144,705.77**. Similarly, Monmouthshire currently has 8 young people placed in residential care who could benefit from this new therapeutic fostering service. The full year cost of these 8 placements is **£2,086,916**.

3.12 Service Design

The service works in partnership with carers by forming and maintaining an integrated multi-disciplinary team around the young person and family, so that the complex system around the looked after young person pulls in the same direction and creates a shared understanding of the young person's risks and needs. It is highly intensive working with up to 15 young people at a time, with daily activity on every case and 24/7 out of hours on call.

3.13 Project 5 will comprise 3 regional posts:

- Programme Director (employed and hosted by Caerphilly)
- Clinical Director (employed and hosted by ABUHB)
- Administrator (employed and hosted by Caerphilly)

The ABUHB have made a bid to fund the regional posts from the Health Transformation Fund.

3.14 At a local delivery level the team will comprise:

- Team Manager (employed and hosted by Monmouthshire)
- Clinical Psychologist (employed and hosted by ABUHB)
- Therapeutic Practitioners x3 (employed and hosted by Monmouthshire)
- Young Persons Practitioners x2 (employed and hosted by Monmouthshire)

3.15 As the proposal is for a joint collaboration between Blaenau Gwent and Monmouthshire a Service Level Agreement will be required to ensure equity between the 2 Local Authorities in terms of potential risks and benefits and to ensure that our children, young people and carers are both getting the same access to the service. **The proposal is for Monmouthshire to employ and host the local Project 5 Team, and therefore posts will need to be established.**

3.16 Monitoring Arrangements

The Project will be governed at a regional level through the Children and Family Partnership Board who report to the Regional Partnership Board at Director level. The Regional Programme Lead and Clinical Director of Project 5 will report into the Children and Family Partnership Board and locally to the Heads Of Service. Operationally there will be a Delivery Group established between Blaenau Gwent and Monmouthshire. Locally Project 5 will come within Family Support Services line managed initially through the current Service Manager for Early Help and Family Support Services.

4. OPTIONS APPRAISAL

	Description	Costs	Benefits	Disbenefits/risks	Recommended
Option 1	Do nothing	Cost neutral		<ul style="list-style-type: none"> The opportunity to improve outcomes for children and young people presenting with complex needs would be lost Opportunity to develop a Gwent wide approach to delivering a multi-disciplinary intensive therapeutic fostering service within Monmouthshire which would mirror approaches already adopted by Torfaen and Caerphilly would be lost 	No
Option 2	For Monmouthshire to develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people as a single Local Authority.	£375,753 per annum initial investment (note service cannot be scaled down)		<ul style="list-style-type: none"> Loss of Partnership Support and investment through the ICF grant (full or part) requiring up-front investment from the Council The future sustainability of the Project would be predicated on a greater reduction of children placed in residential care and the risks of not achieving this would fall to Monmouthshire alone. 	No
Option 3	To develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people between	No cost for initial 18 months then £187,876.50 per annum diverted from the	<ul style="list-style-type: none"> The opportunity to improve outcomes for children and young people presenting with complex needs at a local level using an 		YES

	<p>Blaenau Gwent and Monmouthshire County Borough Councils, using an ICF to establish the service over the first 18 months.</p>	<p>external placement budget</p>	<ul style="list-style-type: none">• initial grant is maximised• Opportunity to develop a Gwent wide approach to delivering a joint multi-disciplinary intensive therapeutic fostering service in close partnership with Health is maximised.• Opportunity to develop a financially sustainable service that reduces the reliance on the external market (and potentially saves money longer-term) is maximised.		
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5. EVALUATION CRITERIA

The regional administrator / data analyst will be responsible for gathering performance data to evidence the success of Project 5. This will include:

- Number of children referred into project
- Number of children bought back into foster care from residential care
- The savings attributed to these children moving back to alternative provision
- Number of children diverted from going out to residential placements and the cost avoidance attributed
- Increased placement stability
- Improved school attendance
- Improved emotional wellbeing
- Views and feedback from the children and young people receiving a service from the Project including number of children placed closer to home, quality of family and friendships, access to employment / education / training.

6. REASONS:

- Project 5 supports the delivery of the next stage of the Children's Services improvement journey regarding ensuring the right service offer is in place for children in receipt of statutory social work services.
- Project 5 accords with the work within the fostering project regarding the development of Monmouthshire carers for Monmouthshire children, extending this to supporting in-house carers to meet the needs of the most complex and troubled children.
- It promotes and supports our aims to deliver against the Medium Term Financial Plan regarding returning children from high costs residential carers, and preventing high cost residential placements (cost avoidance).
- The project is based on a firm evidence of a similar project within Gwent (and elsewhere) with a proven track record of achieving financial savings and delivering better outcomes for children.
- The Local Authority is now in a stronger position regarding attracting in-house carers, and retaining a stable workforce within children's services, so has a stronger platform for building, including the development of family support intervention services.
- The Local Authority will share risks with Blaenau Gwent County Borough Council.
- The project will be supported through grants for the initial 18months to reach financial sustainability.

7. RESOURCE IMPLICATIONS:

- 7.1 The Gwent Children and Families Partnership Board have **secured ICF grant money to fund the local posts at £309,538 for 2018/19 and £397,873 2019/20.**
- 7.2 Full year operational costs for the project have been calculated as £375,753 (plus ongoing pay awards from 1st April 2019 onwards). See appendix 2
- 7.3 The ICF grant funding will sustain the local team for 18 months. It is expected that the intensive therapeutic fostering service becomes self-sustaining after a period of 18 months. To achieve this the local authority funds coming back from high cost placements needs to be diverted to meet the costs of the local team. The running costs (post-ICF funding) will be split on a simple 50:50 basis. Therefore, both Blaenau Gwent and Monmouthshire will need to fund the local team to the amount of £187,876.50 per annum once the 18 month ICF funding period has ended (anticipated to be from either 1st October 2020 or 1st April 2021 depending on when the team is operational with a suitable building sourced as its base). Given the existing overspend position on the external placement budget the operational costs of £187,876.50 per annum is represented as a potential pressure within the 19/20 MTFP for 21/22.
- 7.4 Across Blaenau Gwent and Monmouthshire the current full year cost of residential /high cost placements is £4,231,621.77. **Reducing or preventing out of area placements by a minimum of four placements across both authorities will ensure the service covers its own costs within each local authority area.**
- 7.5 It is important to note that the full savings of a child returning to the local authority from a residential/high cost placement may not be achieved in total as existing funds will still be required to fund their local placements, all be it at a much reduced rate. So whilst the team costs are able to be predicted, the costs associated with the foster care/ alternative local are yet to be fully determined, including potentially higher rates of fees to therapeutic carers. However, the prediction of costs being covered on the basis of four placements has taken this into account.
- 7.6 Based on the success of the Torfaen and Caerphilly models and on the premise of the information provided within this report and the projected success of the Blaenau Gwent/Monmouthshire project, we will reduce the external placements budget in order to fund the annual costs of the new team (50%) once ICF funding has ceased.
- 7.7 After the initial 18-months, the intention is for the grant money to transfer to Newport to enable them to set up their multi-disciplinary intensive therapeutic fostering service after this. (However there is scope for the ICF money to remain longer with the Blaenau Gwent / Monmouthshire local team if the team is not fully sustainable at that time.)
- 7.8 The Children and Families Partnership Board recognise the need for the local and regional element of the Project 5 team to have suitable accessible accommodation to deliver regional training, therapeutic interventions and activities for the children and young people. Therefore an ICF main capital grant has been secured to purchase / refurbish accommodation to house the Project 5. It will act as the regional base for the service,

where the regional directors and administration will be located as well as providing the local, community-based hub premises for the Monmouthshire and Blaenau Gwent team.

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

- 8.1 This project is aimed at building sustainable services that reduce reliance on external providers often located outside of Monmouthshire borders. It is based on a close partnership approach with Health and is a collaborative enterprise on behalf of ABUHB and the 5 Local Authority partners of the Children and Family Partnership Board.
- 8.2 The development of the service is aimed at enhancing and improving services for looked after children and young people in the longer term. It is preventative in focus and explicitly aims to keep Monmouthshire young people closer to home. As part of the ongoing service development and monitoring there will be consultation with the children and young people receiving a service.
- 8.3 Project 5 will improve outcomes for children who have experienced multiple ACEs (Adverse Childhood Experiences) and who have the most complex and challenging needs. This will reduce the use of expensive and often ineffective and/or out of area placements. It will work in close alignment with the Gwent-wide Attachment Service to achieve psychologically-informed environments, including an ACEs-informed workforce.

9. CONSULTEES:

- Directorate Management Team - 12th September 2018. The meeting supported the development of the project and its stated aims. It was suggested that the link to the current improvement programme within Children's Services should be made explicit.
- SLT – 16th September 2018. SLT agreed with the proposals within the report. An adjustment was made in the resource section to include £187,876.50 per annum as a potential pressure within the 19/20 MTFP for 21/22. This is because of the existing £222K overspend position on the external placement budget. This is updated within the resource section of this report (paragraph 7.3).
- CYP Select – 18th September 2018. CYP were in support of the proposals within the report and noted the current progress within the increase of in-house fostering provision.
- Children and Families Partnership Board – Full support given to the project moving forward in Monmouthshire and Blaenau Gwent
- Project 5 Reference Group

10. BACKGROUND PAPERS:

None

11. AUTHOR:

Jane Rodgers, Head of Children's Services

12. CONTACT DETAILS:

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Appendix 1

EVIDENCE BASE

Torfaen County Borough Council have commissioned a **therapeutic fostering service** called MIST (Multi-disciplinary Intervention Service Torfaen) which has been running for 12 years. MIST provides intensive support to a small number of specially recruited and trained therapeutic foster carers to repatriate young people placed in out of area residential care and to prevent young people who may be at risk of residential care from moving out of area. Caerphilly County Borough Council has also recently developed a MIST type service due to the success of the Torfaen MIST which is outlined below.

MIST's clinical approach is rooted in Bronfenbrenner's ecological model of child development and is in line with the Welsh Government strategy 'Together for Mental Health'. It is multi systemic; providing a variety of different types and styles of intervention simultaneously at many different points in the young persons' system. The approach places particular emphasis on four psychological models; attachment, family systems, person-centred and social learning approaches.

Equally important is MIST's approach to working with risk which recognises the necessity both of safeguarding and of tolerating well understood and managed risks, which are both inevitable and provide essential opportunity for young people to build resilience and trust and to learn new skills.

The model effectively creates a team around the young person, where the staff members have good relationships, communicate well, hold a shared understanding, act consistently and provide mutual support. The team works with well understood and managed risks to keep young people safe whilst building their skills and resilience which, over time, leads to a reduction in their risk taking behaviours.

The team around the young person can provide a buffer against the disruption caused by changes in professional personnel and can hold in mind the young person's life story and make sense of the present in light of this. This helps to counter the problems of disruption that often prevent progress in the care of looked after young people.

The MIST service in Torfaen has been independently evaluated twice; in 2008 and 2011. Both evaluation reports were positive. The 2011 evaluation was a 'Social Return on Investment Study' which concluded that for every £1 spent on MIST, a saving of £5.20 is made across statutory services.

For the Local Authority the benefits have been:

- Residential placements have reduced from an average of 15 at any time to being consistently below 5, despite a rise in the overall number of LAC
- Significant financial savings as a result
- Placement stability averages at 93% for MIST young people
- 85% of MIST young people are engaged in education or training
- Shared learning and benefits for foster care recruitment and training
- Provision of clinical advice and consultation to wider staff groups.

Appendix 2

OPERATIONAL COSTS

The predicted management costs of the **local posts** (at 2018/19 Monmouthshire pay rates) are as follows

Role	wte	Total
Team Manager	1.0	59,626
Clinical Psychologist	0.6	43,661
Total costs for local team management		103,287

The predicted staffing costs for the local posts are as follows

Role	wte	Total
Therapeutic Practitioners (Social Workers)	3.0	147,948
Young Person's Practitioners (Support Workers)	2.0	60,598
On Call Cost		12,520
Total costs for local team staffing		221,066

The predicted Non-staffing costs for the **local team**

Cost area	Cost £ - annual unless stated
Training – £10,000 in the year 1 for accredited training in team teach and DDP (all other training will be provided by regional leads)	10,000 (year one only)
Premises – including utilities and maintenance	20,000
IT, including furniture and set up costs	10,700
Telephones, mobiles, stationery etc	5,700
Recruitment costs	To be absorbed by LA
Mileage	10,000
Therapeutic resources/activity	5,000
TOTAL YEAR 1 PER TEAM	61,400
TOTAL YEAR 2 + PER TEAM	51,400

Therefore the total running costs of the local team for a full year will be **£375,753** (plus ongoing pay awards from 1st April 2019 onwards) which will be fully met by the ICF grant money initially.

Appendix 3

Risk Assessment

Risk	Level	Mitigation	Level with mitigation
1. Not recruiting the calibre of staff to deliver the project	Medium	<ul style="list-style-type: none"> • Robust recruitment and induction processes will be put in place • The posts will be recruited to on a permanent basis increasing the likelihood of quality staff applying. 	Medium
2. Inability to identify local alternative foster placements for the children and young people to return to.	Medium	<ul style="list-style-type: none"> • Blaenau Gwent has already agreed to develop a professional foster carer scheme. • Monmouthshire is actively recruiting new carers and has the potential to recruit current carers in the project. • The recruitment of therapeutic carers in to the scheme is integral to the delivery model of the service. • The model is not wholly dependent on the specific recruitment of therapeutic carers as it works equally with family / kinship carers and generic carers. 	Medium
3. Inability to achieve the financial release from children and young people returning from residential placements to enable the team to become sustainable without the ICF grant.	Low	<ul style="list-style-type: none"> • Children who might benefit from the Project are already identified within the service • We already have skilled carers within the service who would respond well to working with Project 5 • The additional support provided to carers to enable them to look after children with complex needs costs less than alternative options • Project 5 builds on an existing evidence base and practice knowledge base • It is the responsibility of the regional Project 5 Programme Director and Clinical Directors to unblock issues that might prevent this project from being a success • The Children and families 	Low

		<p>Partnership will be monitoring progress and support the Project to succeed.</p> <ul style="list-style-type: none"> The project 5 administrator/data analyst will provide regular activity data to enable close scrutiny by the heads of service and partnership board 	
4. Redundancy costs should the project not be sustainable	Low	<ul style="list-style-type: none"> There is commitment within the partnership and between the Heads of Service that HR issues would be dealt with collectively. There are vacancies across the Local Authorities for qualified social workers, reducing the potential for redundancy costs to be an issue. There is recent history of services being disaggregated and staff being re-absorbed into local authorities (IFST). 	Low
5. Capital bid may not be successful leaving the regional team and the local Blaenau Gwent and Monmouthshire Team without a base or a suitable accommodation might not be found	Medium	<ul style="list-style-type: none"> Blaenau Gwent and Monmouthshire councils will look to house the team within existing accommodation to meet the needs of the Project. 	Medium
6. One council may not agree to the development of a joint team	Low	<ul style="list-style-type: none"> Blaenau Gwent has already given approval for the Project. 	Low

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Name of the Officer completing the evaluation Jane Rodgers Phone no: 01633 644054 E-mail: Jane Rodgers	Please give a brief description of the aims of the proposal To develop a multi-agency intensive therapeutic service for children and young people with complex needs
Name of Service Project 5 (MYST)	Date Future Generations Evaluation form completed 2 nd Oct 2018

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Reduces the reliance on external expensive provider agencies to provide services to Monmouthshire children and young people	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Neutral contribution	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Supports children and young people with complex needs to increase their emotional well-being and resilience.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Supports children and young people to remain close to their homes and communities	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Neutral contribution	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Supports children and young people to remain close to their homes and communities	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Supports children and young people with complex needs and vulnerabilities to reach their potential	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	Builds sustainable services for the longer term	
 <p>Working together with other partners to deliver objectives</p>	Fully collaborative project between Health and other LAs	
 <p>Involving those with an interest and seeking their views</p>	Children and young people have been consulted as part of the development of the project. The project is built on an evidence base of outcomes achieved by existing services.	
 <p>Putting resources into preventing problems occurring or getting worse</p>	The project is preventative in focus, with the aim of preventing escalation of need.	
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	The project targets well-being goals (emotional, psychological and physical well-being) for some of the most vulnerable children and young people in the county.	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Age 8 – 18 plus		
Disability	The project works with children who are vulnerable through their experiences of a range of ACEs and disadvantage		
Gender reassignment	As Above		
Marriage or civil partnership	N/A		
Pregnancy or maternity	N/A		
Race	The project will support children and young people to develop positive self-identity		
Religion or Belief	As above		
Sex	As Above		
Sexual Orientation	As Above		
Welsh Language	Service Users will be supported to access the service through the Welsh Medium if this is their preferred language		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding children and young people is a core aim of the project		
Corporate Parenting	The project works in accordance with the aims of the corporate parenting strategy – Monmouthshire Carers for Monmouthshire children		

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

This is set out in Appendix 1 of the main report

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

This is set out in section 3 of the main report

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

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Continual monitoring through the first 12 – 18 months of the project
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VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

SUBJECT:	WELSH GOVERNMENT TARGETED REGENERATION INVESTMENT PROGRAMME 2018-21: CALDICOT CROSS DESTINATION SPACE/URBAN CENTRE PROPERTY ENHANCEMENT FUND
MEETING:	CABINET
DATE:	7th NOVEMBER 2018
DIVISION/WARDS AFFECTED:	SEVERNSIDE

1. PURPOSE:

To consider the approval of the Caldicot Cross Destination Space, the Enterprise/Co-working space within the Caldicot Community Hub and the Urban Centre Property Enhancement fund. These proposals form part of Monmouthshire's South East Severnside proposals contained within the Cardiff Capital Region (CCR) Regeneration Plan (2018-2021) to be part funded via Welsh Government's Targeted Regeneration Investment programme (TRI).

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the Caldicot Cross Destination Space proposal and the associated match funding of 30% i.e. circa £268k, the remaining 70% i.e. circa £809k to be funded via Welsh Government's TRI programme and the Local Transport Fund. Full costs to be confirmed on completion of tender process.
- 2.2 The Cabinet approves the Enterprise/Co-working space proposal and associated match funding of 30% i.e. circa £60k, the remaining 70% i.e. circa £140k to be funded via Welsh Government's TRI programme. Full costs to be confirmed on completion of tender process.
- 2.2 The Cabinet approves the Urban Centre Property Enhancement Fund of circa £1M to be funded via Welsh Government's TRI programme and private sector contributions. Full costs to be confirmed following Welsh Government approval.

3. KEY ISSUES:

- 3.1 In September 2018, MCC [Cabinet](#) approved the CCR Regional Strategic Plan for Regeneration (2018-2021), specifically the regeneration proposals for South East Severnside i.e. Caldicot, totalling circa £10M, facilitating the delivery of the Welsh Government's TRI Programme 2018-21. In the same month, Welsh Government officially approved the same Plan setting the context for Regional Regeneration and Welsh Government investment over the medium to longer term.
- 3.2 In October 2018, Welsh Government approved the Council's Project Development Funding Application of £117k with an intervention rate of 50% to support the development of the delivery of the proposal.
- 3.3 The Council is currently working up a package bid to Welsh Government for the Cross Destination Space for its consideration at the National Regeneration Investment Panel on the 20th November. To ensure cost certainty on this project, a feasibility cost estimate

was received on the 15th October for circa £1M. At the time of writing this report the estimate is being assessed in terms of assumptions and any opportunities for value engineering that does not have impact on the objectives and quality of the project. In addition to TRI from Welsh Government we are also looking to seek support from Local Transport Fund (LTF) for 2018-19 and 2019-20. An indicative package of funding is outlined in table 1 below that is subject to a final decision from Welsh Government.

Table One: Indicative Funding Package – Caldicot Cross Destination Space

Funding type	2018-19	2019-20
WG TRI	£0	£440,000
WG LTF	£305,000	£64,000
Section 106	£70,000	£71,000
Capital Programme	£35,000	£92,000
Total	£410,000	£667,000

The Council's match funding requirement will therefore be circa £268k, circa £141k S106 and circa £127k from the Capital Programme. Full costs to be confirmed on completion of tender process.

- 3.4 The Caldicot Cross Destination Space is one of a suite of proposals which have been designed to unlock the economic benefits of South East Severnside, full details can be found in the Strategic Project Framework (Appendix A). Caldicot has the potential to be a major beneficiary of the influx caused by the abolition of the Severn Bridge Tolls, maximising on its enviable centrality, road infrastructure and close proximity to the high growth border areas of the South West and the 'Midlands Engine'. As a consequence, there is a need to invest in infrastructure, specifically commercial property, in-town living, and visitor economy led activity. The focus of the regeneration activities is on the town centre whilst also ensuring an integrated approach to neighbourhoods and their holistic well-being; creating an opportunity for a modern and thriving hub which can attract private sector investment and business re-locations from Bristol and beyond. Other strategic proposals include **Refurbishment of the existing Retail Parade**; 27 no. **Residential units on Jubilee Way** Car Park and an **Enterprise/co-working space** within the Community Hub. In addition a thematic programme of activity will support the wider strategic programme which will include an **Urban Centre Property Enhancement Fund** to improve the fabric and fascias of neighbouring retail and employment property.
- 3.5 Also to be considered at the National Regeneration Investment Panel on the 20th November will be the Enterprise/Co-working space within the Community Hub and the Urban Centre Property Enhancement Fund. The Enterprise/Co-working space proposal is centred on repurposing and investing an area with the existing Community Hub in the town centre that will provide a specific space for co-working and enterprise to include work stations, digital facilities and links to business support.
- 3.6 Situated on a key link between Asda supermarket and the town centre, the Hub is well used with its core purpose as a library, signposting service for the Council and a place for community learning as well as meeting room space. Externally, the building only has one main entrance from the Asda side and does not engage directly with the town centre. Whilst the building has a large, flexible open plan space this limits provision for personal interaction such as personal advice and specific training with no separation from the main core communal use. This proposal therefore includes:

- The repurposing of internal bays within the Community Hub through internal division by glazing, doors, services, furnishings and digital equipment to facilitate a diverse range of uses that are outlined above;
- Creation of a second entrance into the Community from the town centre side that announces the Hub through a new doorway, external signage, lighting and treatment of the side elevation that animates this link into the town centre, thereby providing more direct access (see Appendix B);
- Improvements to the accessibility to the building, daytime and evening through the use of access control systems for registered users that opens up the Hub to users across the whole day.

3.7 The Urban Centre Property Enhancement Fund will be managed on behalf of the CCR and the Council by Rhondda Cynon Taf County Borough Council. It is anticipated that each of the ten local authorities within the region will receive approximately £1M, the match funding required to deliver the project which will enhance building frontages and bring vacant commercial floor space back into beneficial use, where possible, will be met by external private sector investment where the retail outlets are privately owned. In these cases there will be no requirement for the authority to make capital match contributions to these schemes but there will be a need to provide project management resources that can be partly met by the Welsh Government TRI programme and supported by the Monmouthshire Business and Enterprise team.

3.8 Legal Implications

3.8.1 Any projects or grant proposals developed and subsequently delivered or administered in partnership with internal or external organisations will be managed in-line with Service Level Agreements, adhering to the terms and conditions set-out in Grant Offer Letters and following Council policies.

3.8.2 The Council will be required to comply with the terms and conditions attached to the TRI grant funding.

3.8.3 All contracts for works, goods and services necessary to deliver the projects must be procured in accordance with the Council's Contract Procedure Rules and the relevant EU Regulations as appropriate. The contractual liabilities/obligations of the Council and any appointed contractors will be covered by the individual contracts entered into.

4. Options Appraisal

4.1 The purpose of the Caldicot Cross Destination Space proposal is to enhance mobility and accessibility for residents, visitors and employees through investment in shared space, active travel networks and maximisation of visitor assets at the Castle and Country Park, links to the Living Levels, equestrian activities and the local community spaces to ensure inclusion for all. It is envisaged that an enhanced link along Church Road will form part of the scheme in later years to further improve local well-being and connectivity.

4.2 A critique of the existing space has identified that:

- The space is cluttered and needs to be simplified to enable activity and open up views to the Retail Parade and towards the Castle;
- Traffic is dominant at the junction with Church Road and needs management;
- There is lack of linkage between the town centre and the Castle and Country Park;
- Public transport facilities could be improved;

- The war memorial is subject to damage and could be better protected;
- There is a lack of greenery across the space; and
- The space has potential for community events and activities that could benefit local shops, services and the existing public house.

4.3. The proposal will therefore seek to enhance the Cross area as a space that supports local well-being, enterprise and as a destination that links the town centre with its immediate neighbourhoods, and the Caldicot Castle and Country Park. Specific activities will include:

- Creation of a shared space or civilised street that makes the Cross area and its junction with Sandy Lane, Chepstow Road and Church Road more accessible for pedestrians and cyclists, reducing the dominance of vehicles, yet accommodating public transport;
- Improved public transport infrastructure at this key location in the town centre;
- Enhanced setting for businesses that front onto the space with opportunities to use space for additional commercial and social activities;
- Improved accessibility and mobility for residents and visitors that links into the active travel network and proposed green infrastructure corridor improvements;
- Enhanced green infrastructure, specifically trees, planting, verges and opportunities for biodiversity within an urban space;
- Enhanced visitor signage and information for the town centre and outlying tourist attractions;
- Overall, a more active and social space that animates frontages, stimulates local economic development and presents a renewed purpose to the Cross area: the creation of a 'place'.

The improved infrastructure will lead to social and economic benefits for the town centre including:

- An event space that builds the skills, ambition and creativity of town organisations in designing, organising and hosting a diversity of events across the year that builds identity, activity and experience;
- An integrated and quality space that can be a stimulus to local entrepreneurship in relation to pop up/meanwhile activity within the space and immediate environs, as well as piloting new visitor products ideas e.g. cycle hire within the Living Levels area and Caldicot;
- An opportunity for businesses that front the space to benefit from an enhanced setting and series of frontages that increase footfall, dwell, repeat business, loyalty and sustainability.

4.4 The Enterprise/Co-working proposal recognises that with a growing population and changes to working practices, there is an opportunity to create an agile co-working space for sole workers and micro-businesses or for people who work across sites and places. The space can also accommodate town centre business networks and provide more dedicated meeting space for organisations. It can provide a stepping stone for growing local entrepreneurs and a pathway to more established office and enterprise space within the town and area including the Castle Gate Business Park, on the Council's recent acquisitions. This proposal is therefore centred on repurposing and investing in the

Community Hub through the provision of dedicated space for co-working and enterprise, specifically work stations, digital facilities and links to business support.

- 4.5 The purpose of the Urban Centre Property Enhancement Fund is to provide opportunities to improve the external appearance of properties on the southern side of the town centre and at key entrances in order to enhance the town centre offer and environment. This will aid the economic resilience of the town by sustaining trading and opening up opportunities for new business opportunities and activities, by providing a stimulus for landowners to maintain their investment thus building economic growth in terms of jobs and new products whilst also helping to animate the wider town centre offer. The Fund will also ensure alignment with the planned refurbishment of the northern Retail Block, nos 7-43 Newport Road, whilst establishing a design language that is consistent in terms of quality and responsive to the built form and setting. This will safeguard and attract national, regional and local occupiers as well as opportunities for upper floor uses that adds to the diversity of the town.
- 4.6 **Stakeholder Engagement** - A six month programme of engagement activity took place in Caldicot between September 2017 and March 2018 which involved three Stakeholder workshops members of Caldicot Town Council, Caldicot Town Team, Monmouthshire County Councillors and responsible officers. The purpose of the engagement activity was to remind stakeholders of the Vision and Development Plan/Proposals developed in February 2016 and sought feedback and agreement on key issues and priorities for the town centre with a view to determining the town centre's future role and function, identifying priority projects for the future and maximising the opportunity to access TRI funding.
- 4.7 The South East Severnside regeneration proposals detailed within the CCR Regeneration Plan (2018-21) have therefore been developed as a direct result of the Stakeholder Activity Programme. A presentation of the initial proposals was made to Economy and Development Select Committee in November 2017 and the final proposals were presented to Caldicot Town Council in April 2018. In June 2018, an exhibition of the plans was put in the Caldicot Community Hub where residents were encouraged to register their feedback.
- 4.8 A public consultation on the Cross Destination Space started on the 15th October 2018 and continued until 28th October, which included display stands in the Community Hub. The display was popular with numerous residents visiting the stands and paper and on-line surveys being submitted. Interest in the Facebook campaign and social media was also high. In general, there is much support for the scheme with 67% agreeing the scheme will help contribute to the economic and social prosperity of Caldicot town centre, 25% disagreeing and the remainder being unsure.
- 4.9 Of those who expressed concerns about the scheme comments have primarily related to:
- The volume of traffic moving through the area, particularly the junction with Church Road;
 - Consideration regarding the retention of a formal pedestrian crossing, either within the scheme or at its immediate periphery;
 - The need for businesses around The Cross to be able to receive deliveries; and
 - The retention of a bus pull-in for traffic flow and safety purposes.
- These concerns will be considered as part of the final design of the scheme.

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix C for future evaluation of whether the decision has been successfully implemented. Once approved regular six monthly progress reports will be presented to Economy and Development Select Committee to evaluate progress and outcomes and an annual report will be presented to Cabinet.

6. REASONS

- 6.1 When Cabinet approved the CCR Regional Strategic Plan for Regeneration (2018-2021), and the regeneration proposals for South East Severnside in September 2018, Cabinet also agreed to grant authority to enable Officers to further develop Monmouthshire's proposals and bring them forward individually, to Cabinet, for further consideration and funding at the point of readiness.
- 6.2 The Caldicot Cross Destination Space and the Enterprise/Co-working space are the first of the strategic proposals to come forward for approval which will result in improved infrastructure leading to social and economic benefits for the town centre. The Urban Centre Property Enhancement Fund is a thematic proposal which will result in enhanced building frontages along the Newport Road retail parade and will also seek to bring back vacant commercial floor space back into beneficial use.
- 6.3 The proposals are consistent with the key aims of the Council's Capital and Investment Strategy 2019/20 – 2022/23 by which new projects are evaluated to ensure that all new funding is targeted at meeting the priorities within the Corporate Plan. The proposals contained within this report meet the following criteria specifically:
- Delivery of Corporate Plan priorities i.e. Priority 9 - *The Council provides more opportunities for local living, working & leisure;*
 - Create sustainable income streams - business rates or council tax;
 - Spend to earn income - rents, interest, and dividends;
 - Attract significant third party or private funding to the County; and
 - Deliver wider economic outcomes e.g. jobs growth

7. RESOURCE IMPLICATIONS

- 7.1 The overall costs of the regeneration proposals for South East Severnside are circa £10M. At this present time, Officers seek approval to progress the Caldicot Cross Destination Space and the Enterprise/Co-working space. The Council is currently working up package bids to Welsh Government for its consideration at the National Regeneration Investment Panel on the 20th November.
- 7.2 To ensure cost certainty on the Caldicot Cross Destination Space project, a feasibility cost estimate was received on the 22nd October for circa £1M. The 2018/19 Capital Programme requirement, circa £35k, will be funded from within the existing MTFP provision, with a virement from Highways capital works budget, whilst the 2019/20 capital requirement, circa £92k, will be funded either from prudential borrowing afforded by Enterprise Directorate, or by a further virement from Highways works budget. Full costs to be confirmed on completion of tender process.
- 7.3 In establishing cost certainty for the Enterprise/Co-working space a feasibility cost estimate of £12,000 (£6,000 TRL grant) has been received. The 2019/20 Capital

Programme requirement, circa £60,000 will be funded from prudential borrowing afforded by the Chief Executive's Directorate serviced by the rental income stream from the Co-working spaces which has been calculated as £14,000 - £19,000 per year subject to occupancy rates. Full costs to be confirmed on completion of tender process.

- 7.4 In addition, Officers seek approval to progress the Urban Centre Property Enhancement Fund. It is anticipated that the Council will receive approximately £1M, the match funding required to deliver the project which will enhance building frontages and bring vacant commercial floor space back into beneficial use, where possible, will be met by external private sector investment where the retail outlets are privately owned. In these cases there will be no requirement for the authority to make capital match contributions to these schemes but there will be a need to provide project management resources that can be partly met by the Welsh Government TRI programme and supported by the Monmouthshire Business and Enterprise team.

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

- 8.1 The significant equality impacts identified in the assessment (Appendix D) have concluded that the detail contained in the draft CCR Regeneration Plan demonstrates compliance with the well-being five ways of working, supports the well-being goals and identifies that the CCR City Deal is expected to have a positive impact on all groups and people with protected characteristics.

9. CONSULTEES

Caldicot Town Council, Caldicot Town Team and the wider Caldicot Community

Senior Leadership Team

Economy and Development Select Committee

Cabinet

10. BACKGROUND PAPERS

Appendix A: Caldicot Town Centre Regeneration Overview – Consultation Document

Appendix B: Image of proposed Enterprise/co-working space

Appendix C: Evaluation Assessment

Appendix D: Equality Impact Assessment

11. AUTHOR:

Cath Fallon, Head of Enterprise and Community Development

12. CONTACT DETAILS:

E-mail: cathfallon@monmouthshire.gov.uk Mob: 07557 190969

Appendix C

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	WELSH GOVERNMENT TARGETED REGENERATION INVESTMENT PROGRAMME 2018-21 - CALDICOT CROSS DESTINATION SPACE
Date decision was made:	15th October 2018
Report Author:	Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?

Once approved regular six monthly progress reports will be presented to Economy and Development Select Committee to evaluate progress and outcomes and an annual report will be presented to Cabinet.

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The Cardiff Capital Region (CCR) Regeneration Plan (2018-2021) has been approved by Cabinet and Welsh Government which is enabling individual schemes like the Caldicot Cross Destination Space to come forward for consideration.

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Six month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments



Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p>Name of the Officer Cath Fallon</p> <p>Phone no:07557 190969 E-mail: cathfallon@monmouthshire.gov.uk</p>	<p>Welsh Government Targeted Regeneration and Investment Programme: Caldicot Cross Destination Space/Urban Centre Property Enhancement Grant</p>
<p>Name of Service: Enterprise</p>	<p>Date: Future Generations Evaluation 15th October 2018</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Regional Cabinet’s Vision and Regional Strategic Objectives set out their aspirations and with their high-level aims, to create 25,000 new jobs and leverage £4bn private sector investment, establish the economic outcomes they are seeking to achieve when considering use of the City Deal Wider Investment Fund. The Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the</p>	<p>These projects form part of the CCR Regeneration Plan which in turn form part of a Cardiff Capital Region scheme and framework and will also be funded via Welsh Government’s Targeted Regeneration Investment Programme, there has been a need to demonstrate the use of the five well-being ways of working and how it supports the wellbeing goals and the twin goals in the Welsh Government’s ‘Prosperity for All: economic action</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>future and ensure the Regional Cabinet's approach and actions are responsible and meet the regions current needs without compromising the quality of life of future generations.</p> <p>The Strategic Objectives, as detailed in the Strategic Business Plan and subsequently in the CCR Regeneration Plan, are:</p> <ol style="list-style-type: none"> 1. Prosperity and Opportunity ; Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy; 2. Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future; 3. Identity, Culture, Community and Sustainability - Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life; <p>Using these Strategic Objectives will assist the Regional Cabinet in supporting the well-being goal of 'a prosperous Wales'.</p> <p><i>The Caldicot Cross Destination Space proposal forms part of the activities detailed within the CCR Regeneration Plan and is therefore compliant with the well-being goals as specified.</i></p>	<p>plan' of growing the economy and reducing inequality.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The Regional Cabinet, as decision makers, will need to consider existing and future demands which will include new forms of sustainable energy generation, housing, new infrastructure, and facilities which will generate job opportunities such as strategic sites.</p> <p>In response to these pressures the Regional Cabinet will seek appropriate advice, and work in a way that ensures efficient and effective solutions that not only maintain the environment but where ever possible enhance it and make it more resilient, supporting economic growth with responsible environmental management.</p>	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p> <p>The Council will seek to use natural materials in the design and layout of the Cross Destination Space scheme and will complement the work of the green corridor improvements which will be carried out along entrances/exits to Caldicot as part of a wider scheme of town centre improvements. This will include two gateway improvements (of tree planting, wildflower planting and active travel improvements) that will improve first impressions and set a quality standard for green infrastructure that will form part of future continuity projects, supporting and helping to deliver the Council's green infrastructure (GI) plan for pollinators.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>There is a clear evidence base that shows that for the majority of people being in good secure work is better for their health than being out of work. Employment has social, psychological, and financial benefits that improve health.</p> <p>The Regional Cabinet's aims, as detailed in the Strategic Business Plan, and Strategic Objectives, to create additional good quality jobs and support people to up skill to fill those roles will assist in supporting the well-being goal of 'a healthier Wales'.</p>	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p> <p>The Cross Scheme proposals will improve walking and cycling linkages in the town centre thus increasing opportunities to improve the physical, mental and overall well-being of the community.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The details in the Strategic Objectives related to connectivity, transport and digital; vibrant and vital economy and urban centres; and affordable housing will all contribute to support this goal.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist the Regional Cabinet in supporting the well-being goal of ‘a Wales of cohesive communities’.</p>	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The CCR Regeneration Plan is aligned to the Strategic Business Plan which states that the City Deal is intended to deliver sustainable economic development and growth. The Plan also refers to our role on the international and national stage forging a clear identity and strong reputation.</p> <p>This is referenced in “Strategic Objective 3 – <i>demonstrate our commitment to a sustainable future and acknowledge our global responsibility</i>”.</p> <p>The Regional Cabinet understand that sustainability goes beyond the region and must be considered in a national, international and global context. In making decisions the Regional Cabinet’s responsibility extends far wider than the region, and to achieve the aim of a positive national and international reputation, they will consider the full range of potential implications and consequences.</p>	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p>
<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>The Strategic Objective ‘<i>Identity, Culture, Community and Sustainability</i>’ specifically refers to the development and promotion of the regions world-</p>	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>class cultural and recreational opportunities exploiting the regions natural beauty and historic areas.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist the Regional Cabinet in supporting the well-being goal of 'a Wales of vibrant culture and thriving Welsh language'. Regard will be given to the Welsh Language Measure 2011 and consultation and communication will have regard to the Welsh Language.</p>	<p>support the regions communities and the wellbeing goals.</p> <p>All signage will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Strategic Objective '<i>Inclusion and Equality</i>' detailed in the Strategic Business Plan states: <i>Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future.</i> A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience. The Regional Cabinet will promote:</p> <ul style="list-style-type: none"> • access to employment and economic opportunities; • participation in the labour market for all members of society; • access to a range of housing, including affordable; • access to education and training, to develop skills; • access to social and recreational opportunities. 	<p>See the way of working detailed above and how the approach by the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	Using this Strategic Objective will assist the Regional Cabinet in supporting the well-being goal of 'a more equal Wales'.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The CCR's Strategic Business Plan states: <i>"The City Deal is a long-term programme and no one can, with confidence, predict what changes will occur over the next 20 years.</i> <i>When considering the current pace of innovation in areas such as artificial intelligence, drones, driverless vehicles, 3-D printing, robotics, and automation, the future infrastructure and skills needs of the region is changing radically.</i> <i>We must therefore ensure our policies, plans and programmes are flexible and sufficiently dynamic to not only cope with change but to act as a catalyst to drive positive change in the region."</i></p> <p>The Plan also states: <i>"Our Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure our approach and actions are responsible and meet our current needs without compromising the quality of life of future generations."</i></p>	<p>The business plan and subsequently the CCR Regeneration Plan demonstrates that the Regional Cabinet are mindful of their responsibilities and that they will regularly undertake reviews to ensure they are achieving the correct balance in the short, medium and long-term.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The City Deal is a collaboration of the ten local authorities of south east Wales. In defining the Regional Cabinet’s ‘Vision’ there is a statement related to collaboration – “To make the most of the opportunities our combined size gives us, we must all work together – public sector, private sector, education establishments and our communities – for the benefit of all.”</p> <p>In addition, the Strategic Business Plan states: <i>“We are working closely with the Welsh Government and National Government, who are both signatories to the City Deal. We have also been instrumental in establishing stakeholder groups including the Cardiff Capital Region:</i></p> <ul style="list-style-type: none"> • <i>Skills and Employment Board - representing a wide range of stakeholders, including businesses, higher and further education, local authorities and Welsh Government;</i> • <i>Regional Business Council – providing a strong business voice;</i> • <i>Economic Growth Partnership – bringing together partners to consider and advise on a sustainable economic growth strategy and investment decisions.</i> 	<p>The Regional Cabinet are developing an effective working relationship with the Office of the Future Generations Commissioner for Wales to ensure that opportunities to support the well-being goals are highlighted.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The Strategic Business Plan was prepared using the research and recommendations of the Growth and Competitiveness Commission, as required by the Assurance Framework para 3.1. The Growth and Competitiveness Commission was established as an Independent Commission by the Regional Cabinet specifically to undertake research and extensive consultation on the City Deal, and from this work provide advice and recommendations to the Regional Cabinet.</p>	<p>The Regional Cabinet has been approved by each of the ten constituent authorities' councils. This means that up to 536 local councilors, all of whom have been elected by and represent their diverse communities, have determined that they wish to adopt the CCR Business Plan and subsequently they are also being asked to adopt this CCR Regeneration Plan.</p> <p>In developing the Strategic Framework for the programme of activities in Caldicot Town Centre, various stakeholder engagement activities have been undertaken as detailed within the accompanying Cabinet report.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The Cardiff Capital Region is widely recognised as a region with major strengths, an attractive environment, a strong heritage, a growing economy and emerging opportunities.</p> <p>However, it is also a region where there are concentrations of poverty and where not all have access to the opportunities available. Improving accessibility to opportunities and increasing labour market participation is critical to support an improved quality of life for all the regions residents.</p>	<p>By investing resources in promoting skills; employment opportunity; job quality, security and progression the Regional Cabinet aim to promote more inclusive growth within the region.</p> <p>Specifically, with a growing population within Caldicot, the Enterprise/Co-working space will create an agile space for sole workers and micro-businesses to work across sites and places. It can also provide a stepping stone for growing local entrepreneurs and a pathway to more established office and enterprise space within the town and area.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The Strategic Business Plan states: “We have identified four Strategic Themes where we feel we can make the biggest difference and a real improvement to the wellbeing of people in the region and in so doing support our regional objectives, wellbeing goals and the twin goals, in the Welsh Government’s ‘Prosperity for All: economic action plan’, of growing the economy and reducing inequality.</p> <p>City Deal Strategic Themes:</p> <ul style="list-style-type: none"> • Skills & Employment; • Innovation; • Connecting the Region; and • Regeneration and Infrastructure. <p>Identifying these themes provides a structure and method of developing proposals and schemes. However, the themes are indivisible, and all proposals will be expected to be cross-cutting and contribute, to differing degrees, to our objectives and the well-being goals.” In addition, when appraising schemes within the City Deal the Strategic Plan states:</p> <p>“All proposed schemes will be required to follow the same appraisal process as detailed in the Assurance Framework.</p> <p>Schemes will be assessed on their potential to contribute to our high-level aims and strategic objectives; demonstrate value for money, use of the five ways of working and how they contribute to the well-being goals.”</p>	<p>Both these statements demonstrate how the Regional Cabinet are taking an integrated approach when developing and assessing proposals and schemes.</p>

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

Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The Regional Cabinet has developed and is implementing a City Deal which will benefit the region through the creation of more and better jobs, more housing, improved communication and improved skills. This will provide economic growth and infrastructure improvements that will benefit all including those defined as having protected characteristics.</p>	<p>It is considered that there are no adverse impacts on those with a protected characteristic, indeed the vision and strategic objectives defined in the Strategic Business Plan will assist in supporting these groups as part of the regions communities.</p>	<p>In accordance with the Assurance Framework all City Deal schemes demonstrate their potential outputs and outcomes via a 5 Case Business Model, in accordance with HM Treasury Green Book, a tool for scoping and planning a proposal and documenting the expected outcomes.</p> <p>In addition, for Cardiff Capital Region schemes, the business case will also have to demonstrate the use of the five well-being ways of working and how it supports the wellbeing goals and the twin goals in the Welsh Government's 'Prosperity for All: economic action plan' of growing the economy and reducing inequality.</p> <p>Any report to the Regional Cabinet seeking approval for a proposal will be require to be accompanied by a City Deal Well-being and Equalities Assessment. In this way the Regional Cabinet will ensure that any interventions and/or investments will aim to provide a positive impact on communities and the well-being goals, this will include those who are defined as having protected characteristics.</p> <p>The CCR Regeneration Plan has followed this approval process.</p> <p>In addition, in relation to the Cross Destination space proposal, the needs of the issues facing the elderly population</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
			will be fully considered during the development phase.
Disability	As per Age Line Above	As per Age Line above	As per Age Line Above. In addition, the proposals will take the needs of the disabled population into consideration during the development phase.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	As per Age Line Above	As per Age Line above	In addition, all signage will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>During the delivery of the programme of activities associated with the policy, safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	As above	As above
Corporate Parenting	<i>During the delivery of this policy the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.</i>	As above	As above

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

<p>The Caldicot Vision document (February 2018) and various stakeholder engagement activities. In addition the CCR Regeneration Plan has been founded upon the following:</p> <ul style="list-style-type: none"> • The Wellbeing of Future Generations Act; • The Social Services and Wellbeing (Wales) Act;
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- Prosperity for All;
- Growth & Competitiveness Commission Report Review and Recommendations Page 22;
- Cardiff Capital Region “Powering the Welsh Economy”;
- Equality Act 2010; and
- Welsh Language (Wales) Measure 2011

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

The Assessment demonstrates that the detail contained in the draft CCR Regeneration Plan demonstrates compliance with the well-being five ways of working, supports the well-being goals and identifies that the CCR City Deal is expected to have a positive impact on all groups and people with protected characteristics.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Approval of the draft CCR Regeneration Plan by CCR City Deal, Welsh Government and Ministers	August/September 2018	Cath Fallon/Deb Hill-Howells	Plan approved in September 2018
Approval of the draft CCR Regeneration Plan by Cabinet	September 2018	Cath Fallon/Deb Hill-Howells	Plan approved in September 2018
Approval of individual project submissions by CCR and Welsh Government	September 2018 onwards	Cath Fallon/ Deb Hill-Howells	Caldicot Cross Destination Space is the first project submission.
Delivery of individual Monmouthshire projects from within the CCR Regeneration Plan	October 2018 onwards	Cath Fallon/Deb Hill-Howells/Roger Hoggins	Caldicot Cross Destination Space, the Enterprise/co-working hub and the Urban Centre Property Enhance

			Grants are first project submissions.
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8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Cabinet</i>	<i>5th September 2018</i>	<i>Approval given</i>
2	<i>Cabinet</i>	<i>7th November 2018</i>	<i>Approval sought</i>

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CALDICOT TOWN CENTRE REGENERATION



TARGETED REGENERATION INVESTMENT PROGRAMME 2018-2021 STRATEGIC PROJECT FRAMEWORK



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1. Introduction

Purpose

The purpose of this document is to provide a framework for those projects that Monmouthshire County Council is seeking support from Welsh Government's Targeted Regeneration Investment programme (TRI).

The Council's approach to regeneration in Caldicot is holistic and integrated in order that the town centre relates directly to its settlement so that residents, local enterprise and other key stakeholders are aligned and have mutually benefit in the future.

This document sets out our framework of projects that we wish to apply for funding support over the coming months through individual applications. It outlines our need for development funding, in addition to physical strategic projects as well as the thematic Urban Centre Property Enhancement Fund (UCPEF).

The document should be read alongside the Caldicot Town Centre Regeneration Action Plan & Delivery Strategy (April 2018).

Caldicot – A Key Priority for Monmouthshire

Monmouthshire County Council has adopted a strategic decision to unlock new economic opportunities in the south east Severnside area, being the largest area of urban population (circa 20,000), specific emphasis being placed on Caldicot. After a full assessment of priority towns by Cardiff Capital Region, Caldicot has been identified as a key priority for the region. This is in response to growth opportunities with the confirmation to abolish Severn Bridge Tolls in December 2018, its enviable centrality, road infrastructure and close proximity to the high growth border areas of the South West and the 'Midlands Engine', future demand is already placing pressure on affordable and market housing with 439 households on



the register wishing to live in Caldicot. Economically, the town centre is not fit for purpose to meet the needs of future residents with a 9% drop in non-food shops and a 13% vacancy rate in primary frontages. Although the rise of 10% in the service sector is following a UK trend in leisure and social activity, the town centre's infrastructure is not of the right quality to meet the future needs of retail, food and drink, housing, enterprise and other activities.

Caldicot has the potential to be a major beneficiary of the influx caused by these factors and as a consequence, there is a need to invest in infrastructure, specifically commercial property, in-town living, and visitor economy led activity. The focus shall be on the town centre whilst also ensuring an integrated approach to neighbourhoods and their holistic well-being; creating an opportunity for a modern and thriving hub which can attract private sector investment and business re-locations from Bristol and beyond.

Monmouthshire County Council's Focus for Caldicot

The projects detailed in this strategic framework provide the opportunity to re-purpose and raise the economic potential of Caldicot town centre as a strategic hub so that local and regional growth is retained, and sustainable impacts are achieved with long lasting benefits.

This strategic document frames an overall investment of £8.99 million into Caldicot town centre with an investment of approximately £3.065 million¹ from Welsh Government in addition to private sector and County Council contributions.



¹ Estimate at September 2018, subject to change and dependent on property acquisition strategy and final UCPEF scheme

2. Need



The Town Centre

Caldicot, like many towns in South Wales, has been badly affected by shrinkage of traditional heavy industries causing a rise in unemployment and move towards a low-wage economy - factors which can have an adverse effect on retail in town centres. The problem has been compounded by the structural changes in the way high streets function, as well as the peripheral and slightly isolated location of the town in relation to the motorway. Specifically, Caldicot High Street is particularly affected by the strong competition from Chepstow and the Newport Retail Park with its wide range of shops and services, in addition to the ASDA superstore.

There is currently limited quality offering within the town centre and limited reason for footfall to move around the town. The

presence of a Waitrose store in the town centre would normally attract high spend visitors and similarly high-quality occupiers in adjoining units. This has not been the case due to the demographics of the surrounding area and the perceived quality and suitability of the retail premises on offer.

There are some positive attributes to the town centre with the Waitrose store, the new comprehensive school, the Community Hub in the Library building, the attraction of the new Asda store and the leisure opportunities from the Caldicot Castle, however, the linkages, arrival points and urban fabric of the town centre are visually very poor.

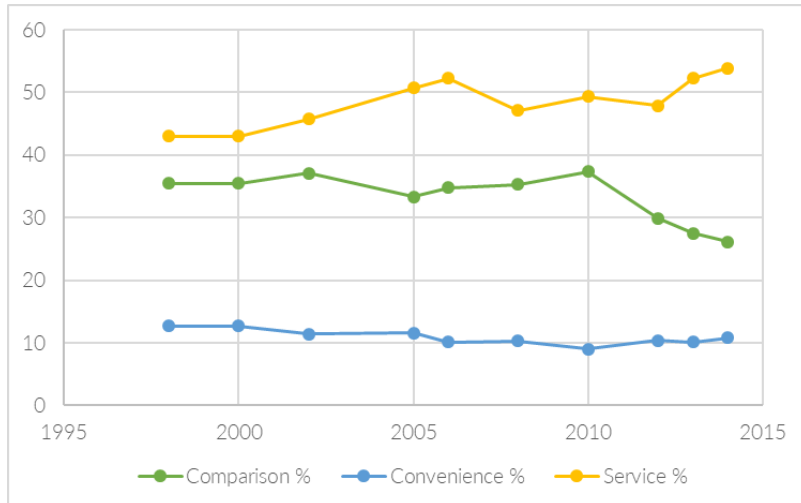
The Market which is held on Tuesday in the town centre has the potential to bring much needed footfall into the town centre, however, the range and quality of produce on offer has scope for improvement. Comments from local retailers suggest many of the market stalls are in direct competition with their stores in terms of what they are selling. Going forward, the market needs to provide a different offer to the existing town retailers, and sellers of local, quality produce should be encouraged.

There needs to be a focus on providing 'Drivers' within the town centre that will bring increased footfall which will in turn encourage new traders and retailers. It is most likely that these new traders will be local independents, due to the limited size of the vacant space, which would be less attractive to national retailers.

Despite the negatives described above, there are still some positives with strong interest in the vacant premises in Wesley Buildings, with the Agents hopeful that there will be new lettings in the near future to good quality Café/ Restaurant uses, which will greatly assist in extending the use of the town, as currently there are very few people around after 4pm. The

lettings have required some incentives and rental values are relatively low at £10.00- 12.00 per square foot, however, the reduction in vacancies is a welcome positive to the town.

The town is well supported with food convenience in the form of Asda and Waitrose, with food and drink represented through sandwich bars, takeaway, an Italian restaurant, Indian restaurant and a number of public houses.



Key Challenges

The key challenge is the lack of comparison retail (non-food) which does reduce the appeal of the town centre having a resultant impact on footfall, dwell and confidence in the place. It should be noted that this challenge is not solely unique to Caldicot with a trend in the UK moving away from comparison to leisure as on-line sales increase and larger retail centres retain activity.

The growth in social uses on UK High Streets needs to be embraced in Caldicot with new housing developments on the edge of the town providing demand for food and drink. The

need to address gaps in comparison shopping should be met in partnership with landowners with the abolition of bridge tolls and resultant housing growth being an opportunity for retailers and investors. The chart alongside shows the growth in the service sector from 1998 to 2014 with a diminishing comparison offer and relatively good range and choice of convenience.

In summary, there are some strong positives going forward for the town, but there are also some serious issues that need to be addressed as the current passing rents will not provide an adequate return for any new investment, refurbishment or redevelopment in the town without public sector intervention.

Housing

As is the case across the country, Caldicot is suffering from a substantial housing shortfall. In spite of its convenient location close to major cities such as Newport & Cardiff, it's access to surrounding scenery, and close proximity to popular towns such as Chepstow and Monmouth, the property market is not booming as it should. With the impending abolition of the Severn Bridge tolls, Caldicot is going to become an even more desirable potential location for commuters to Bristol & Gloucester.

There currently exists a substantial affordable housing waiting list, housing need register and the private sector has a very low turnover due to lack of available property. More sustainable, in-town housing could serve to fill the current void in Caldicot and promote town centre growth. This should take the form of high quality new-build property of all types and sizes within the town centre, and more so conversion of redundant existing buildings within the town centre. Wherever possible, developers should be given as much flexibility as possible to convert buildings such as empty offices, which can fast-track access to residential influx.

SWOT Analysis

The following SWOT outlines a summative analysis of where Caldicot is in terms of its current performance as a town centre within South East Monmouthshire and within the Cardiff Capital Region.

Strengths	Opportunities
<ul style="list-style-type: none"> <input type="checkbox"/> Strategic location in South East Wales <input type="checkbox"/> Road and rail connections <input type="checkbox"/> Largest town population in Monmouthshire c 12,000 <input type="checkbox"/> A flat and accessible town <input type="checkbox"/> Significant County Council investments e.g. 21C schools programme, Caldicot Comprehensive School <input type="checkbox"/> Housing investment at Oakley Way from Monmouthshire Housing Association <input type="checkbox"/> Close to rural area and Living Levels area <input type="checkbox"/> Convenience food offer has the right range and quality <input type="checkbox"/> Some signals of investment in food and drink offer in the town centre <input type="checkbox"/> Some active community and voluntary organisations 	<ul style="list-style-type: none"> <input type="checkbox"/> Removal of Severn Bridge tolls in December 2018 <input type="checkbox"/> Housing growth will lead to greater demand from town centre if offer is of the right quality and range <input type="checkbox"/> Cardiff Capital Region Regeneration Plan <input type="checkbox"/> Key employers within the area that form part of economic sector <input type="checkbox"/> Caldicot Castle and Country Park has potential to become a key visitor attraction within the region <input type="checkbox"/> Local and regional walking and cycling routes e.g. Wales Coastal Path
Weaknesses	Threats
<ul style="list-style-type: none"> <input type="checkbox"/> Town centre environment is poor and having an impact on user and investor confidence <input type="checkbox"/> Some notable voids that are persistent and large in size <input type="checkbox"/> As per UK, comparison shopping is declining in the town centre <input type="checkbox"/> Lack of enterprise space for creatives, knowledge sector and other emerging businesses <input type="checkbox"/> Significant waiting lists for social and market housing in the town <input type="checkbox"/> Poor connectivity across the town 	<ul style="list-style-type: none"> <input type="checkbox"/> Changing behaviour in UK “High Street” <input type="checkbox"/> Growth in larger towns and cities is resulting in diversion of trade from Caldicot and Severnside <input type="checkbox"/> Lack of investment in town centre will lead to greater costs and time in regaining ground

3. Strategic Fit



Monmouthshire is the second most competitive authority in Wales. However, Monmouthshire's economy (GVA) in the last 15 years has performed below its full potential; it has a small scale, dual economy when compared to others in the CCR, whereby the occupational profile of residents is skewed towards high skill occupations with resident earnings higher than workplace earnings; it's working age population is low in relation to comparators, with a Median age of 48 (the oldest in the CCR). The county is therefore not currently geared towards strong economic growth which if unchanged, will result in the future economic inactivity rate growing. Monmouthshire therefore has an economic imperative to address these issues by unlocking the new opportunities in the south east Severnside area, its largest area of urban population (circa 20,000). With the recent confirmation to abolish the Severn Bridge Tolls, its enviable centrality, road infrastructure and close proximity to the high growth border areas of the South West and the 'Midlands Engine' – Monmouthshire has opportunity to be a key economic growth area in the Cardiff Capital Region.

Severnside and the town of Caldicot specifically, has the potential to be a major beneficiary of the influx caused by these factors and as a consequence, there is a need for to invest in infrastructure, specifically commercial property, in-town living and visitor economy led activity. This is focussed on the town centre but also ensuring an integrated approach to neighbourhoods and their holistic well-being. Creating an opportunity for a modern and thriving hub which can attract private sector investment and business re-locations from Bristol and beyond.

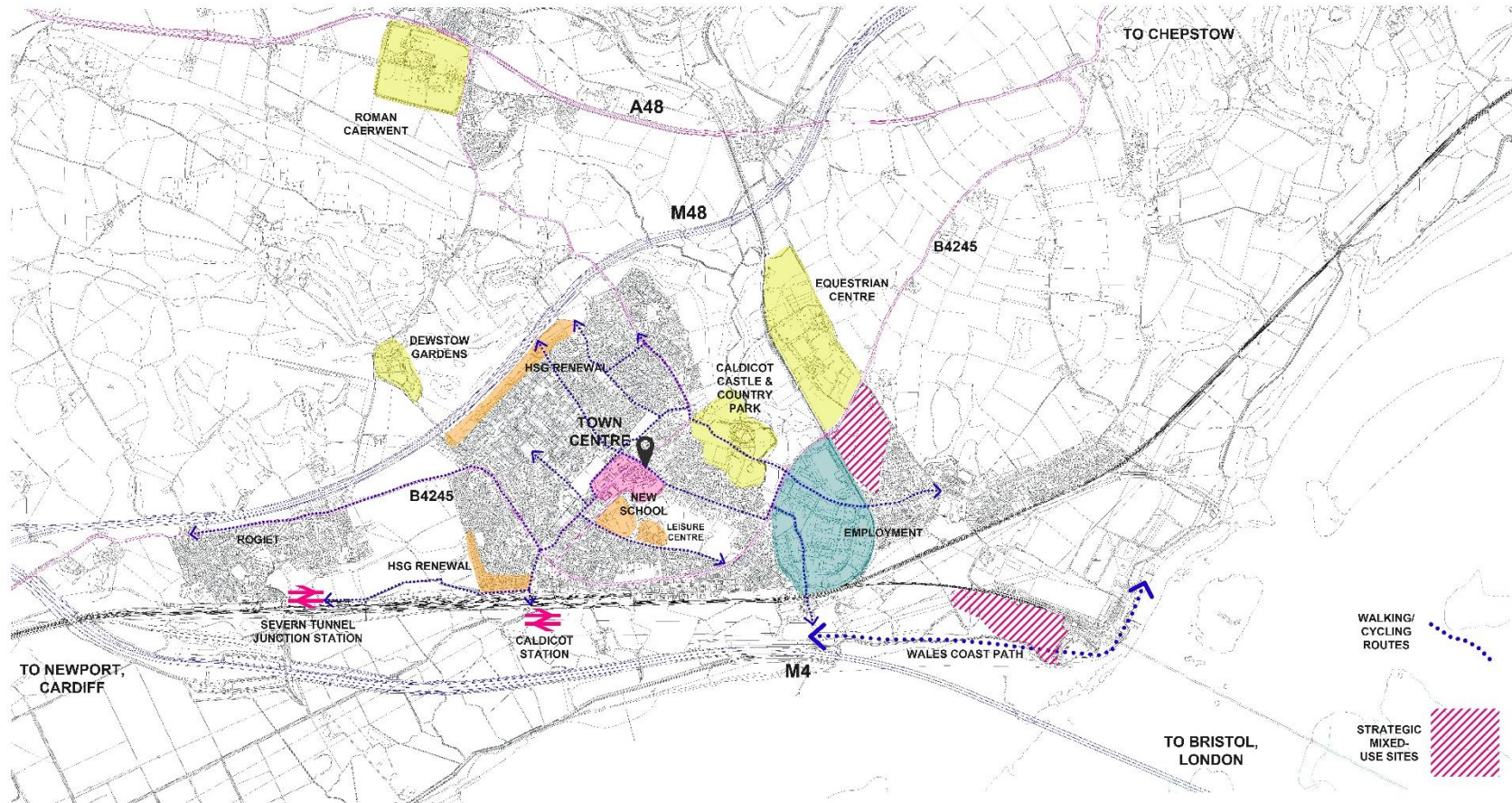
The Targeted Regeneration Investment Programme (TRIP) offers the opportunity for the region to capitalise on Monmouthshire's new opportunities whilst also addressing further strategic regeneration priorities which include the expansion of the digitally connected community hubs network throughout the County. Consideration will also need to be given to our strategic employment sites particularly those with a focus on the circular economy. Our focus meets the regional ambitions in the following way:

- **Prosperity and Opportunity** – enabling a more productive local economy that is reaching out in terms of connectivity
- **Inclusion and Equality** - a vibrant and sustainable economy which contributes to the well-being and quality of life of the people in Caldicot, now and in the future
- **Identity, Culture, Community and Sustainability** – creating a more coherent identity and reputation as a strategic hub

The plan overleaf shows the location of the town centre within the strategic hub with road, rail and national walking/cycling routes linking Caldicot with South Wales and South West England. The plan also shows housing allocations within the settlement area as well as connections into visitor attractions.

Caldicot Strategic Hub Location

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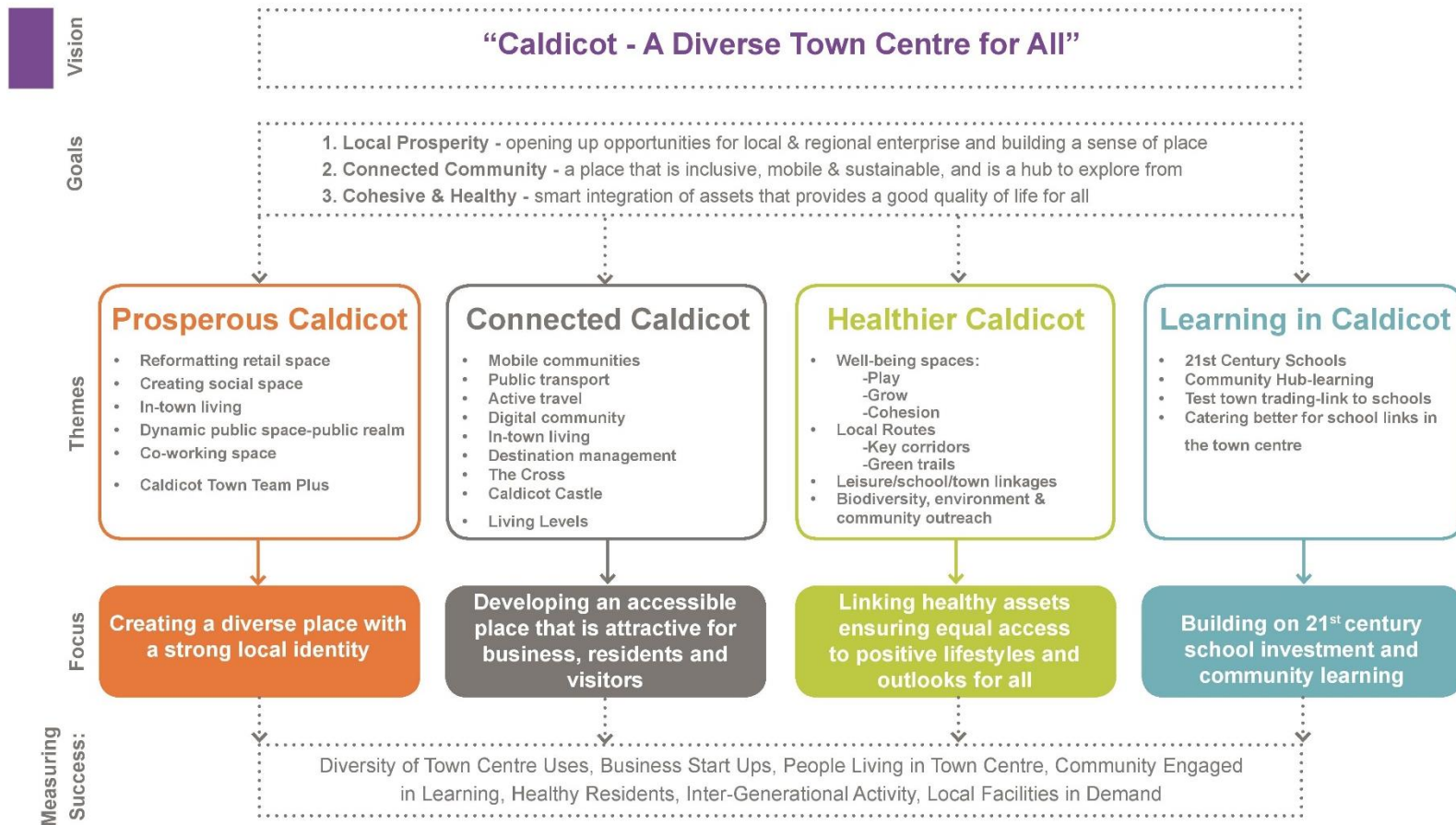
Key Investments/Future Developments

- ❑ Recent £36.5m investment in Caldicot Comprehensive School as part of 21st Century Schools modernisation programme.
- ❑ In Spring 2018, a £7 million regeneration by Monmouthshire Housing Association in Oakley Way and Oakley Close area of Caldicot, with work to build 37 new homes. This consists of replacing three blocks of flats built in the 1960s with homes that meet the housing needs of local people, made up of 21 two-bedroom houses, 5 three-bedroom houses, 8 one-bed flats and 3 two-bedroom bungalows.
- ❑ The £4m Living Levels Landscape Partnership aims to promote and reconnect people to the heritage, wildlife and wild beauty of the historic landscape of the Gwent Levels, with a £2.5 million grant secured from the Heritage Lottery Fund.
- ❑ A green infrastructure project to enhance main town centre corridors with trees, planting and improved well-being linking into active travel and Sustrans routes.
- ❑ In meeting carbon reduction targets, the Council has plans to develop a clean-burning hydrogen gas energy network for Caldicot.
- ❑ The 10.95 hectares strategic site at Crick Road, Portskewett which has been allocated for mixed use residential and employment development is progressing with Melin Homes and Monmouthshire County Council seeking planning permission for 300 new homes, along with a new care facility and a network of public open spaces.



4. Strategic Framework

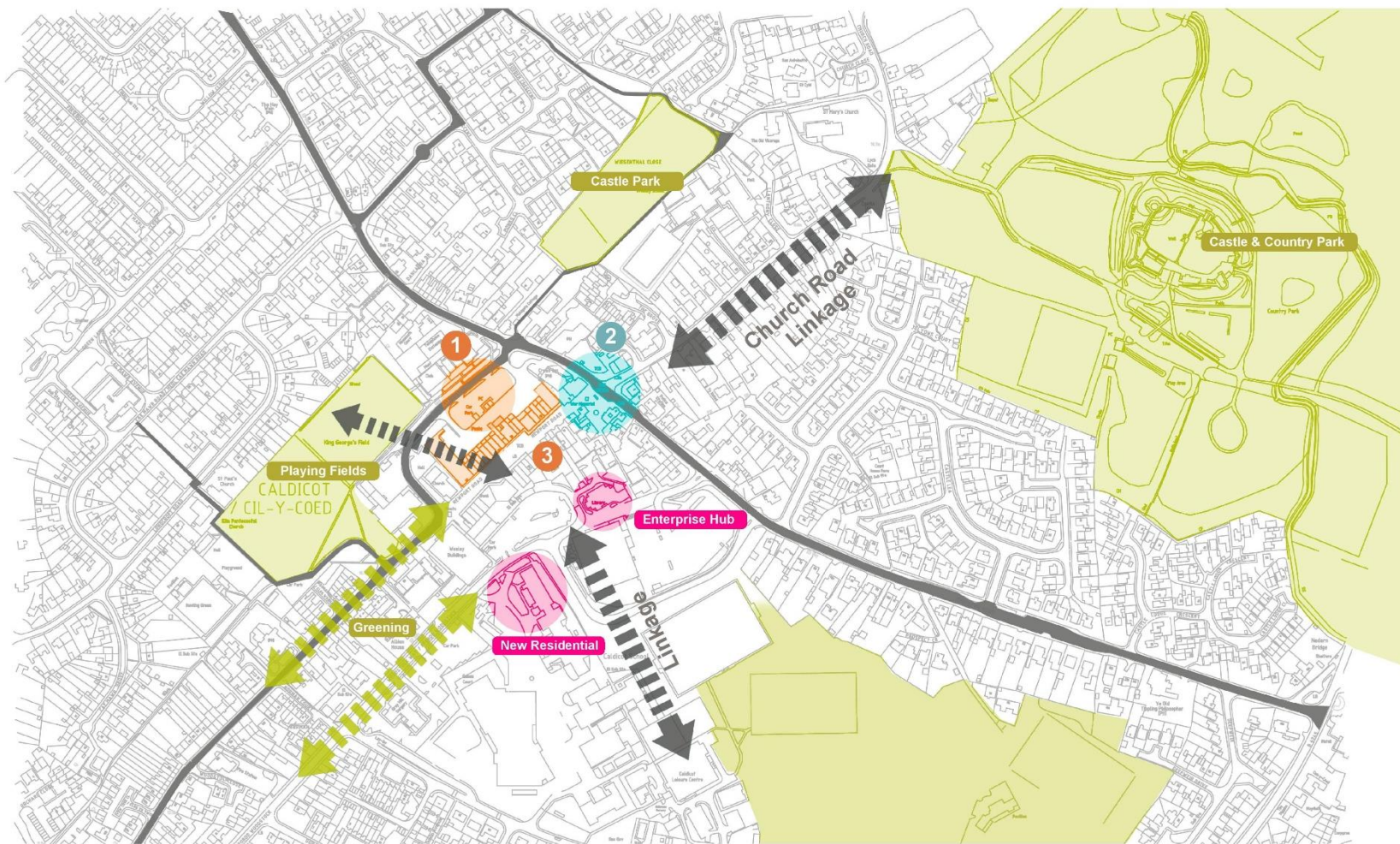
The following diagram outlines the Vision, aims, themes and focus of the wider Action Plan & Delivery Strategy (April 2018) from which we are seeking support from the Targeted Regeneration Investment Support programme.



5. Regeneration Projects

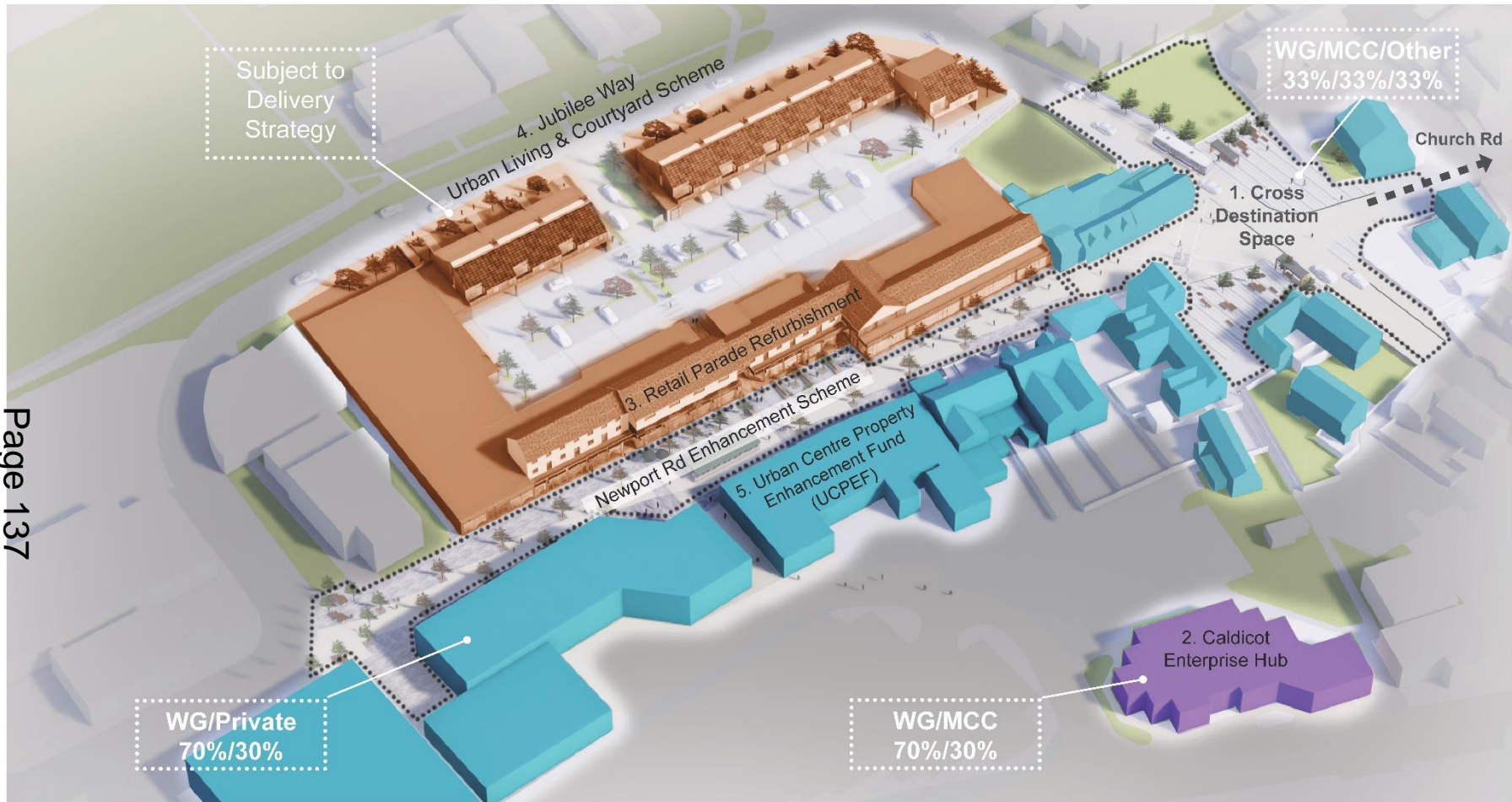
Physical Context and Location

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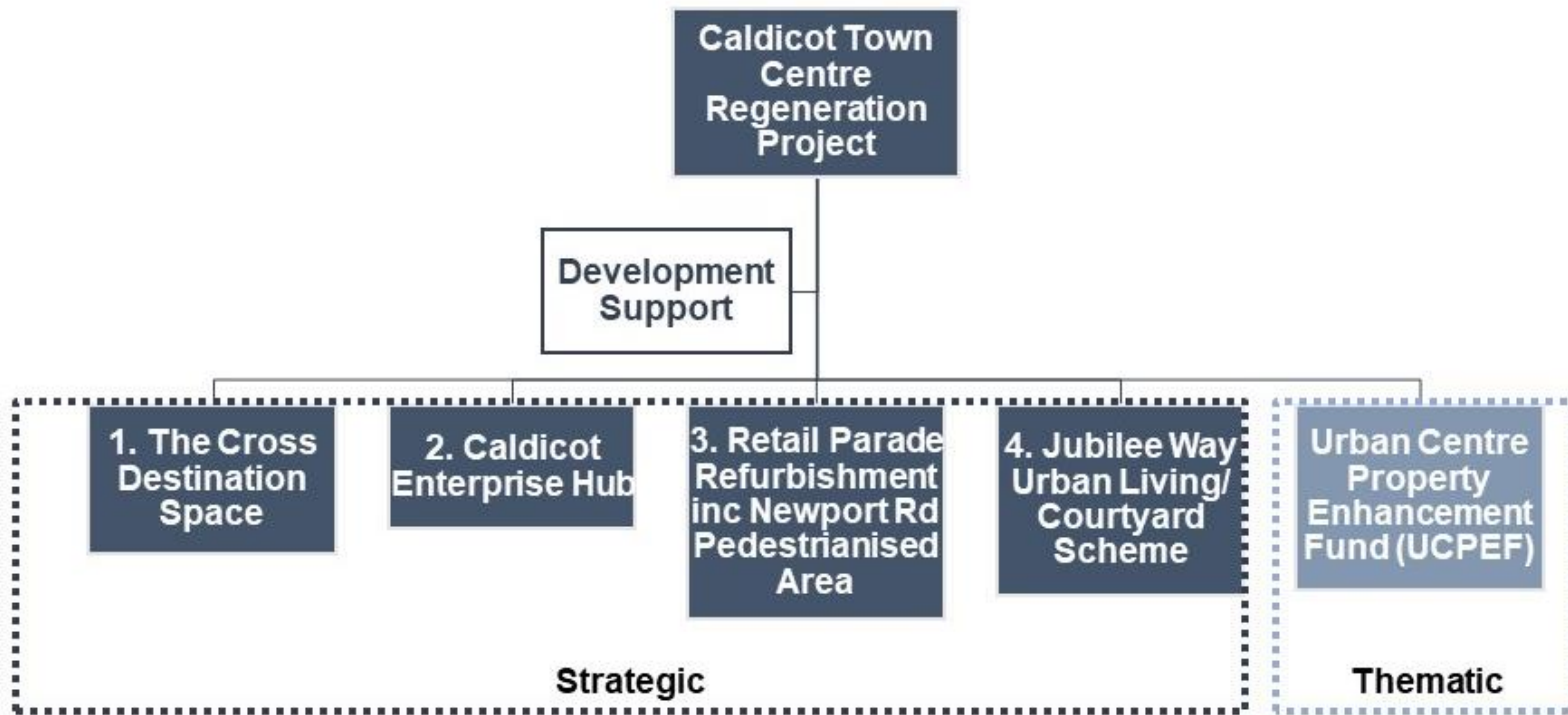
- 1 Jubilee Way Urban Living & Courtyard Scheme
 - 2 The Cross Destination Space
 - 3 Newport Road Retail Parade Refurbishment
- Active Travel Network
 Green Infrastructure

DELIVERY ACTION PLAN FRAMEWORK



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Targeted Regeneration Investment Projects



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Strategic Projects

1. The Cross Destination Space



The need to enhance this commercial area of the town is key to drawing in visitors from attractors such as the Castle and Country Park and also provide a space that generates greater economic activity for the town. A better setting, a space for events and activity will lead to local growth in existing and new businesses.

The proposed Cross Destination Space project is located on the eastern side of Caldicot town centre.

In addition, the space will improve accessibility for local residents and knits into other community spaces and routes that ensures the wider economic and social well-being of Caldicot. The proposals would provide greater connectivity with neighbourhoods and increase activity within the area.

The need to therefore announce this part of the town centre a destination space that directly creates stronger linkage to

Caldicot Castle through the introduction of shared space and greater priority to pedestrians is key to the future economic development of the town. This would be achieved by:

- The creation of functional space for local enterprise, events, markets, etc;
- A quality space that is distinctive, accessible and frames the town centre better;
- New street furniture and opportunities to dwell on both sides of Chepstow Road and Sandy Lane;
- The introduction of trees and planting to enhance green infrastructure;
- The relocation of bus stops within the space to enhance accessibility for bus users and also enhances views in and out of the town centre;
- Links into immediate active travel network and local/regional Sustrans network routes;
- Measures to protect the War Memorial from vehicle damage.

2. Caldicot Enterprise Hub



With a growing population and changes to working practices there is an opportunity to create an agile co-working space for sole workers and micro-businesses or for people that working across sites and places. The space can also accommodate town centre business networks and provide more dedicated meeting space for organisations. It can provide a stepping stone for growing local entrepreneurs and a pathway to more established office and enterprise space within the town and area.

This proposal is centred on repurposing and investing an area with the existing Community Hub in the town centre that will provide a specific space for co-working and enterprise, specifically work stations, digital facilities and links to business support.

Situated on a key link between Asda supermarket and the town centre, the Hub is well used with it's core purpose as a library, signposting service for the County Council and a place for community learning as well as meeting room space.

Externally, the building only has one main entrance from the Asda side and does not engage directly with the town centre. Whilst the building has a large, flexible open plan space this limits provision for personal interaction such as personal advice and specific training with no separation from the main core communal use.

This proposal specifically involves:

- The repurposing of internal bays within the Community Hub through internal division by glazing, doors, services, furnishings and digital equipment to facilitate a diverse range of uses that are outlined above;
- Creation of a second entrance into the Community Hub from the town centre side that announces the Hub

through a new doorway, external signage, lighting and treatment of the side elevation that animates this link into the town centre, thereby providing more direct access;

- Improve accessibility to the building, daytime and evening through the use of access control systems for registered users that opens up the Hub to users across the whole day.

3. Retail Parade Refurbishment



Nos 7 to 43 Newport Road is a key retail parade in town which has diminished over the years due to a lack of investment and changing retail patterns. Its dual aspect onto Jubilee Way and Newport Rd provides poor first impressions and is in urgent need of refurbishment if the town centre is to meet future needs of residents, local businesses and visitors. This proposal will see space for existing and new enterprises, jobs safeguarded and new employment opportunities for a diverse range of uses.

This proposal is focused on the retail block within private ownership, specifically Nos 7 to 43 Newport Road in the town centre.

The 1960s block is in need for enhancement for a number of reasons.

The size of the existing ground floor retail units is not right for medium to larger format occupiers with frontages being set back under canopies, and not engaging with shoppers and town centre users. At first and second storey level, ancillary storage space for retailers and residential units require refurbishment with front and rear elevations in need of enhancement.

The aesthetics of the block does not contribute well to the streetscene and the overall town centre experience and is impacting on investor/occupier confidence.

Finally, the immediate public realm does not relate to respective shops and uses with the need to manage the space better so that people can dwell and stay longer.

In response this proposal is centred on the refurbishment of the block that brings shop frontages further into the main street, introducing a co-ordinated approach to signs and facias, treatment of upper storey elevations and enhanced social space in front of respective premises. The reconfiguration of ground floor units would take place with an enhanced pedestrian access to and from Jubilee Way car park.

This proposal would need to be a joint venture between the owner and Monmouthshire County Council and could form part of wider redevelopment approach linked to the proposed residential/courtyard car park on Jubilee Way.

4. Jubilee Way Urban Living/Courtyard Scheme



Providing a positive engagement with Jubilee Way at a key entrance into the town centre, urban living would be provided through a 27-unit residential through 9no. 1 bed units and 18no. 2 bed units would be provided that would meet housing needs in the locality, specifically for 1 and 2 bed houses. Additional opportunities to provide a dual aspect to the existing Store 21 store to enhance its viability and attractiveness to an end occupier, in addition to enhancement of the car park area and amenity space.

The scheme would also involve a dedicated undercroft parking of 47 spaces for residents, in addition to cycle parking provision.

Secondly, working in partnership with the landowner of nos 7 to 43 Newport Road, the opportunity to provide an enhanced store format for the end unit (formerly Store 21) that would be more attractive to an end occupier and create more of a dual aspect onto Jubilee Way and the car park.

Finally, an enhanced courtyard car park would provide for 77 no. public parking spaces (subject to relaxation on residential parking standards due to sustainability checklist). Public toilet provision would be relocated from the existing central site to a new location. Parking to rear of Newport Rd premises (currently in private ownership) would also provide 12 no. spaces, providing an overall total of 89 parking spaces (public and private).

In addition to the active street frontage a stronger link between the town centre and onto Jubilee Way and onwards to King George V Playing Fields area would be provided. The site would be landscaped with additional tree planting and enhanced green infrastructure.

Thematic Project

5. Urban Centre Property Enhancement Fund (UCPEF)



The need to enhance the town centre offer and environment needs to be consistent in quality of design with the UCPEF project providing opportunities to enhance the external appearance of properties on the southern side of the town centre and at key entrances so that there is economic resilience that sustains trading and opens up opportunities for new business opportunities and activities.

Complementing the Retail Parade Refurbishment is the need to equally enhance the southern side of Newport Road so that the town centre projects a quality environment for users and provides a stimulus for landowners that maintains their investment and builds economic growth in terms of jobs, new products and also helps animate the wider town centre offer.

The 1970s/80s built additions do not positively contribute to the street scene with some of the stronger Victorian properties lost within the overall poor townscape. This condition, as well as the set back nature of some of the buildings does not actively engage with public space, with a number of vacancies not adding to the retail confidence. Like the northern side of the town centre, first impressions are poor with rear service yards and poor design at upper storey level, with key commercial frontages dated, inconsistent and not contributing positively to the street scene. Nevertheless, there are some signals of investment with food and drink, takeaways and some charitable organisations recently opening.

In addition to the series of buildings on the southern side of Newport Road, there are some outlying properties on Sandy Lane, Chepstow Road and Church Road, as well as parade of businesses on the western edge of Newport Road. These are at key gateways into the town centre and set the tone for the town centre experience.

A property enhancement grant scheme is therefore proposed to address and enhance these identified properties, so that there is a co-ordinated approach to town centre property that meets the planned refurbishment of the northern Retail Block, nos 7-43 Newport Road. This will lead to a design language that is consistent in terms of quality and responsive to the built form and setting.

This will safeguard and attract national, regional and local occupiers as well as opportunities for upper floor uses that adds to the diversity of the town.

6. Programme & Development Activity

The following development and delivery programme is indicative and subject to change.

The programme overleaf outlines a timeline for initial development activity leading to implementation across the range of projects previously described.

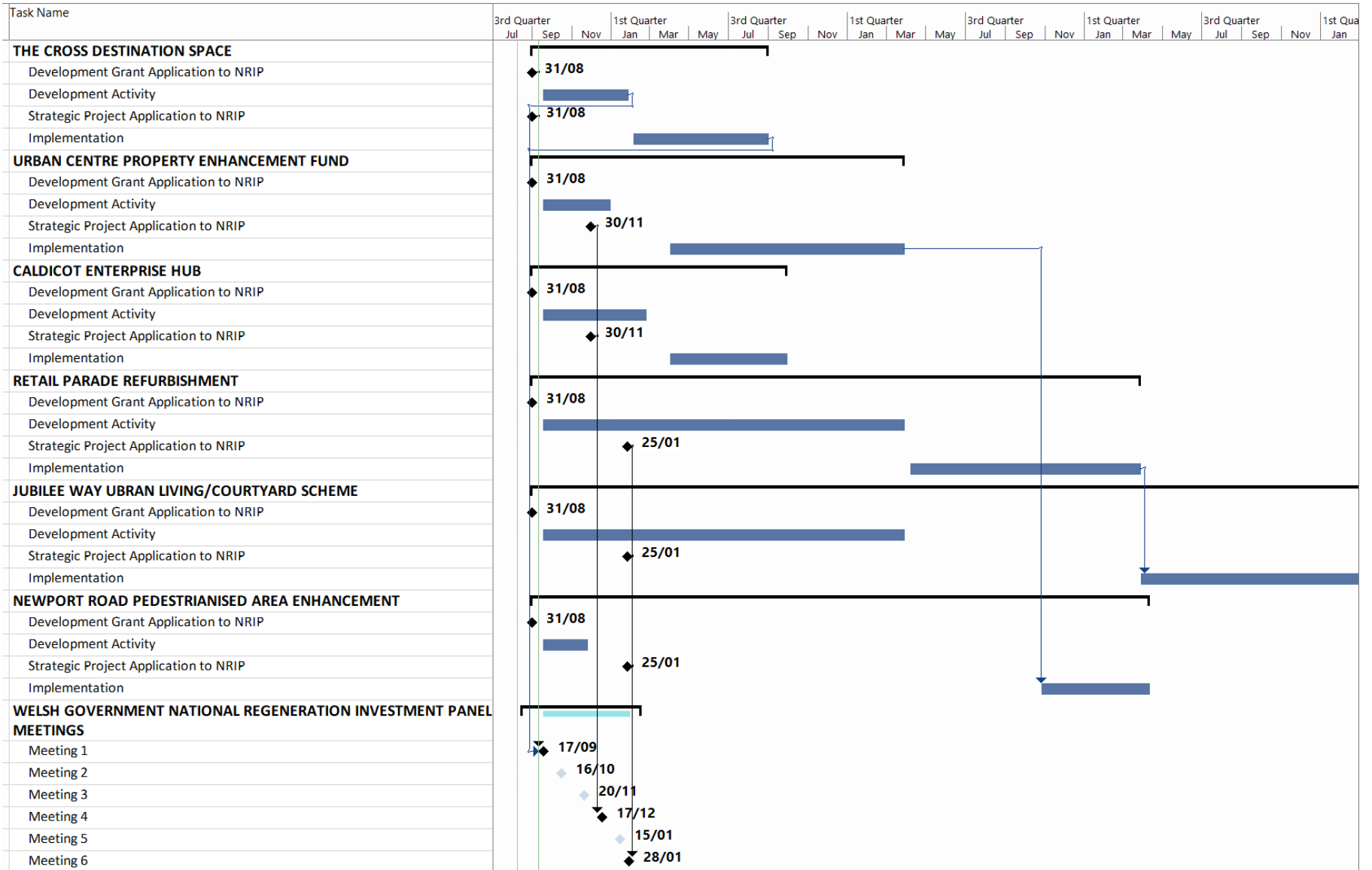
Before any delivery can commence there is a critical path of development activity that requires support from TRI that will support a number of areas, including:

- Design development and cost assessments for infrastructure and projects such as the Urban Centre Property Enhancement Fund and the Cross-Destination Space;
- Property, valuation and legal advice on the Retail Parade (Nos 7-43 Newport Rd) and the associated Jubilee Way Urban Living and Courtyard scheme.

The next six months is therefore important in developing projects to a stage that are robust and ready for implementation in line with TRI funding availability and future commitments.

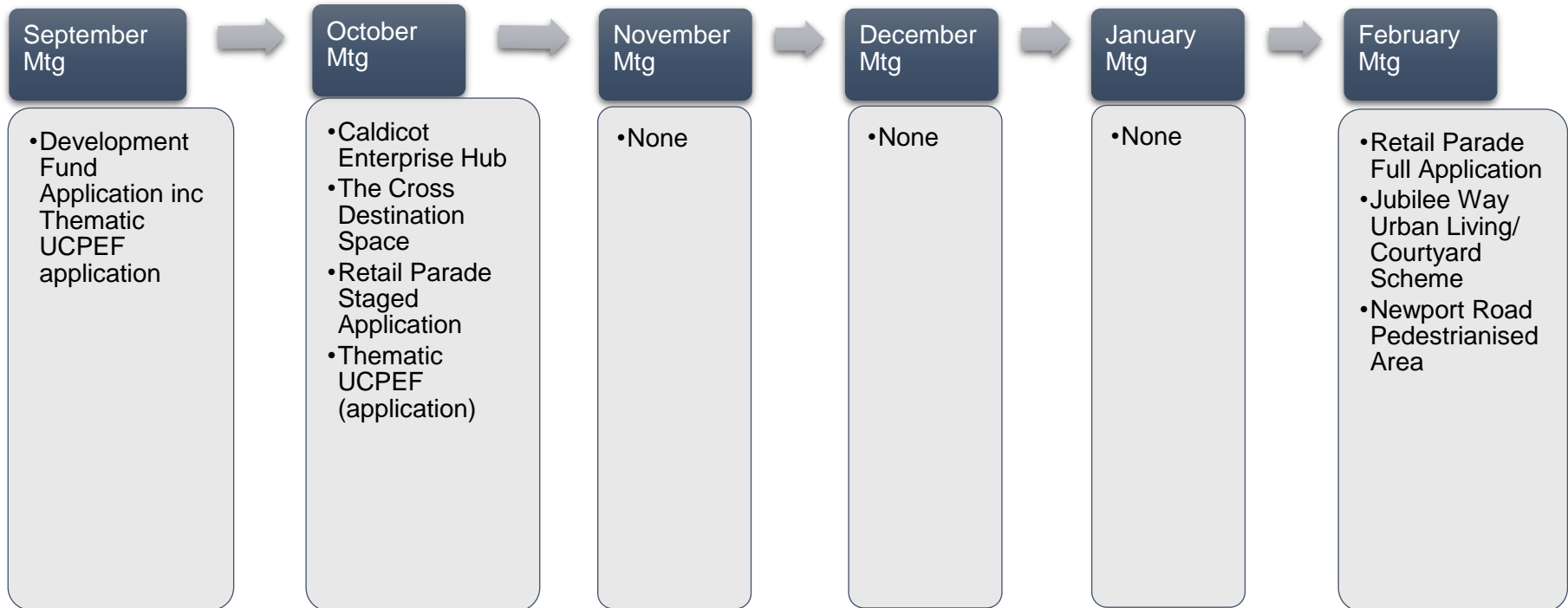
2018-2021 Programme

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TRI Project Application Programme

In relation to the TRI application process, specifically their consideration at future National Regeneration Investment Panel meetings, we anticipate the following order to our respective project applications.



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7. Outcomes

Targeted Regeneration Investment fund is focused on providing a programme of smaller investments in a number of 'regeneration areas', to have a combined effect with the City Deal Wider Investment Fund that will deliver sustainable economic development, growth and outcomes across the region. In addressing the regional issues and challenges, Caldicot's suite of projects aims to address i) job creation ii) tackle economic inequality for individuals and communities iii) reverse social, environmental & physical decline iv) enhancing skills & employability v) economic regeneration and vi) affordable housing. The integrated nature of Caldicot's projects demonstrates an integrated approach to town centres that is about economic and social well-being through infrastructure improvements.

Indicator	1. The Cross-Destination Space	2. Caldicot Enterprise Hub	3. Retail Parade Refurbishment	4. Jubilee Way Urban Living/Courtyard Scheme	5. Urban Centre Property Enhancement Fund (UCPEF) ²	Totals
TRI02 Number of jobs accommodated (no)	0	0	37	0	10	47
TRI06 Enterprises accommodated (no)	0	0	8	0	8	16
TRI07 Hectares of land developed	0.17	0	0	0.525	0	0.695
TRI08 Non-residential premises created or refurbished (sqm)	0	53	888	0	250	1,191
TRI09 Non-residential premises created or refurbished (no)	0	1	15	0	8	24
TRI10 No. of additional housing market units	0	0	0	0	0	0
TRI11 No. of additional social housing units delivered	0	0	0	27 ³	0	27
TRI12 No of additional intermediate housing units delivered	0	0	0	0	0	0
TRI15 No of non-residential units brought back into use	0	0	4	0	2	6

² UCPEF outputs subject to final scheme scope and approval

³ May be subject to change in terms of procurement strategy for housing scheme e.g. mix of social and market

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SUBJECT:	WELSH CHURCH FUND WORKING GROUP
MEETING:	Cabinet
DATE:	03rd October 2018
DIVISIONS/WARD AFFECTED:	All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2018/19 financial year held on the 20th September 2018.

2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded as per the schedule of applications.

SCHEDULE OF APPLICATIONS CONSIDERED 2018/19 – MEETING 4.

1. **Monmouthshire District Scouts** requested £3,500 for the 'Centenary Poppies Project' a 'Monmouthshire Remembers' project where 2,000 poppies will be constructed from steel, clay and paint for use at Remembrance ceremonies in November 2019.

Recommendation: £3,500 was awarded towards the cost of the 'Monmouthshire Remembers Project' as this community wide activity acknowledges past sacrifices by members of the Monmouthshire Community during past conflicts.

2. **Usk Baptist Church** requested £2,000 to assist in the installation of two fire doors to meet insurance requirements and Health and Safety adjustments to the structure of the church balcony.

Recommendations: £2,000 was awarded to assist in enabling the Health & Safety upgrades to ensure that this community asset meets current safety standards.

3. **The Best Kept Village in Gwent Competition**, requested £350 to assist in providing the Trophies / Awards for the winners and assist in funding the presentation ceremony of this community wide inclusion project.

Recommendation: £350 was awarded to contribute to a competition that encourages individual participation in a Monmouthshire community wide activity.

3. OPTIONS APPRAISAL

Options available to the Committee are driven by the information only supplied by the applicants

4. EVALUATION CRITERIA

No evaluation criteria is applicable to the grant awarded by the trust

5. REASONS

A meeting took place on Thursday 20th September 2018 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule (Appendix 2).

County Councillors in attendance:

County Councillor D. Evans (Vice Chair)
County Councillor B. Strong
County Councillor S. Woodhouse

OFFICERS IN ATTENDANCE:

D Jarrett Central Finance
W Barnard Committee Administration

5.1 DECLARATIONS OF INTEREST

Item 2. (2) – Usk Baptist Church: County Councillor B. Strong declared a personal, prejudicial interest as a member of the church and took not part in the decision.

Item 2 (3) – Gwent Best Kept Village Competition: County Councillors D. Evans and B. Strong declared a personal, non-prejudicial interest as members of the committee and took no part in the decision.

5.2 APOLOGIES FOR ABSENCE

County Councillor A. Webb (Chair)

5.3 CONFIRMATION OF REPORT OF PREVIOUS MEETING

The minutes of the last meeting held on 26th July 2018 were confirmed and signed as a true record.

.RESOURCE IMPLICATIONS

A total of £5,850 was allocated at Meeting 4 of the Welsh Church Fund Committee. A remaining balance of £19,189 will be carried forward for distribution within the 2018-19 financial year.

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

There are no Future Generations, equality, safeguarding, corporate parenting or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Assistant Head of Finance
Central Finance Management Accountant

8. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2018/19– Meetings 4 (Appendix 2)

9. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

10. CONTACT DETAILS

Tel. 01633 644657
e-mail: daveJarrett@monmouthshire.gov.uk

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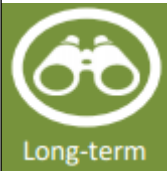
<p>Name of the Officer D Jarrett Phone no: 4657 E-mail: davejarrett@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 20th September 2018</p>
<p>Name of Service Finance</p>	<p>Date Future Generations Evaluation 20th September 2018</p>





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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive in relation to developing the skills and proficiencies of applicants</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive in the teaching of biodiversity and ecological issues through the provision of educational resources</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in that people's mental health and physical health is enhanced by a collective activity / process.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the community	
A more equal Wales People can fulfill their potential no matter what their background or circumstances	Positive in respect of helping people to achieve their potential irrespective of individual circumstances	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	No impact	None	
Gender reassignment	No impact	No impact	
Marriage or civil Partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

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

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

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

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	October 2018	Welsh Church Fund	On target

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The Payment of grants awarded to the successful applicants
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WELSH CHURCH FUND - APPLICATIONS 2018/19

APPENDIX 2

MEETING 4: 20th September 2018

	<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF REQUEST</u>	<u>APPROX COST</u>	<u>DATE Received</u>	<u>D of I*</u>	<u>Comments</u>
	NEW APPLICATIONS AWAITING DECISION			£	£		£			
1	MONMOUTHSHIRE DISTRICT SCOUTS	Llanover	Sara Jones	£3,500	£3,500	Funding required for the 'Centenary Poppies Project' a 'Monmouthshire Remembers' project where 2,000 poppies will be constructed from steel, clay and paint for use at Remembrance ceremonies in November 2018 and until autumn 2019	£3,600	04/07/2018	No	The project is co-ordinated by a dedicated team and supported by Community Members, Scouts Cymru, British Legion and the Army. It will receive publicity from S4C, BBC and local media outlets
2	Usk Baptist Church	Llangibby Fawr	Peter Clarke	£2,000	£2,000	Funding assistance required to install 2 Fire Doors to meet Fire Regulations and raise the height of a balcony due to not meeting Health & Safety regulations	£2,250	18/09/2018	Yes	The church hosts local community groups including Usk Post Natal Group and hosts weekly coffee mornings. The upstairs balcony is used for funerals, weddings and the choral festival
3	Gwent Best Kept Village Competition	Mill	Frances Taylor	£350	£350	Funding required to supply the Trophies / Awards for the winners of the Competition and a contribution sought for the hire of a Village Hall for the presentations	£1,310	18/09/2018	Yes	The Gwent Best Kept Village competition has been running over 30 years and is aimed at encouraging local communities to participate in community action and nurture civic pride
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	Late Applications									
	Deferred Applications									
	SUB TOTAL Meeting 4			£5,850	£5,850	OTHER INFORMATION :				
	Meeting 1 Award				6,058					
	Meeting 2 Award				7,400					
	Meeting 3 Award				4,300					
	Meeting 4 Award				5,850					
	Meeting 5 Award				0					
	Meeting 6 Award				0					
	Meeting 7 Award				0					
	TOTAL AWARDED FOR 2018/19 TO DATE				23,608					
	BUDGET 2018/19				31,400					
	BALANCE B/F TO 2018/19				£11,397					
	Monmouthshire's Allocation for 2018/19				£42,797					
	REMAINING BALANCE				£19,189					

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