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County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 1 December 2021

Notice of meeting

Economy and Development Select Committee

Thursday, 9th December, 2021 at 10.00 am

County Hall, Usk - Remote Attendance

AGENDA

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

Item No	Item	Pages
1.	Apologies for Absence.	
2.	Declarations of Interest.	
3.	Public Open Forum. Select Committee Public Open Forum ~ Guidance Our Select Committee meetings are live streamed and a link to the live stream will be available on the meeting page of the Monmouthshire County Council website If you would like to share your thoughts on any proposals being discussed by Select Committees, you can submit your representation via this form Please share your views by uploading a video or audio file (maximum of 4 minutes) or; Please submit a written representation (via Microsoft Word, maximum of 500 words) You will need to register for a My Monmouthshire account in order to submit the representation or use your log in, if you have registered previously.	

The deadline for submitting representations to the Council is 5pm three clear working days in advance of the meeting.

If representations received exceed 30 minutes, a selection of these based on theme will be shared at the Select Committee meeting. All representations received will be made available to councillors prior to the meeting.

If you would like to suggest future topics for scrutiny by one of our Select Committees, please do so by emailing Scrutiny@monmouthshire.gov.uk

- | | | |
|-----------|--|-----------|
| 4. | To conduct pre-decision scrutiny of the Usk and Woodside Master Plan. | 1 - 122 |
| 5. | To scrutinise a position update report on Strategic Procurement. | 123 - 126 |
| 6. | Economy and Development Select Committee Forward Work Plan. | 127 - 130 |
| 7. | Council and Cabinet Work Planner. | 131 - 144 |
| 8. | To confirm the minutes of the previous meeting. | 145 - 150 |
| 9. | Next Meetings: | |

Tuesday 14th December 2021 at 10.00am – Special Meeting of the Economy and Development Select Committee.

Thursday 3rd February 2022 at 10.00am – Ordinary meeting of the Economy and Development Select Committee.

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Jeremy Becker	St. Mary's;	Liberal Democrats
County Councillor Alan Davies	Green Lane;	Independent
County Councillor David Evans	West End;	Welsh Labour/Llafur Cymru
County Councillor Mat Feakins	Drybridge;	Welsh Conservative Party
County Councillor Giles Howard	Llanfoist Fawr;	Welsh Conservative Party
County Councillor Paul Jordan	Cantref;	Welsh Conservative Party
County Councillor Richard Roden	Dixton with Osbaston;	Welsh Conservative Party
County Councillor Brian Strong	Usk;	Welsh Conservative Party
County Councillor Frances Taylor	Mill;	Independent Group

Public Information

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

Watch this meeting online

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

Welsh Language

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Aims and Values of Monmouthshire County Council

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.

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
2. What is the Committee's role and what outcome do Members want to achieve?
3. Is there sufficient information to achieve this? If not, who could provide this?
 - Agree the order of questioning and which Members will lead
 - Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?
6. Does this policy align to our corporate objectives, as defined in our corporate plan?
7. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are *the procedures that need to be in place to protect children*?
8. How much will this cost to implement and what funding source has been identified?
9. How will performance of the policy be measured and the impact evaluated.

Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...
- (iii) Agree further actions to be undertaken within a timescale/future monitoring report...

General Questions....

Empowering Communities

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?

Service Demands

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

Financial Planning

- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

Making savings and generating income

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income? Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

SUBJECT: USK (& WOODSIDE) IMPROVEMENT MASTER PLAN

MEETING: ECONOMY & DEVELOPMENT SELECT COMMITTEE

DATE: THURSDAY 9TH DECEMBER 2021

DIVISION/WARDS AFFECTED: USK & LLANBADOC

1. PURPOSE:

- 1.1 To formally receive and scrutinise the Usk Masterplan (appendix 1) and if thought appropriate to recommend to Cabinet that MCC adopt the Usk (& Woodside) Improvement Masterplan.

2. RECOMMENDATIONS:

That the committee scrutinise the Usk Masterplan and make recommendations to Cabinet based upon the specific proposals outlined in 2.1 to 2.4 below:

- 2.1 That the draft Usk (& Woodside) Improvement Masterplan (attached) be approved, and that the action plan be subsequently amended by the Steering Group as appropriate.
- 2.2 That the process to deliver the Action Plan set out in the Next Steps section (page 114) is approved, subject to the amendment that the Partnership Group recommendation is not taken forward (see paragraph 3.7).
- 2.3 That a Steering Committee is established and that the Steering Committee agrees a terms of reference, including the ability to revise and amend the Action Plan.
- 2.4 That the Chief Officer for Enterprise and the relevant Cabinet members be regularly briefed on the actions of the Steering group and refinement of the Action Plan.

3. KEY ISSUES:

- 3.1 The Usk (& Woodside) Improvement Master Plan was jointly commissioned by MCC and Usk Town Council (UTC) in 2018. Consultants ARUP were successful with their tender and were awarded the commission. A working group consisting of MCC Members and officers along with UTC and Llanbadoc Community Council Members and officers was set up to oversee the commission.
- 3.2 The final document contains a strategic framework and action plan which collectively forms the masterplan. The strategic framework directs change and is based on extensive engagements with key stakeholders and the wider community. The subsequent actions grouped into short, medium and long term contribute to achieving these objectives.
- 3.3 The objectives of the strategy are

- improved public realm,
- retain, support and attract independent businesses,
- support and expand the visitor economy
- a healthier, happier Usk
- enhance Usk's green capital
- support the agricultural community
- a thriving community and sense of identity
- a resilient and sustainable Usk
- partnership working

3.4 The key areas for change include:

- Shopping experience and challenges taking into account the impact of online shopping on 'High Streets' as well as the local environment in Usk. Bridge Street is impacted by high traffic volumes.
- Positive benefits to the town by increasing the number of events held throughout the year
- Enhanced public spaces recognising the change of focus from car to pedestrian
- Improved communication links e.g. active travel
- Improved recreational offer at the Island and opportunities presented by the riverside
- Co-working space and affordable housing

3.5 The Masterplan was completed in March 2019 but has not yet been adopted by Monmouthshire County Council as attention and resources have been diverted on short term Covid measures implemented in the town. It is now timely to reconsider the future direction of the Masterplan and seek adoption by MCC. Both Usk Town Council and Llanbadoc Community Council have adopted the plan.

3.6 The Masterplan should be the driver for guiding future regeneration activity in the town in a coherent and consistent manner rather than on a piecemeal basis. This coordinated approach is preferred by funders such as Welsh Government and offers an opportunity to identify 'pipeline' projects which can be designed in anticipation of the availability of future funding.

3.7 ARUP proposed that a high-level Partnership Group is set up with strategic partners such as Natural Resources Wales, Sustrans, Dwr Cymru and NFU. Further discussions on the implementation of the Masterplan with UTC and MCC have resulted in this proposal being considered unsustainable. Organisations do not have the resources to send representatives to meetings which risk becoming a talking shop and have no clear purpose. As a result, it is proposed that a Steering Committee formed of MCC, UTC and Llanbadoc Community Council is to be set up with an option of inviting additional participants as appropriate or setting up task and finish groups to report back into the Steering group.

4.0 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 The assessment of Equality and Future Generations Evaluation (Appendix B) is summarised below for Members' consideration:

This proposal seeks to adopt a strategic framework for the future regeneration of Usk with an emphasis on improving active travel, reducing the reliance on private cars and ensuring that Usk has a sustainable future offering a mix of retail, employment, leisure and housing opportunities.

5.0 OPTIONS APPRAISAL

Options	Benefits	Risks	Comments/Mitigation
Do nothing	No impact on resources of MCC or UTC	<ul style="list-style-type: none"> Investment of time and money into producing the Masterplan will not be realised Lack of trust from those involved in the consultation and shaping the Masterplan if nothing is done to implement recommendations 	Not considered an option that should be pursued
MCC and UTC implement actions in isolation	Fewer human resources required as Steering Group will not be set up	<ul style="list-style-type: none"> Duplication of effort by respective councils Implementation fragmented and lacking benefits from pooling human and financial resources Partners do not feel that they are part of a bigger strategy Reduced interest from funders as lack of evidence of partnership working 	Not considered an option that should be pursued
Employment of consultants to implement the strategy and action plan	Fewer human resources from MCC as consultants will be managing the implementation	<ul style="list-style-type: none"> Lack of buy in from local stakeholders No budget to employ consultants 	Not considered an option that should be pursued

		<ul style="list-style-type: none"> Significant time and resources by MCC officers will be required to take forward the actions so duplication of effort if consultants and MCC are working on the same projects 	
MCC to adopt and lead on the delivery of the Masterplan	<ul style="list-style-type: none"> Promotes partnership working between organisations which can have benefits not identified in the Masterplan MCC departments have the expertise and powers to be able to implement many of the actions identified in the Masterplan once funding has been secured Delivery is retained by democratically accountable councils 	<ul style="list-style-type: none"> Funding cannot be secured for individual projects, so residents and partners do not see the anticipated changes on the ground Secretariat function required in addition to resources to implement the specific actions 	

6.0 EVALUATION CRITERIA

6.1 The success of the masterplan will be evident in the changes on the ground. Regular progress reports will be reported to the Usk Masterplan Steering Group and into the respective Councils meetings:

- Metrics will include amount of funding secured and number of projects implemented.

7.0 REASONS:

7.1 The decision to adopt the Masterplan is to be made to enable the County Council to move forward to the implementation stage. Usk Town Council has adopted the plan

and recommendations so following adoption both councils will be in a position to progress the plan together.

8.0 RESOURCE IMPLICATIONS:

- 8.1 Councillor and officer representation is expected on the Steering Group. MCC will be expected to provide the secretariat to the Steering Group.
- 8.2 It is envisaged that there will be task and finish group looking at specific actions which would involve officers from across MCC.
- 8.3 There is not a specific pot of money ringfenced for taking forward the actions identified in the action plan. It will be for partners to identify and apply for funding as appropriate.
- 8.4 The two initial challenges for the Steering Group will be to identify some quick wins to secure confidence in the masterplan as the framework for change in Usk and to agree a communication strategy so that residents and businesses are kept informed of the activities of the Steering Group and have a point of contact.

9.0 CONSULTEES:

Cabinet Member for Economy
Cabinet Member for Infrastructure and Neighbourhood Services
Enterprise DMT
Usk Masterplan joint working group
Economy and Development Select Committee

10.0 BACKGROUND PAPERS:

Usk (& Woodside) Improvement Master Plan

11.0 AUTHOR: Jane Lee, Project Manager Regeneration & Placemaking

12.0 CONTACT DETAILS:

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ARUP

Final Report March 2020

Usk (& Woodside) Improvement Master Plan

USK TOWN COUNCIL | MONMOUTHSHIRE COUNTY COUNCIL



ARUP

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Prepared by Arup on behalf of Monmouthshire County Council
and Usk Town Council

This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

In preparing this report we are relying on information contained in reports supplied by the client and third parties, as stated throughout the document. We have relied in particular on the accuracy and completeness of such reports and accept no liability for any error or omission in this statement to the extent the same results from error or omission in the other consultants' reports.

Please note, this report is intended to be viewed and printed as an A4 double-sided document with cover page.

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1. INTRODUCTION

1.1 The plan for change

PURPOSE OF THIS DOCUMENT

In June 2019 Arup was appointed to produce a 'Town Improvement Master Plan' for Usk and the adjoining communities of Woodside and Llanbadoc. This document contains a strategic framework and action plan which collectively form the masterplan.

The strategic framework directs change over the next five years and beyond. It is based on extensive engagement with key stakeholders and the wider community.

It should be noted that this report has no planning status and that any necessary approvals and decisions would need to be made to progress the proposals outlined in the report.

28%

Of the total land mass of the Cardiff Capital Region (Monmouthshire)

2nd

Most successful economy in Wales. Best placed for growth (Monmouthshire)

UK Competitiveness Index 2019

2,800

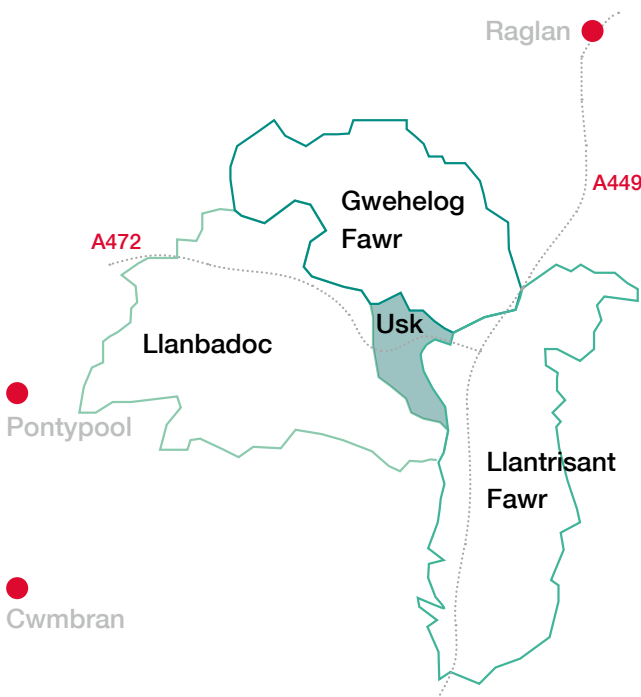
Usk population

2011 Census data

8,000

Catchment population for Usk Town Centre

MCC 2017 Retail Background Paper



1. COMMUNITY BOUNDARIES

Usk and its adjoining communities



2. **LOCATION**

Usk and its rural setting

1.2 Executive summary

Our towns, cities and rural communities currently face unprecedented global challenges. Climate change, ageing populations, the exponential growth in digital technologies and national political uncertainty in the form of Brexit pose generational issues for all of us. These global and national challenges are already being felt in Usk or will be present in the near horizon.

The town has struggled to cope with ever growing levels of car usage, a problem that now consumes one of the town's most finite resources – its streets and spaces. This has led to a gradual degradation of Bridge Street at a time when the pressure on local businesses grows. Despite the small scale of the town, air quality has deteriorated to the extent that a designated Air Quality Management Zone has been created along Bridge Street.

Usk's once thriving community of local businesses has suffered from the dual challenge posed by the relative ease of travelling to nearby towns by car for a broader range of shops and the continual rise of online retail and service provision. The town faces a fundamental decision - what is the future of local businesses and what type of town will Usk be?

As the population ages, pressure on local support services will grow whilst the working age population is likely to reduce further adding to the need to increase the productivity of the workforce. Ever increasing house prices threaten to displace younger people, removing the opportunities for families to continue to live near each other.

The agricultural community and town are intrinsically linked. Farming throughout the UK faces an uncertain future as decades of European Union subsidies are reviewed potentially resulting in profound changes to the way land is managed. Changing attitudes to animal produce may be a short-lived trend or a sign of wider, shifting sentiment. Net-Zero Carbon targets will force us to think differently about how we manage our countryside and the role it can play in decarbonising our society. Whilst these challenges are not defined, it reinforces the urgent need for greater partnerships and collaboration between Usk and its rural hinterland.

Despite these challenges, Usk benefits from substantial advantages. The historic character, beautiful natural setting, access to the wider landscape, a growing population within the wider region and crucially, an engaged local community and public sector provide the raw ingredients to positively embrace the scale of the challenge. The people of Usk and its surroundings can enact meaningful change and lead the way by demonstrating how a local community can take charge of its own future.

Achieving this will mean fronting up to contentious issues such as traffic, developing new partnerships, accepting trial and error and building on the existing natural assets. It will require investment in a way that delivers far reaching benefits to our health, our environment, our local communities and our local economies.

The town's leaders have shown they are not afraid to acknowledge the scale and complexity of the problem or to test new ideas to remedy them. This is a plan that has been made with local people and for local people yet the outcomes will respond to global challenges. This report is not the end of a process, it provides a roadmap to make Usk a model of sustainable development. To direct this, the recommendations of this report have been created under four cross cutting themes:

Action for Future Generations - Drawing upon global and national agendas for change, The Well-being of Future Generations Act and the United Nations Sustainable Development Goals to direct change.

This overarching theme forms the basis for the plan. It sets out the need to rethink and evolve our thinking around localised energy production, food production, the local environment and the way we travel. It reinforces the need for community inclusion to ensure the plan is formed by and backed by the local community.

Business: Proudly Independent - Recasting Usk as a specialist independent town by celebrating and supporting local businesses.

A series of initiatives to deal with vacant buildings have been recommended including the potential role of the public sector to take charge of properties to support emerging businesses and social enterprises. Opportunities for modern co-working spaces

have also been explored to attract new entrepreneurs and to allow local people to work close to home. The outcomes of these strategies are proposed to offer greater linkages to the wider tourism offer of Monmouthshire.

Reclaiming Usk's streets and spaces - Reversing decades of car orientated practices and returning Usk to a place for people not cars.

Twyn Square is proposed to become a public space once again to provide a place to meet, gather and showcase Usk. Whilst further study will be required for Bridge Street, initial ideas around innovative street designs will be trialled to make it safer, more walkable, more attractive and to help improve air quality. Existing initiatives to create new walking and cycling connections to Coleg Gwent and the MCC offices are supported.

Environment and botanics - Capitalising on Usk's rural setting and identity as the 'Town of Flowers' to provide wider benefits.

Understanding and thinking longer term about the relationship between the town and the countryside and building a stronger relationship between the town's independents businesses, Coleg Gwent and the agricultural community by focusing on local food production and supply chains. Expanding the theme of flowers and botanics by ensuring proposals to improve the towns streets and spaces include ample space for new trees and planting to support wildlife, improve our health, our happiness and continue to shape the character of Usk.

2. THE WIDER PICTURE

2.1 ‘Cathedral thinking’ and a Climate Emergency

In 2019 both the Welsh Government and Monmouthshire County Council declared a climate emergency recognising the need for urgent action to combat the effects of global climate change. The impact of human interaction on the world's natural systems is now beyond doubt. This is increasingly being referred to as the Anthropocene age, a period of the earth's history where damage to the environmental and geological systems is occurring at an unprecedented pace.

At a global and national level, the guidance, policy and legislation to direct decisions makes clear the need for sustainability in its broadest sense. This plan provides the opportunity to respond to global challenges through meaningful change within a rural, Welsh community.

Through grass-roots, localised action, Usk can demonstrate how major challenges can be met with carefully considered and tailored actions. This fundamental approach forms the basis for all recommendations and strategies included within this plan.

Global

In response to the Paris Accord on Climate Change, The United Nations Sustainable Development Goals provide a blueprint at the highest level to direct decision-making towards environmental, political, social and economic sustainability. The 17 goals represent the diversity of countries that form the UN. For Usk, eight of the goals have been identified by Arup to steer the project.

National

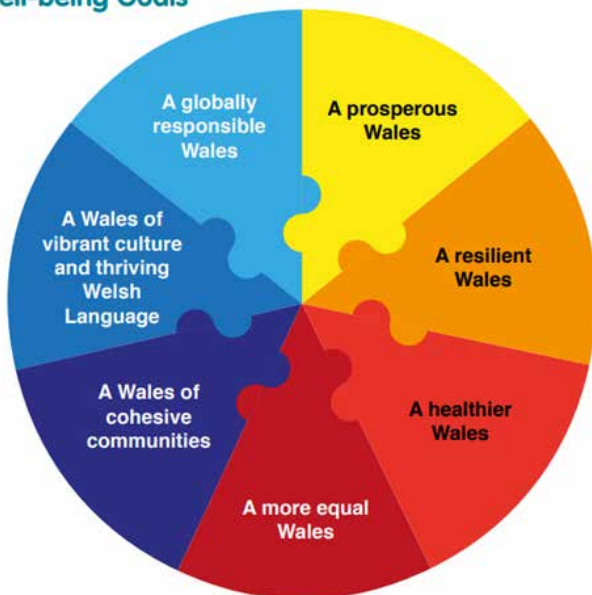
The Well-being of Future Generations Act (Wales) offers a radically different way of approaching development and change. The Act enshrines in law the need to consider the impact of our decisions on future generations. This can be thought of as ‘**Cathedral thinking**’ a reference to the altruism shown by the medieval craftsmen who dedicated their lives working on buildings they knew would not be completed within their life times.

Central to the act are the **seven goals** and of equal importance, the **five ways of working** which set out the means for public bodies to achieve the goals. This is a unique piece of legislation that provides us with an unprecedented means of working differently toward a common goal.

SUSTAINABLE DEVELOPMENT GOALS



Well-being Goals



5 Ways of working

Long-term Balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Integration Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies

Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves

Collaboration Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives

Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

2.2 Drivers of Change

Drivers of change are wider societal, economic and environmental issues and challenges.

These will have both direct and indirect impacts on the future of Usk and its community. It is essential to understand these to ensure that we are shaping a place that will be future proofed against tomorrow's challenges.

Demographics

1.5 million

People living in the Cardiff Capital Region

www.cardiffpartnership.co.uk

20%

Population growth forecast 2017-2037

www.cardiffpartnership.co.uk

30%

Increase in over 65 year olds 2019-2039 (Monmouthshire)

Experian data

-14%

Decrease in state working age population 2019-2039 (Monmouthshire)

Experian data

This poses a profound challenge as to how we manage growth in a sustainable way. It is going to add pressure to public services as the working age population decreases and the ageing population increases. The challenge is significant and requires us to look at ways at increasing the productivity of working age groups and rethinking physical infrastructure to account for growing numbers of the elderly.

Climate change

Net Zero

Reduction in greenhouse gas emissions by 2050 in Wales

<https://gov.wales/wales-accepts-committee-climate-change-95-emissions-reduction-target>

2019

Welsh Government and MCC declare a climate emergency

Climate change will fundamentally change the way we live, move around, manage waste, produce energy and source food as part of a new de-carbonisation era. It will require us to adapt and manage our natural environments to respond to changes already occurring and those that will follow.

The Environment Act Wales 2016 requires at least an 80% reduction in green house gas emissions by 2050. This will be reviewed in 2020 to reflect the Net Zero Carbon target. Wales has advanced its sustainability agenda further by embedding sustainability at the heart of decision-making through the **Well-being of Future Generations Act (2015)**.

This will be further underpinned by the Welsh Government's (WG) emerging de-carbonisation programme (under development).

Usk should aim to become a resilient, low carbon model that encourages behavioural change. The model will open up new avenues for technology, smart systems and sustainable enterprises.

Health & well-being

60%

Welsh population overweight or obese

National Survey Wales 2018

50%

Population gaining the advised level of exercise

National Survey Wales 2018

There is an increasing appreciation and understanding of how the natural and man-made world impacts upon our health and well-being. Non-communicable diseases associated with sedentary lifestyles, poor diet and environmental stresses such as air quality place a significant burden on the health system.

Health and well-being is likely to become more closely integrated into planning, design and development. This will mean placing it at the forefront of our thinking around 'place' - based concerns such as spaces, streets and buildings. We will need to encourage people outside and to become more active, both formally and informally. It will also mean that access to healthy food, active travel and localised health care form central tenets of the strategy for change.

The High Street & the digital challenge

17%

Growth in internet sales as a percentage of total retail sales

Office of National Statistics Nov 2006-May 2019

-10%

Change in number of high street business in Wales

Office of National Statistics Nov 2006-May 2019 'High Streets in Great Britain'

Tourism

10%

Increase in tourist visits (2007-2018) in Monmouthshire

STEAM trend report 2007-2018

'The heritage county of Wales'

MCC LDP

£219 million

Generated within the local economy through visitor and tourism business expenditure (2018)

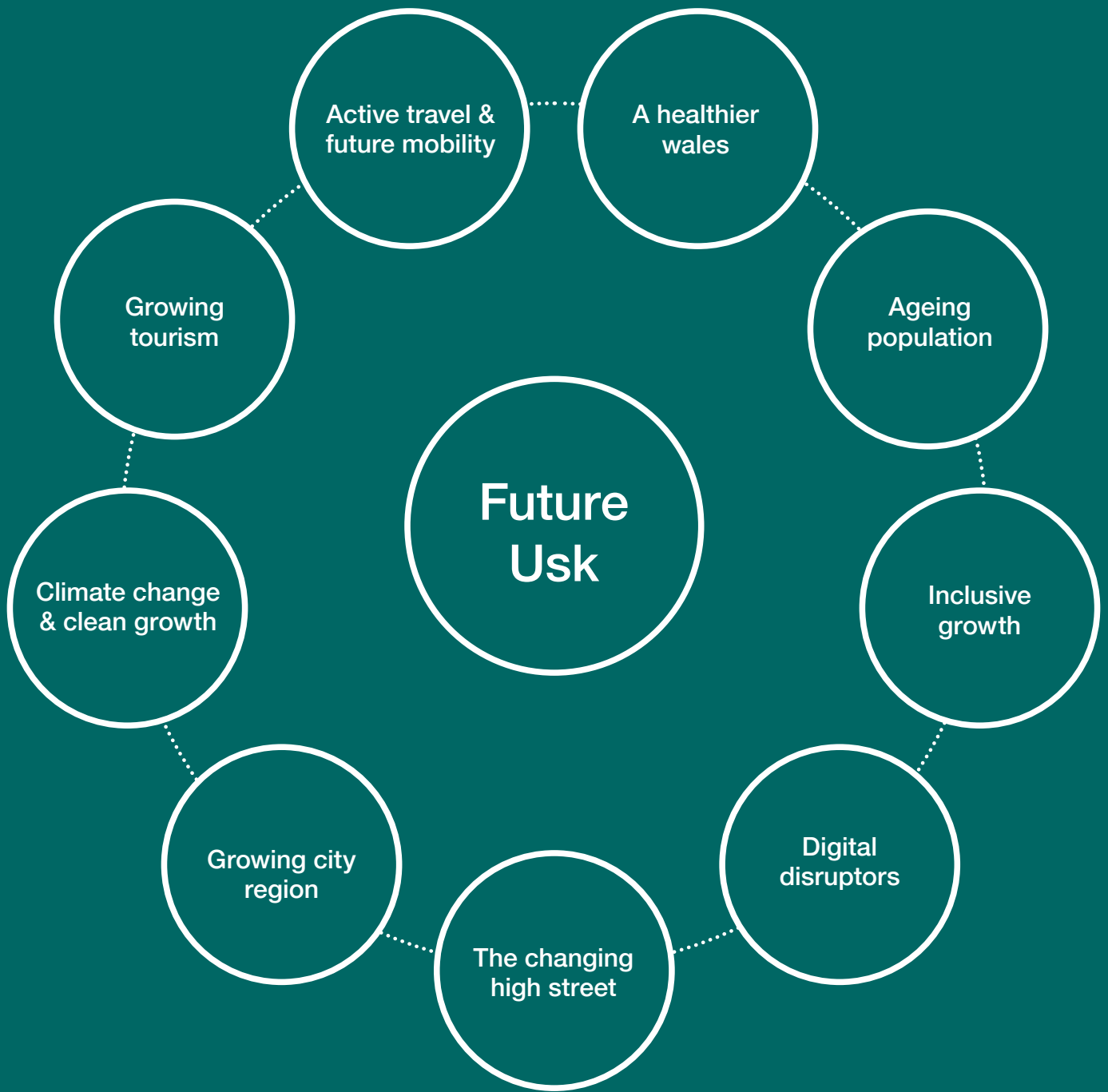
STEAM Tourism Economic Impacts 2018 Year in Review (Monmouthshire)



2.3 The big challenges

Usk will be subject to continuing and growing change over the coming decades. Climate change, the unknown future for agriculture in a post-Brexit Britain, ageing populations and the radical transformation of our high streets are just some of the issues that Usk will need to prepare for.

Despite the scale of these challenges there is an enormous opportunity to embrace this change and ensure that Usk becomes an exemplar of a 21st Century sustainable community.



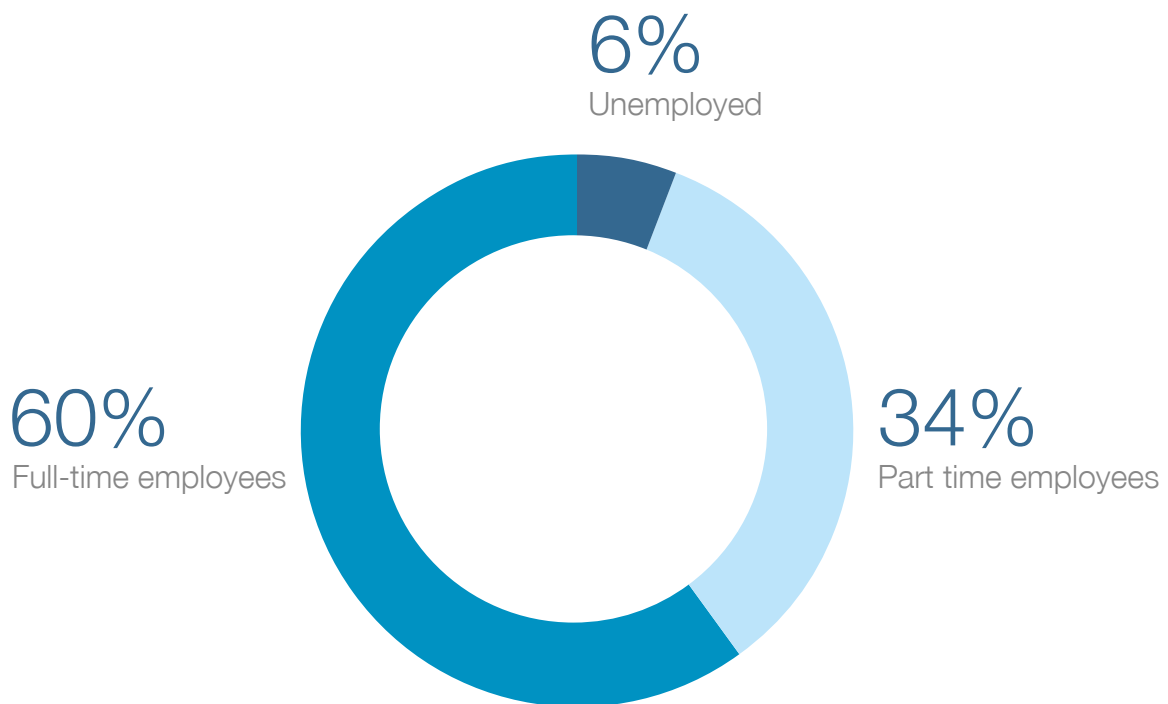
3. BIG CHALLENGES

The key drivers which will influence Usk

2.4 Usk today - Socio-economic overview

Socio-economic indicators highlight the affluence of Usk in comparison with the wider nation. Usk has attracted and retained a large population who earn above the national average wage whilst unemployment levels are low.

Whilst the general absence of socio-economic deprivation is welcome within Usk itself, house prices are more than double the Welsh national average. This lack of affordability, particular for younger local people is likely to lead to displacement to surrounding areas where property prices are lower. It should also be noted that despite the general appearance off affluence there are still those who are dependent on low wage income and local deprivation will be present.



4. USK EMPLOYMENT

Percentage of adult population by category

Source: Experian data



£47,592

Mean income - Usk

14%

£43,640

Mean income - Monmouthshire

16%

£33,651

Mean income - Wales

26%

5. **INCOME DATA**

Comparison of mean income and % of households below 50% of GB median income

Source: Experian data

Usk

Monmouthshire

Wales

UK



£380,000



£284,835



£160,000



£227,000

6. **AVERAGE HOUSE PRICES**

Source: Rightmove.co.uk August 2019

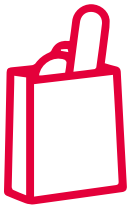
2.5 Usk today - 'High Street' overview

A TRANSITIONING TOWN

Usk remains an important service centre for a wider rural hinterland, however it reflects wider changes occurring throughout the UK's high streets. Digital services and on-line retail continue to replace comparison retail such as electronics and services such as banking.

The lack of national chains and presence of independent service providers and specialist comparison retailers suggest the role of Usk as a commercial centre is transitioning toward an experiential and social function.

This is further highlighted by the percentage of people going outside of Usk for their main food shopping and comparison shopping.



84%

Do their main food shopping outside of Usk



Most

Residents of Usk do comparison shopping in Cardiff, Cribbs Causeway and Cwmbran



48%

Visit Cineworld, Newport for the cinema

0.5%

Vacancy rate

Co Star Q1 Data 2019 (NB this data can vary significantly over each financial quarter)

76%

of people want more retail (Future Usk Survey)

8%

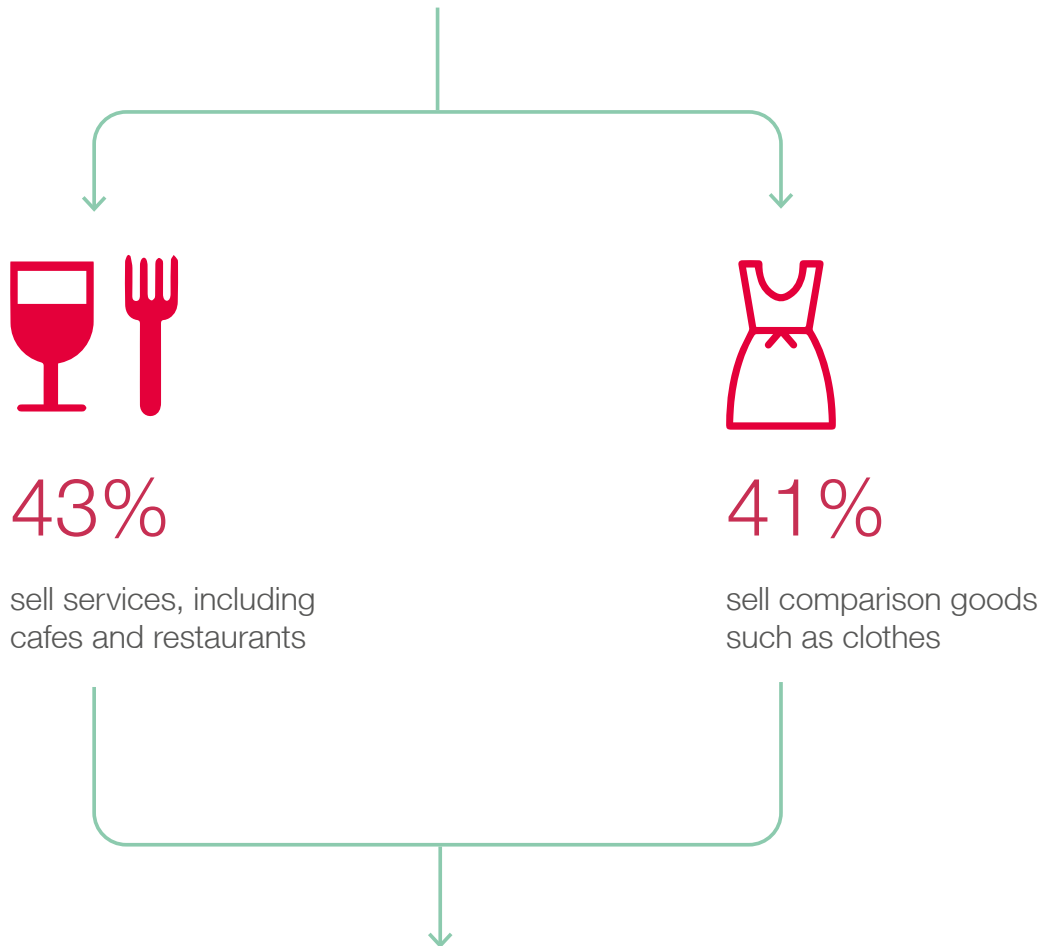
Visit a cinema within Monmouthshire

7. RETAIL HABITS

Beaufort research report
Future Usk Survey, Usk Town Council 2018

95%

of shops are independent



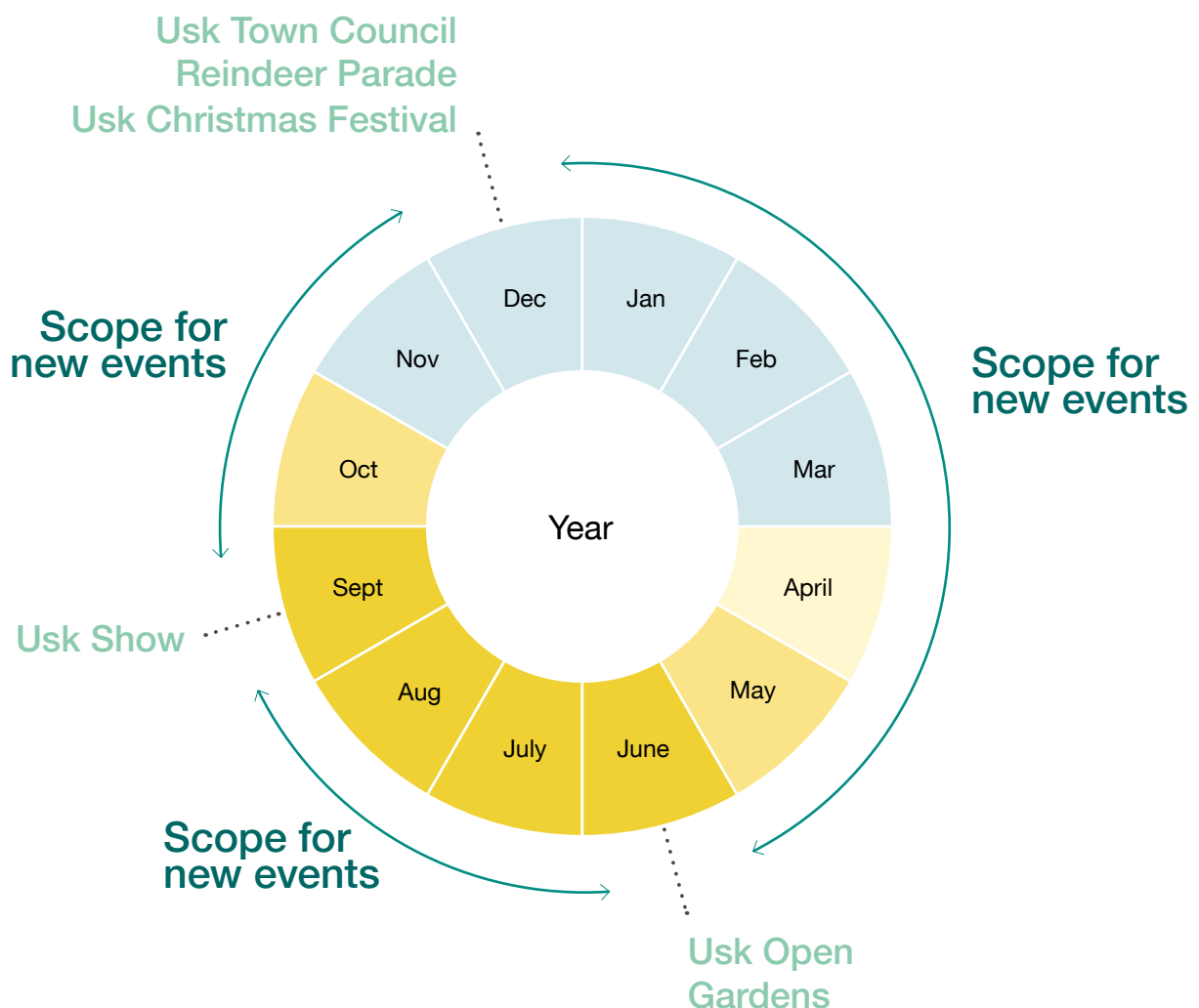
Suggests an experiential and social function

2.6 The events calendar

Successful, managed and targeted events are an integral means of delivering wider benefits. These include:

- Community engagement;
- Attracting new visitors and broadening the range of visitors;
- Supporting local businesses;
- Showcasing a place and projecting a positive image;
- Improving profile and awareness.

The success of the town's current events, including the recent street closure event on the August Bank Holiday, demonstrates the value they can bring. What is evident from the calendar is the scope to extend Usk's events calendar to attract more people over the course of the year.





9. USK STREET PARTY

August Bank Holiday street party 2019

3. SHAPING THE PLAN

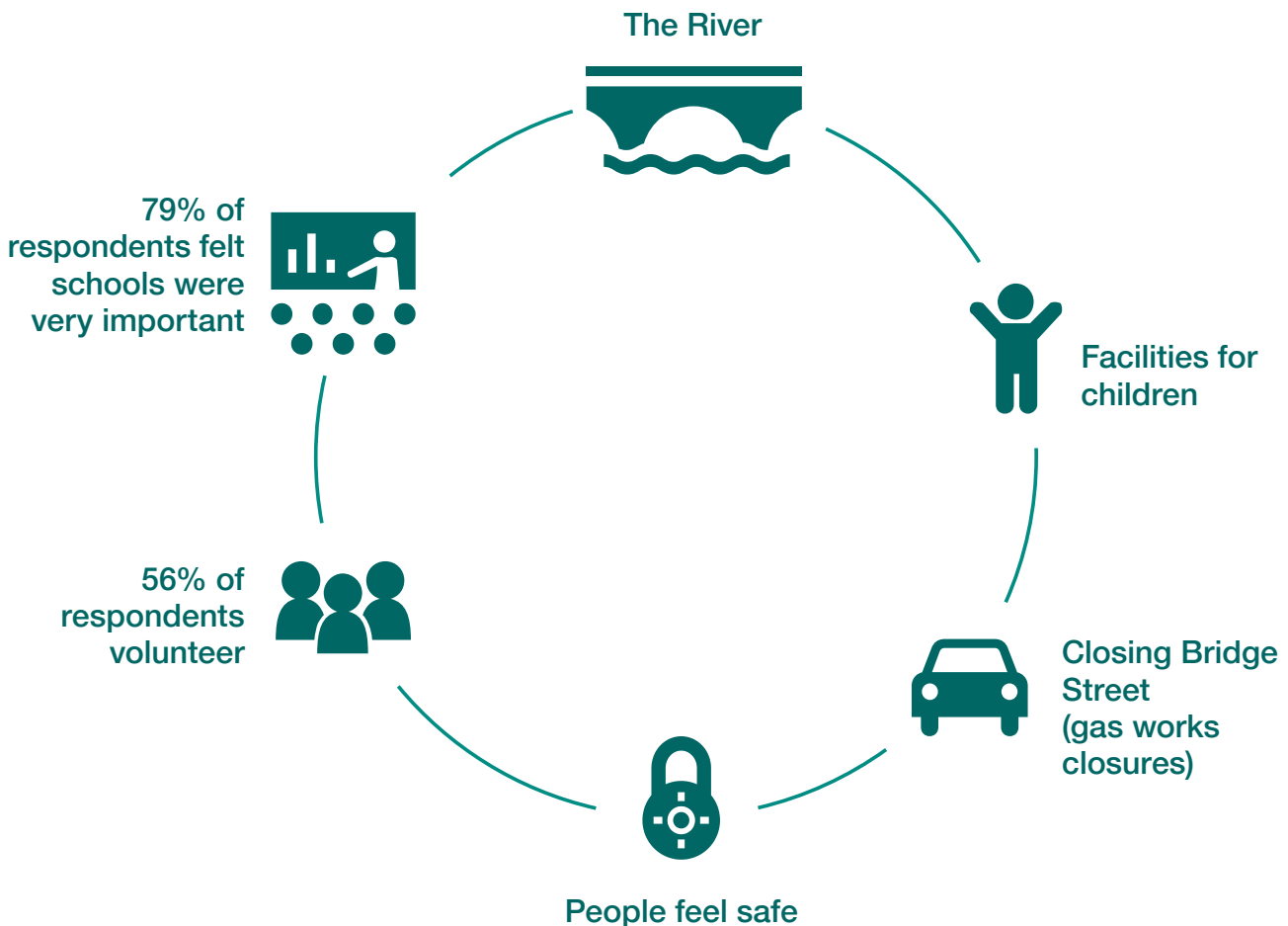
3.1 The community view

FUTURE USK SURVEY

In 2018, Usk Town Council undertook a town wide survey to better understand the community's view on Usk.

Completed by over 500 residents the survey provides a valuable insight into the concerns and priorities of residents and has informed the development of specific initiatives within this masterplan. A summary of the main findings were:

What is important and what works well?



Where can we improve?



Viability of new businesses



Regenerate Bridge Street



Catering for younger people



Improved events



Environmental issues associated with traffic



Improve parking



Affordable housing



Need more local services/amenities/retail

3.2 Stakeholder engagement

STAKEHOLDER FEEDBACK

On 11th and 18th September, 2019 stakeholder engagement events were held at Sessions House, Usk. In total, six sessions were held with attendees from a wide spectrum of the local business community and local action groups. Further engagement was undertaken during the Usk Show and the August Bank Holiday Street Party where the public were invited to discuss the emerging proposals. The groups were presented with the emerging ideas for Usk including:

- Temporary closures to Bridge Street
- Transforming Twyn Square into a public square
- Strategies to support local businesses.
- Possible strategies for the surrounding landscape including sustainable tourism and increased biodiversity.

Whilst there was overlap with elements of the Future Usk survey findings, further invaluable feedback was gathered. This is summarised below:

Issues & concerns



Business rates are proving prohibitive.



Maintaining adequate parking.



Need more local services, amenities & retail.



Maintaining access for agricultural and commercial vehicles through Usk.



Parking and speed enforcement is critical.



Need to consider strategies for the young, especially teenagers.

Opportunities



Linking food production, catering skills and sales from Coleg Gwent with the town centre.



Electric car charging points



An active travel hub in Twyn Square



Improved connections between Coleg Gwent and Usk including bike/electric bike hire schemes.



Consider using land adjacent to the prison for additional parking.



Could Usk become a specialist wedding town?



An active travel connection over the River Usk.



Provide safe routes to school.

3.3 Planning and environment

In addition to taking onboard the views of the community the plan has considered the constraints posed by national, regional and local planning and environmental designations.

THE RIVER USK

The River Usk is both a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC). The river also provides significant visual and amenity value forming a central feature of the town's identity. Careful consideration should be afforded to ways of increasing public access to the river corridor whilst maintaining and enhancing the unique ecological and environmental qualities.

RESTRICTED GROWTH

Areas of potential development within the town are limited. Parts of Usk fall within both flood zones C1 and C2. This curtails the potential to develop in this area. Any development within these areas would require a Flood Consequence Assessment (FCA) to ensure development is both safe and will not have an adverse impact on existing and future flood management.

The extent of the flood plain, presence of several Scheduled Ancient Monuments (SAM) and the development boundary restrict expansion of the town. This means that land within the town centre needs to be carefully managed to ensure that maximum benefit is drawn. This is particularly pertinent to areas of public use – the streets, spaces and car parks of Usk.

A DEFINED SHOPPING AREA

Usk's Central Shopping Area is clearly defined and set within a historic pattern of buildings. The relatively small scale of this area combined with the limited size of available retail units will continue to limit the scope for national chain stores to locate within Usk. This presents an opportunity to maintain an established community of independent businesses.

AIR QUALITY MANAGEMENT ZONE

The Usk Air Quality Management Area (AQMA) was declared by Monmouthshire County Council in November 2005 due to an exceedance of the annual mean nitrogen dioxide objective level of 40ug/m³ (micrograms per meter cubed). This places a legal obligation on MCC to reduce the level of pollution in the designated area.

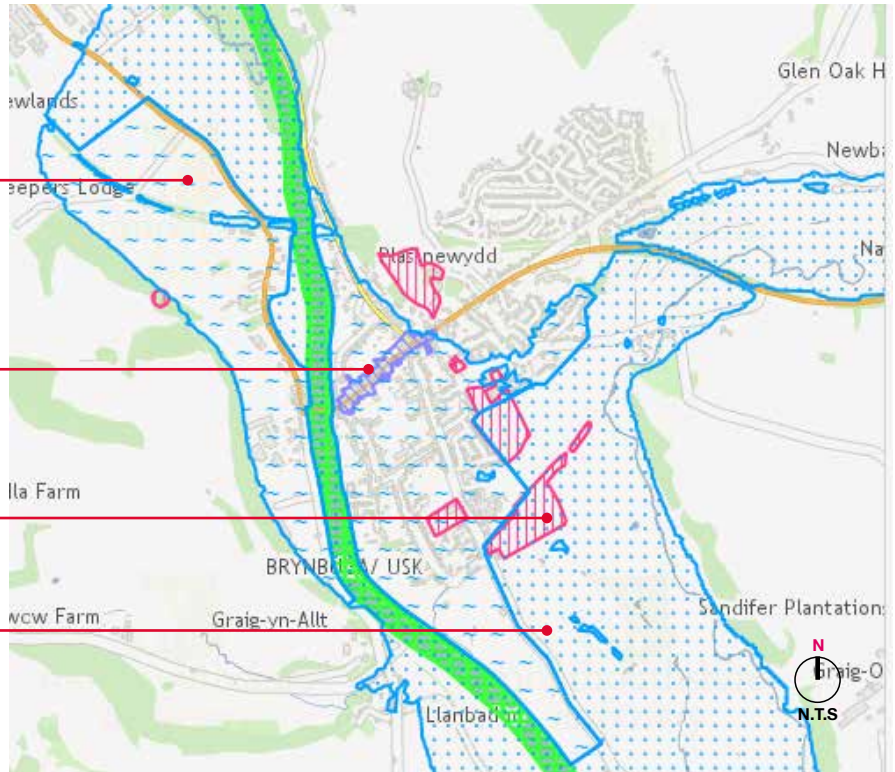
Whilst the 2018 monitoring report indicates that the level of NO₂ had decreased to the lowest level since 2007, air quality remains a concern. An integrated strategy to reduce car usage is included within the Air Quality Management Action Plan which is coordinated by the Usk Air Quality Steering Group. This includes a modal shift away from personal car use toward more walking and cycling, effective management of on street parking, 20mph speed restrictions and the promotion of flexible working to reduce commuting traffic.

TAN 15 Development and Flood Risk C1 Area

Air Quality Management Area

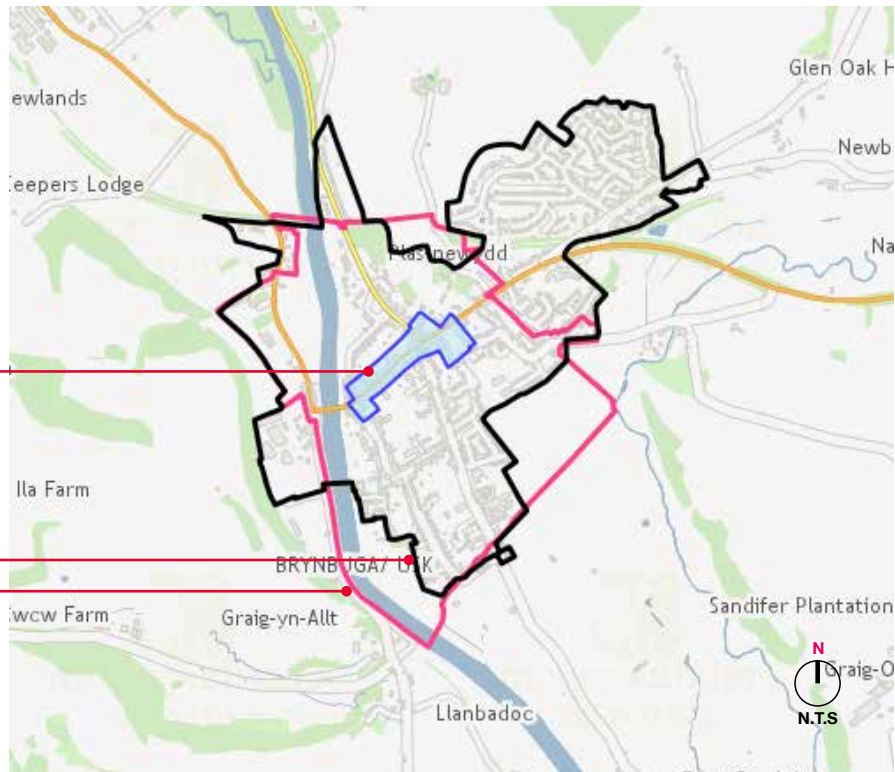
Scheduled Ancient Monuments

TAN 15 Development and Flood Risk C2 Area



Central Shopping Area boundary

LDP development boundary
Conservation Area boundary



10. CONSTRAINT MAPS

Extracted from Monmouthshire LDP interactive map.

3.4 National and Local Planning Policy

PLANNING POLICY WALES 10 (PPW10)

Promotes well-being through placemaking; defined as a process for considering the context, function and relationship between a development site and its wider surroundings. Placemaking adds social, economic, environmental and cultural value to development proposals resulting in benefits which go beyond a physical development boundary and embed wider resilience into planning decisions.

Key planning principles that should guide development proposals include:

- 1. Growing our economy in a sustainable manner;** The planning system should enable development which contributes to long term economic well-being, making the best use of existing infrastructure and planning for new supporting infrastructure and services.
- 2. Making best use of resources;** The efficient use of resources, including land, underpins sustainable development.
- 3. Facilitating accessible and healthy environments;** Our land use choices and the places we create should be accessible for all and support healthy lives.
- 4. Creating & sustaining communities;** The planning system must work in an integrated way to maximise its contribution to well-being.
- 5. Maximising environmental protection and limiting environmental impact;** Natural, historic and cultural assets must be protected, promoted, conserved and enhanced.

LOCAL DEVELOPMENT PLAN (WORK HAS STARTED ON THE 2018-2033 LDP)

Usk is described as serving the wider rural hinterland and is recognised for its high-quality landscape setting. It is lacking many of the facilities of larger towns, such as a supermarket or secondary school, and has relatively low levels of employment self-containment (at just under 40%) which is indicative of its function as a commuter town. In terms of local policy context specific to Usk;

- 6.** Policy S6 identifies the town as a local centre that provides an important role in the retail hierarchy, serving a more local function for residents with a predominant focus on convenience shopping and an element of comparison shopping, together with some local service provision.
- 7.** Policy SAH10 defines the town as a rural secondary settlement suitable for small scale residential development that complements its local centre retail function.
- 8.** Policy RET2 defines the town as a central shopping area, towards the top of the retail hierarchy within the wider county, and seeks to safeguard its vitality, attractiveness and viability.

The strategic policy context encourages most development in and around the 'three towns' of Abergavenny, Chepstow and Monmouth; which represent the county's most sustainable locations.

VISION MONMOUTHSHIRE 2040: ECONOMIC GROWTH AND AMBITION STATEMENT

The statement sets out the aspiration to raise the profile of Monmouthshire. It identifies three core themes:

- A dynamic Place to do business
- A valuable place to invest
- An incredible place to visit

The council is committed to promoting an inclusive economy and contemporary local economy which capitalises on the natural environment. The priorities are to:

- Raise the profile of Monmouthshire as a key investment opportunity for the private sector;
- Lay the ground rules for an economic environment which enables businesses to land and expand and provide sustainable employment opportunities for local people;
- Attract funding and investment to Monmouthshire to attract the right conditions for 'an inclusive economy' – Equitable, Sustainable, Stable, Participatory, Growing; and
- Set an ambition which is sensitive to the landscape to ensure Monmouthshire remains an incredible place to visit, stay, live and invest.



4. ISSUES AND OPPORTUNITIES

4.1 Issues and opportunities summary

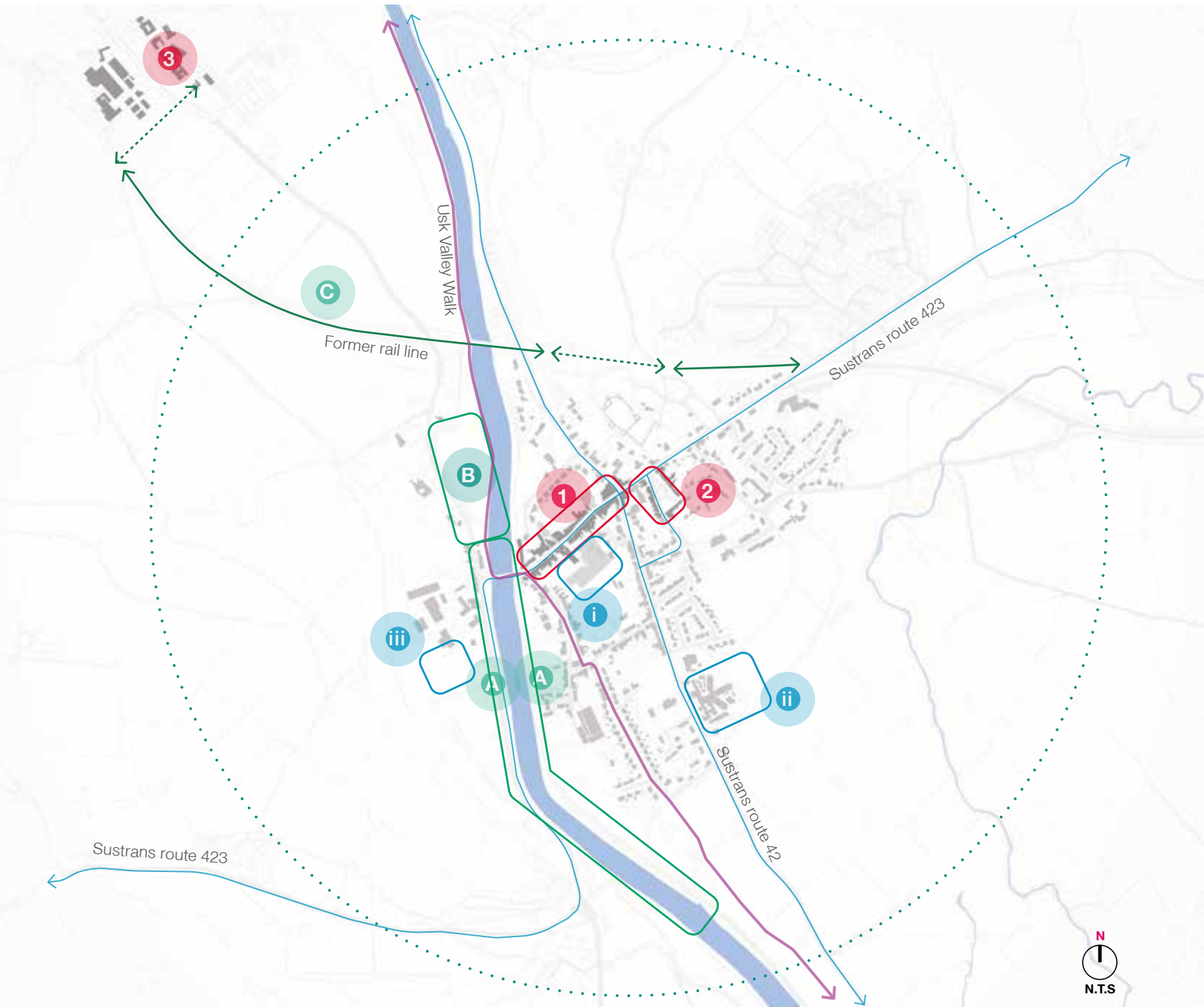
A number of core issues and opportunities have emerged following the consultation process and the evaluation of relevant guidance, policy and legal framework. An invaluable range of suggestions and recommendations were received from stakeholders and the public.

Some of these have been incorporated below whilst other more focused comments can be considered at a later date as project themes and initiatives evolve.

ISSUES

OPPORTUNITIES

<p>1</p> <ul style="list-style-type: none"> Bridge Street is vehicle dominated with limited space for pedestrians and few opportunities for activity. 	<ul style="list-style-type: none"> Create a safer, more comfortable and attractive streetscape which supports a wide range of activity and helps increase footfall.
<p>2</p> <ul style="list-style-type: none"> Twyn Square is vehicle dominated with extensive space provided for vehicle movements and limited space for pedestrians. 	<ul style="list-style-type: none"> Rationalise highway space to create a vibrant heart to the town, a spill out space for surrounding businesses and a possible location for events such as the farmers market.
<p>3</p> <ul style="list-style-type: none"> Coleg Gwent campus and MCC County Hall are disconnected from Usk with limited opportunities to contribute to the town's vitality. 	<ul style="list-style-type: none"> Improve pedestrian and cycle links and cultivate business and skills connections between the town and the college.
<p>i</p> <ul style="list-style-type: none"> Car parking space is free, unmanaged and currently oversubscribed. 	<ul style="list-style-type: none"> Improve management, including charging to encourage better utilisation of land including potential development space.
<p>ii</p> <ul style="list-style-type: none"> HMP Usk car parking is currently accommodated on surrounding residential streets. 	<ul style="list-style-type: none"> Potential to utilise parts of the prison site for staff and visitor parking.
<p>iii</p> <ul style="list-style-type: none"> There is an inefficient use of land around the woodside industrial estate 	<ul style="list-style-type: none"> Consider utilising some of the land for uses that will benefit the town as a whole such as 'spill-over' parking space.
<p>A</p> <ul style="list-style-type: none"> Riverside paths could be improved to encourage more walking and cycling. The Usk Valley Walk currently bypasses some of the town's main features. The existing bridge is too narrow for cars, people and cyclists. 	<ul style="list-style-type: none"> Enhanced riverside paths to create high quality recreational walking and cycling routes. Create links to the Usk Valley Walk. A new active travel bridge across the River Usk.
<p>B</p> <ul style="list-style-type: none"> Usk Island recreation ground is associated locally with anti-social behaviour. 	<ul style="list-style-type: none"> Improve quality of landscape and introduce more active uses to encourage stewardship and increase utilisation and community value.
<p>C</p> <ul style="list-style-type: none"> Former railway line is not utilised and is inaccessible to the west of Usk. 	<ul style="list-style-type: none"> Create a high quality pedestrian cycle route along the former railway connecting to Coleg Gwent and beyond.



11. ISSUES & OPPORTUNITIES

Summary plan of the town wide issues and opportunities

4.2 The four cross-cutting themes

The plan for Usk is ambitious and bold. It responds to the significant challenges the town and the wider country face at a time of considerable change.

It is drawn from the assets that make Usk a unique rural town and the global and national agendas for change.

These four cross-cutting themes provide the strategic frame within which this plan will be delivered.

1

Botanics and environment

2

Business; Proudly independent

3

*Reclaiming our streets and
spaces*

4

Action for future generations

4.3 Botanics and environment

EVOLVING AN ESTABLISHED THEME

The theme of botanics is already established in Usk with international recognition. Usk in Bloom is a successful initiative that has raised the profile of the town, drawn the community into a common cause and continues to reinforce a sense of identity. It also provides a powerful position of strength from which associated initiatives can be explored.

Usk's rural location, its relationship with agriculture and wider considerations around biodiversity and health & well-being offer significant opportunities to expand on this theme.

EXPANDING USK IN BLOOM

Usk in Bloom currently centres on the town and fringe landscapes. There is scope to extend this initiative to two further areas of influence: enhanced public spaces such as Twyn Square and Usk Island; and the wider landscape.

ENHANCED PUBLIC SPACES

Expanding Usk in Bloom should ensure any new public realm improvements are centred around a botanical theme by:

- Embedding sustainable drainage systems (SuDS) as part of a town-wide rainscape strategy to reduce surface water run-off and improve quality of the public realm. Such schemes use 'rain gardens' and swales to capture, filter and slow down the rate at which rainfall enters the water system whilst supporting a variety of soft landscape.
- Improving local biodiversity by selecting pollinator species and micro habitat creation
- Provide generous space for planting.
- Conserve existing plants and trees where possible and appropriate.
- Provide interpretation to help the public understand what is being done and why.

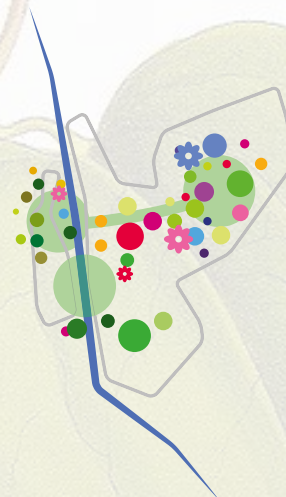
THE CURRENT TOWN

Award winning initiative



ENHANCED PUBLIC SPACES

Twyn Square, Bridge Street, River Usk corridor and Usk Island





12. POLLINATOR PLANTS

The planting strategy for Fitz Park, London was carefully chosen to support local biodiversity. ©Arup, Paul Carstairs



THE FUTURE RELATIONSHIP BETWEEN TOWN AND COUNTRY

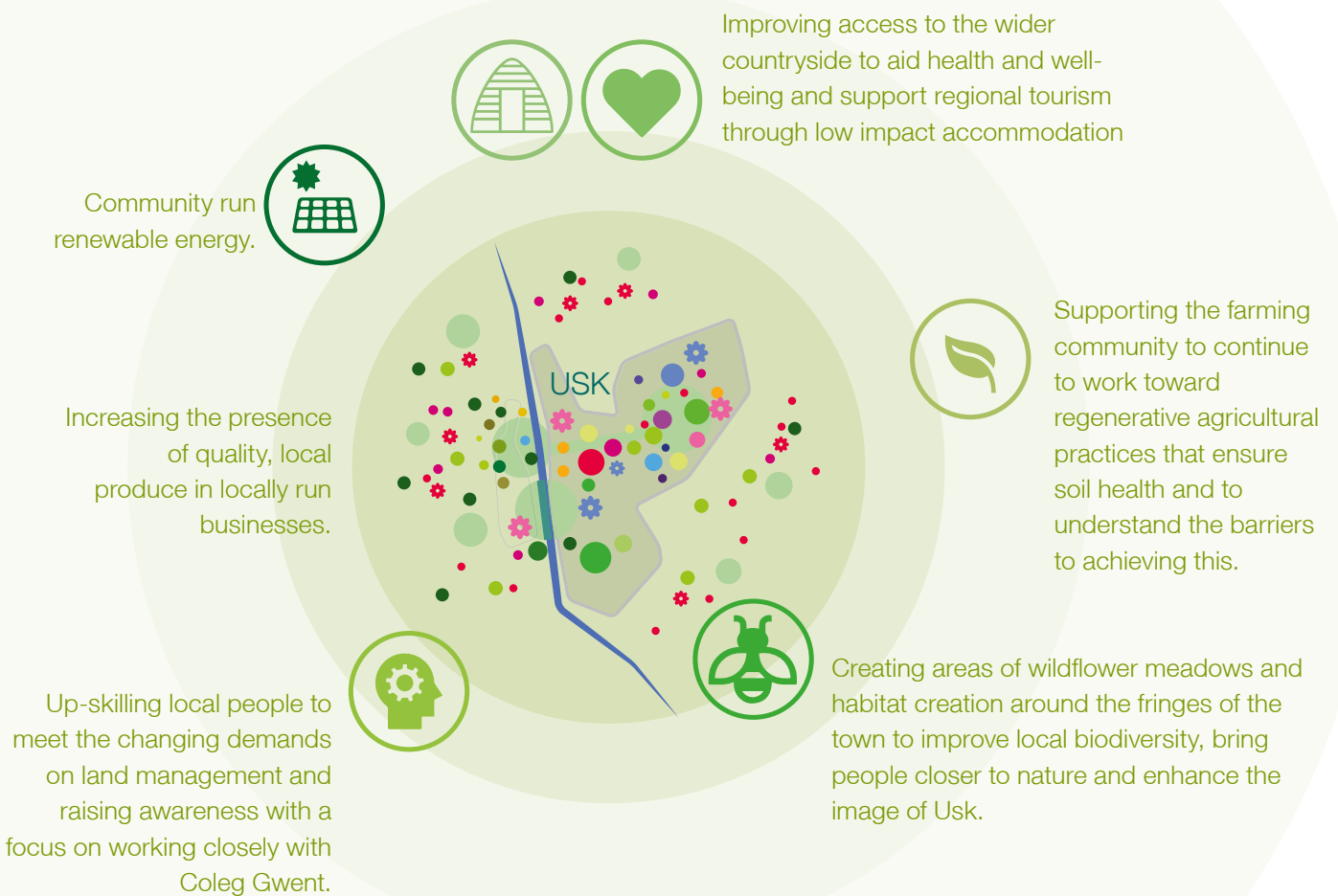
Some of the challenges facing Usk such as poor air quality along Bridge Street are known. In these instances, clear strategies can be created to mitigate and improve the problem. In contrast, the relationship of the town with the wider agricultural community and economy are far more complex and beset by the fundamental unknown that is a post-Brexit Wales.

The future management of agricultural land may be subject to considerable change in the near future. The challenge of meeting a Zero-net Carbon target, new trading arrangements with long standing markets, changing attitudes to animal produce and the continued loss of ecological habitat will likely lead to further pressure on farmers and their supply chains to change.

Usk and its rural hinterland are not mutually exclusive and never have been. This report has recommended partnership working and 'whole-place' approaches and this is especially important in this instance to ensure people work toward a shared goal. New partnerships will need to be forged and new objectives sought to ensure that challenges can be met in a sustainable way. This is a subject of profound importance to Monmouthshire and will require in depth study and appraisal in the immediate future.

THE WIDER LANDSCAPE

During the development of this report, initial ideas were presented to demonstrate how and where new interrelationships between Usk and the surrounding countryside could be made. These are intended to promote discussion between various parties, illustrate what is possible and how this aligns with our global and national agendas for change. This included:



13. THE WIDER LANDSCAPE

Post-Brexit agriculture and a coordinated strategy with Coleg Gwent

FIELD TO FORK & THE FOOD CAPITAL OF WALES

Monmouthshire is recognised as the ‘Food Capital of Wales’ a status that is a core part of the tourism strategy for the county and a mechanism for bringing the rural and urban economies closer together.

At a wider scale, there is growing awareness of the localised food production that underpins local farmers and businesses whilst providing a point of differentiation for visitors as part of food tourism strategy. This reduces supply chains, cuts carbon emissions, ensures more money is recycled within the area and provides local employment. As the town shifts toward a more social and experiential function, the food economy should be a central component by:

- Supporting the existing agricultural community by showcasing and marketing locally produced food.
- Cross-selling these strategies as part of the Monmouthshire and Visit Wales tourism strategy.
- Reinforcing Monmouthshire as the recognised ‘Food Capital’ of Wales.
- Encouraging vendors of the existing farmers market to engage in this emerging strategy and consider longer term opportunities to hold food events or further farmers markets in the renewed Twyn Square.
- Encouraging participation by expanding allotments and community gardens/orchard initiatives such as Incredible Edible Usk.
- Up-skilling the next generation of producers, marketers and proprietors by working with Coleg Gwent to explore and develop techniques for future agricultural practices that further promote biodiversity and local supply chains.

14. A NEW FOOD CYCLE

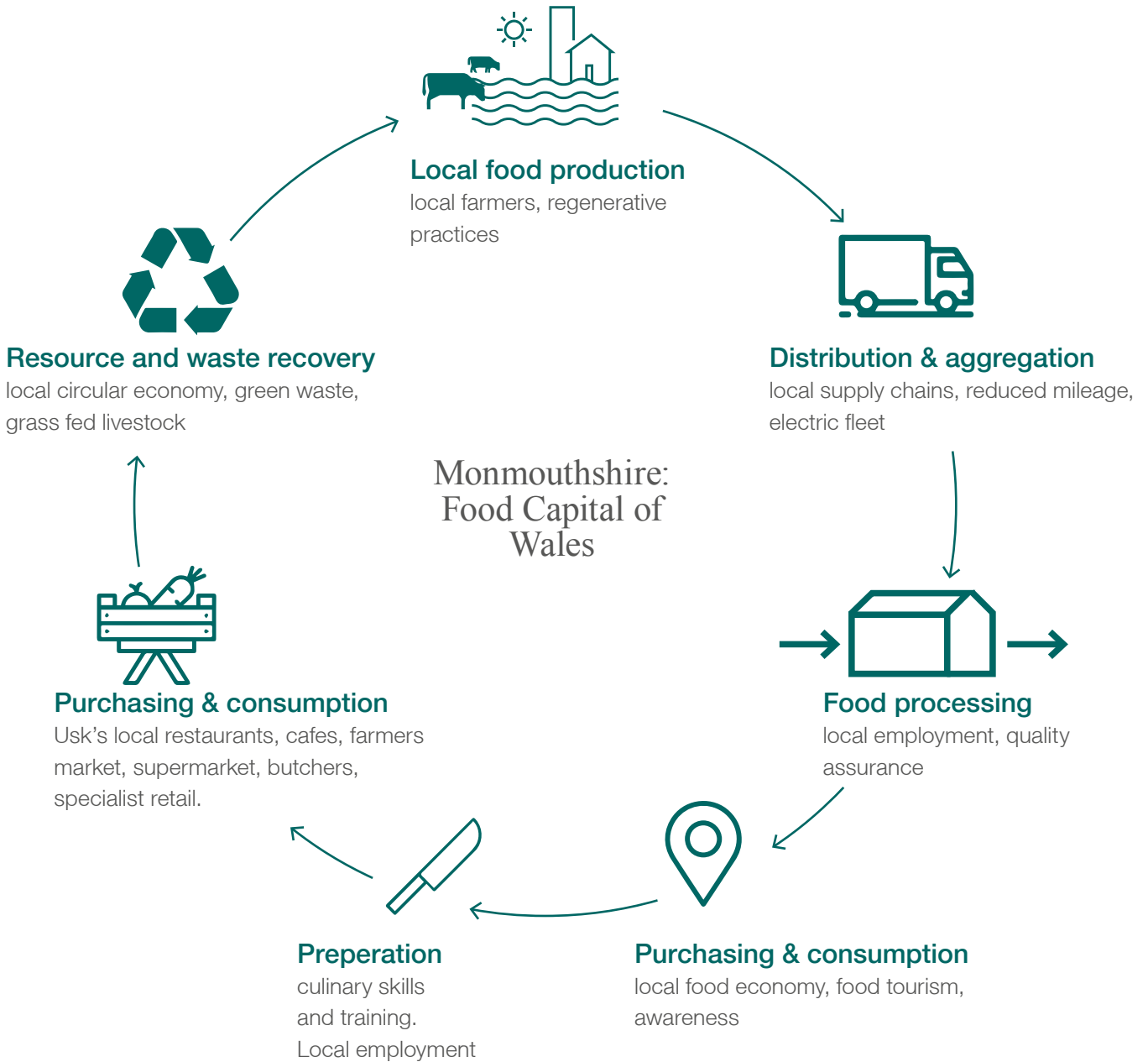
(Overleaf) How a circular economy of food production and consumption can benefit the town and respond to global challenges such as climate change.

Social influences

Climate change sentiment, possible changing attitudes to animal produce, awareness of the value of local produce

Political influences

UN SDGs, Well-being of Future Generations Act, Declaration of a Climate Emergency, Brexit



Economic influences

Farming subsidies, market value of produce, target markets and their spending power

Contextual/environmental influences

The quality of the Monmouthshire landscape, access to larger markets (Cardiff, Bristol, Newport) and the type of produce that can be grown

4.4 Business - Proudly independent

POSITIONING USK

Healthy, vibrant town centres are essential to the economic and social well-being of our rural communities. As many of the UK's towns undergo radical change it essential to understand the future trajectory of Usk and identify what type of town Usk is and is not.

MORE THAN RETAIL

Typical assessments of town centres often overlook the place-specific qualities or experiential qualities they possess. They focus on retail and the position a place holds within a hierarchy of retail centres. This largely ignores cultural, heritage, leisure and social value.

FOUR TOWN TYPES

A more relevant and useful assessment is to understand a town based on its role and function by looking at footfall.

Research (undertaken by Cardiff University, Manchester Metropolitan University and Professor Cathy Parker) has identified four types of town and city centre. This approach moves away from thinking about mono-function (retail) centres to a broader, experience-based offer which looks at footfall rather than retail floorspace as a key indicator. This provides an important starting point for understanding a way forward for Usk town centre.

Comparison Shopping town (e.g. Carmarthen)

- Strong retail offer with a wide range of shops;
- Larger catchment;
- Accessible by multiple modes of transport;
- Attract a greater number of shoppers over the Christmas period.

Speciality Town (e.g. Crickhowell)

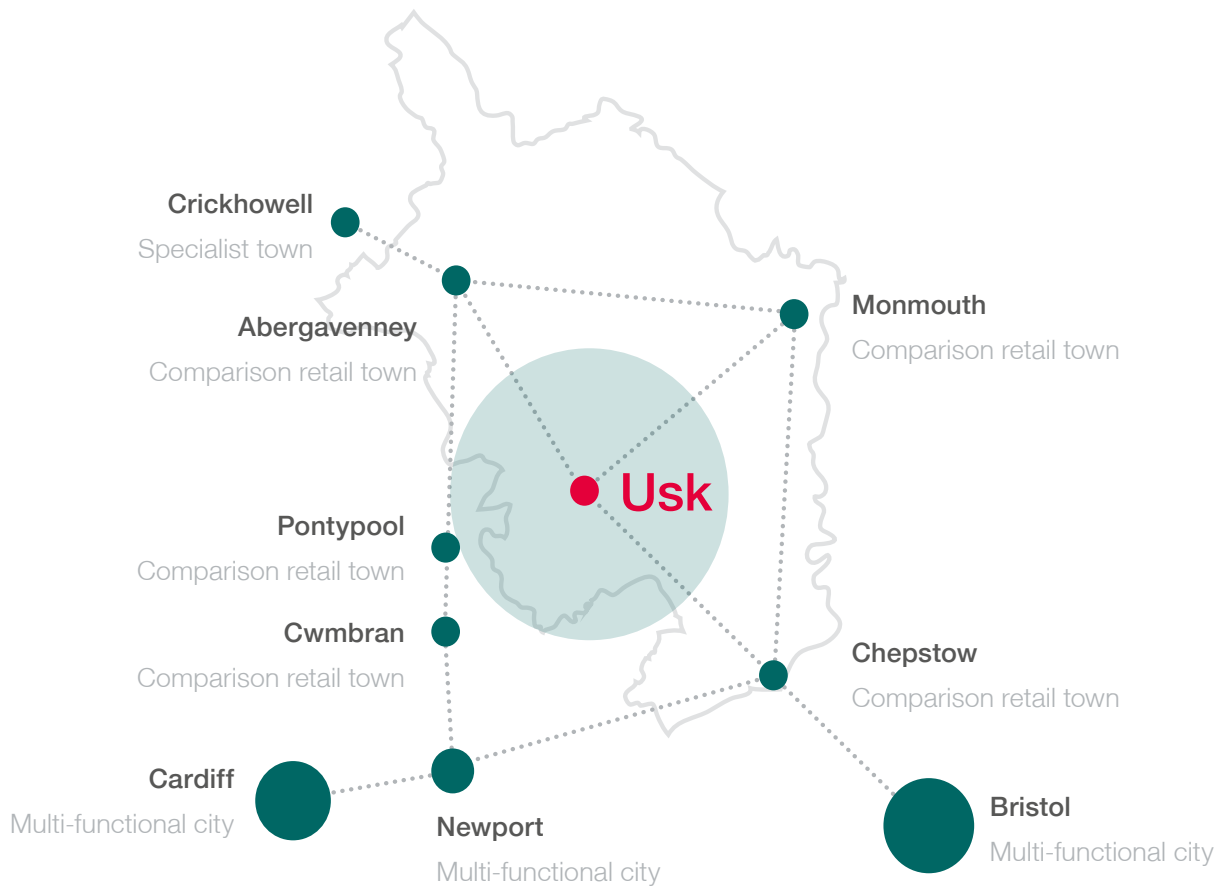
- Offer something unique or distinctive;
- Anchored more by historic or cultural assets rather than retail;
- Draw local residents and visitors over the course of the year;
- Organised to protect and promote their identity.

Multifunctional centre (e.g Cardiff)

- Anchored by employment, education, leisure, public transport access and/or shopping;
- Convenient and highly connected;
- Footfall is largely consistent over the course of the year.

Holiday town (e.g. Tenby)

- Most footfall during summer months;
- Attract visitors from a wide area;
- Does not adequately serve local communities.



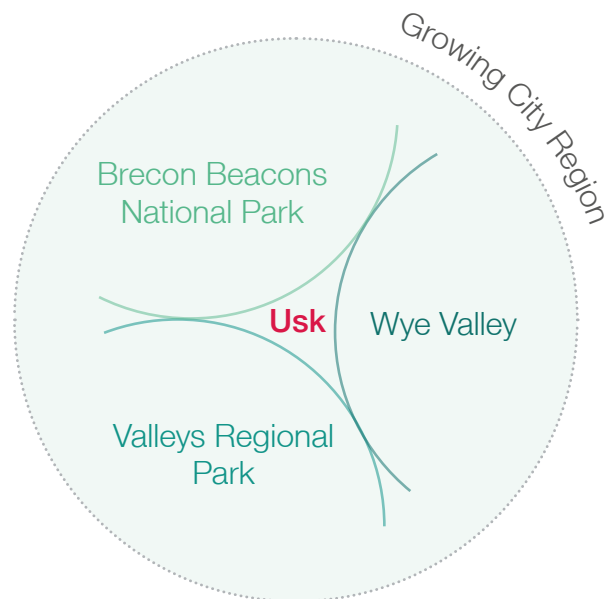
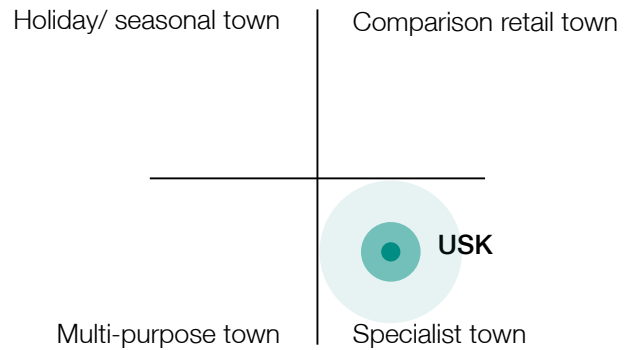
15. A MOSAIC OF TOWNS

Usk is framed by a series of established market towns and retail centres. Usk's rural location, sense of place and connectivity with the major urban settlements of Cardiff, Newport and Bristol offers significant potential

AN INDEPENDENT, SPECIALIST TOWN

The small scale of Usk's shopping area, the lack of larger premises, the absence of chain stores and the presence of numerous nearby retail centres points toward a future as a 'specialist town' focusing on:

- Usk's historic character and the natural beauty of its surrounding landscape.
- Celebrating and promoting Usk's independent businesses and farmers market.
- Drawing on existing strengths such as the 'Town of Flowers'.
- Cross-selling Usk as part of wider national and regional tourism strategies. This will include benefitting from the proximity to the Brecon Beacons National Park, The Valleys Regional Park, The Wye Valley and the City Region. Nearby places such as Crickhowell which potentially offer a similar experience should not be seen as competition but as part of a collection of complementary places.
- Capitalising on the recent opening of the International Convention Centre in Newport by attracting more overnight stays.



16. STRATEGIC POSITION

Usk benefits from the proximity of major visitor destinations and nationally recognised landscapes.



17. A LOCAL ECONOMY

A focus on independent businesses and local supply chains allows for money to be recycled locally ensuring that longer term benefits are felt by those who live within and around Usk.

Local entrepreneurs & place champions



Local premises & historic character

Local produce, locally sourced



4.5 Reclaiming our streets and public spaces

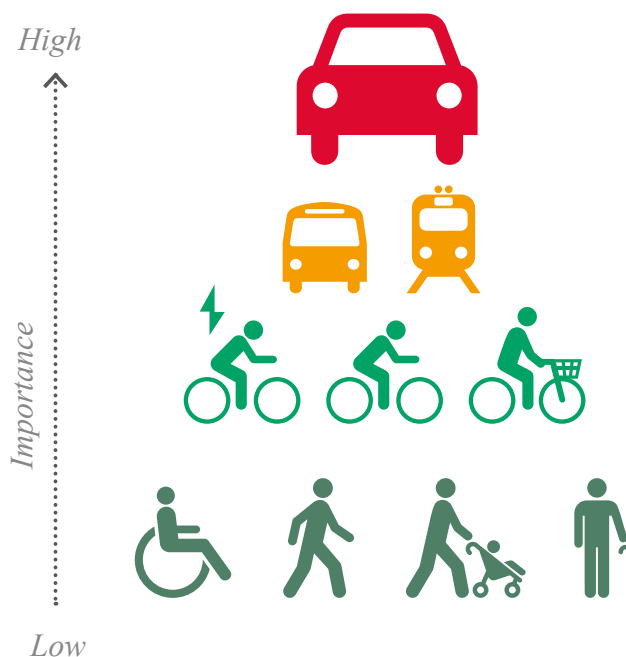
A TWENTIETH-CENTURY LEGACY


Policy, legislation and research all point toward the need to reverse decades of car orientated thinking and design around our streets and public spaces. The impacts of this approach are profound and continue to blight our towns and cities. In Usk, a combination of factors have led to an acute and evident problem including:

- Lack of parking management and enforcement.
- Long-standing car-orientated highway design methods.
- A historic form that restricts space for highways and parking.
- Growing dependency on car use.
- The dispersal of key services throughout the county.
- Increasing commuting patterns to Cardiff, Newport and the valleys.
- Insufficient or inadequate space for people walking and cycling.
- The need for an Air Quality Management Zone along Bridge Street.

The Twentieth-Century Approach - Car-orientated.

- Increased infrastructure costs
- Unhappy people
- Dirty air
- Less attractive streets, spaces and parks
- Reduced social inclusion
- Carbon used not calories
- Natural world harmed



A photograph of a busy street scene. In the foreground, a woman with short blonde hair, wearing a green t-shirt and blue jeans, is walking away from the camera. She has a brown shoulder bag and is carrying a white plastic bag with a black logo. To her right, an older man in a red and white checkered shirt and khaki trousers is also walking away. In the background, a white van is parked on the street, and a dark blue car is visible on the left. The street has double yellow lines. The background shows buildings with flower boxes and a yellow sign.

£14.2bn

Yearly inactivity cost

In the UK, the cost of illness derived from physical inactivity has been estimated at £14.2bn per annum.

69.7%

Private car split of emission by mode¹

Private vehicles account for the vast majority of all emissions produced on our roads.

18. REFERENCES

1 UK Road transport emissions, by mode, 2016 (MtCO₂)

BEIS/BCC Briefing - energy

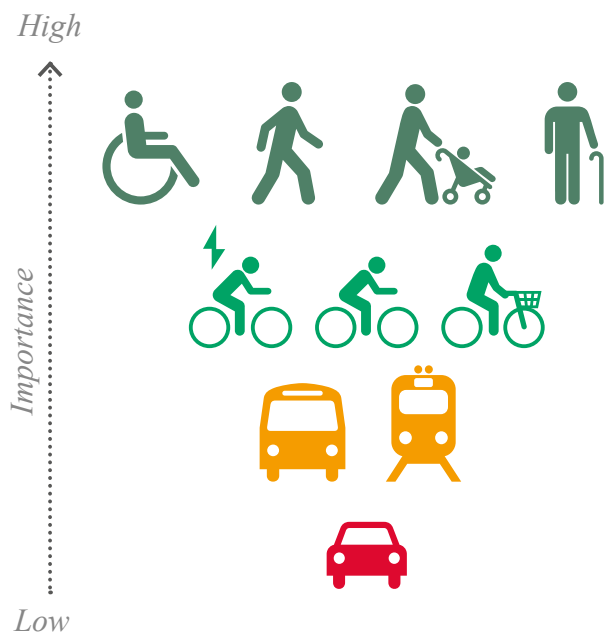
TOWARD A NEW MODAL HIERARCHY

Usk will be a pioneering town where the Active Travel (Wales) Act will be implemented to invert the modal hierarchy by:

- Making walking and cycling the preferred mode of transport for local trips by re-purposing the town's streets and spaces.
- Capitalising on the visitor economy by becoming a hub for cycling and walking for people of all ages and abilities. Ensuring safe and attractive access to the surrounding countryside and National Cycle Network.
- Treating the public realm with the same level of care as the historic buildings of Usk.
- Improving bus links with the emerging Metro network at Pontypool.
- Educating the young on the benefits of active travel.
- Raising awareness across all ages of the benefits of active travel.
- Ensuring effective enforcement of speeding vehicles and parking both on- and off- street.


The Twenty-First Century Way - People orientated.

- Reduced infrastructure costs;
- Healthier, happier people;
- Cleaner air;
- More attractive and safer streets, spaces and parks;
- Greater social inclusion;
- Calories used not carbon;
- Natural world helped.



19. OVERLEAF

Greener Grangetown is a ground breaking project delivered in Cardiff in 2018. The project drew together Dwr Cymru, Cardiff Council and Arup to create a rainscape strategy that transformed water management along the Taff corridor, delivered an enhanced walking and cycling route and provided wider ecological and environment benefits.



33%

Mental health¹

A study found that those who walk for more than 8.6 min per day are 33% more likely to report better mental health.

-4.8%

Obesity probability²

According to Transport for London, the likelihood of individual obesity decreases 4.8% every km of walk per day.

-22%

Early death risk³

People aged 60 and over who do just 15 minutes of exercise a day reduce their risk of dying early by 22%.

REFERENCES

¹ Making the case for investment in the walking environment: A review of the evidence, by Danielle Sinnett, Katie Williams, Kiron Chatterjee and Nick Cavill. 2011. UWE. Available from: <http://eprints.uwe.ac.uk/15502/>.

² A 15-minute daily walk 'will help you live longer' says study, by National Health Service. 2015. Available from: <http://www.nhs.uk/news/2015/08August/Pages/15-minute-daily-walk-will-help-you-live-longer-says-study.aspx>

³ Improving the health of Londoners: transport action plan, by Transport for London. 2014. Available from: <http://content.tfl.gov.uk/improving-the-health-of-londoners-transport-action-plan.pdf>.

4.6 Action for future generations

Usk will be at the forefront of action in relation to the social, environmental and economic sustainability of rural Wales by acting now to leave a prosperous legacy for future generations. Central to this will be the notion of local resilience and community inclusion.

TOWARD NET ZERO CARBON

In June 2019 the UK Government committed to bring all green house gas emissions to net zero by 2050.

‘Net zero means any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere, such as planting trees or using technology like carbon capture and storage.’¹

Key sectors and industries will need to evolve or transform to meet this target. For Usk this could mean:

- **Energy** micro and macro renewable energy and reducing consumption.
- **Food & agriculture** currently around 1/3 of subsidies are for livestock farming a recognised source of methane. The future financing of agriculture may look to reduce this and encourage land management that delivers far reaching benefits in terms of methane reduction and improved biodiversity.
- **Local environment** by reducing waste and providing more habitat for local species.
- **Transport** Increasing active travel and reducing the dependency on private vehicle use.

¹ <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

LOCAL RESILIENCE & COMMUNITY INCLUSION

Local resilience involves the creation and adoption of strategies that allow the local community to respond to often sharp changes in:

- **Climate** such as flooding events.
- **Economics** for example fluctuations in costs associated with long supply chains.
- **Environment & ecology** such as habitat loss.

Opportunities to build local resilience can create a sense of purpose, identity and draw the local community together by:

- Integrating sustainable urban drainage strategies to slow rainwater run-off rates, filter impurities and provide more habitat.
- Using local supply chains to reduce dependency on longer, more complex chains
- Supporting businesses to reduce use of single-use plastic.
- Promote community litter-picking initiatives as part of awareness raising.
- Promote partnership working.



20. FUTURE GENERATIONS

Children's play space as part of the
Queen Elizabeth II Park, London

5. DIRECTING CHANGE

5.1 Objectives

The following objectives should be adopted and delivered through the integrated plan to initiate and guide positive change.

IMPROVED PUBLIC REALM

Ensure that Usk is a safe and attractive place to walk and cycle for people of all ages and abilities through:

- The adoption of a modal hierarchy that clearly prioritises pedestrians and cyclists over private cars through more crossing points, wider pavements, narrower junction crossings, signage and de-cluttering;
- Enforcing speed restrictions and parking violations;
- Improving cycling infrastructure for people of all ages including cycle parking and where possible designated bike lanes.

RETAIN, SUPPORT AND ATTRACT INDEPENDENT BUSINESSES

Maintain and enhance Usk's position as a specialist, independent town by ensuring business owners benefit from:

- A clear vision and clarity on future proposals;
- Branding and marketing guidelines;
- An extensive events calendar that draws visitors throughout the year;
- High speed internet access for all businesses;
- Improved partnership working between local businesses and the public sector.

SUPPORT & EXPAND THE VISITOR ECONOMY

Encourage more people to visit Usk more frequently, for longer durations and throughout the year by improving the visitor experience through:

- Branding and marketing strategy that provides clear guidelines for a range of media including digital (web, video and social media), print (including press and handouts);
- Partnership working with Monmouthshire tourism and Visit Wales;
- Public Relations strategy to articulate and manage news, messaging and via various media sources around the town;
- Identifying existing and potential individuals to act as local ambassadors;
- Capitalising on the International Convention Centre and where appropriate diversifying the range and type of accommodation.

A HEALTHIER, HAPPIER USK

Make Usk one of the happiest and healthiest towns in Wales by:

- Partnership working with key agencies such as Public Health Wales and Natural Resources Wales to provide access to the natural world including and to understand place-specific health issues;
- Encouraging greater use of active travel over private car usage;
- Facilitating access to open space and interaction with nature;
- Improving air quality through a reduction in private vehicle use;
- Supporting social inclusion and interaction by offering people with a range of public and private spaces to meet and socialise;
- Promoting existing and potential community initiatives such as Incredible Edible Usk to encourage social interaction and to avoid isolation particularly amongst the elderly.

ENHANCE USK'S GREEN CAPITAL

Work from Usk's position of strength in terms of the natural environment by:

- Helping to preserve and enhance key natural assets such as the River Usk and Usk Island;
- Improving existing routes along the river corridor;
- Adopt SuDS strategies as part of any public realm improvements;
- Exploring opportunities for 'wild play'.

SUPPORT THE AGRICULTURAL COMMUNITY

Recognise the intrinsic connection between Usk and its agricultural hinterland by:

- Creating more opportunities for local produce to be sold through local premises;
- Ensuring that alterations to the existing street do not impinge necessary vehicle movements;
- Ensuring on-going partnership working with key representatives from the agricultural community.

A THRIVING COMMUNITY AND SENSE OF IDENTITY

Preserve and where possible enhance the natural and historic environment building on Usk's identity as a historic, rural market town and Town of Flowers by:

- Encouraging community cohesion through events and participatory schemes such as Usk in Bloom;
- Meeting the demand for affordable housing;
- Ensure that people of all ages are provided for particularly the young and the old;
- Providing opportunities for young people to become involved in community projects such as teenage markets;
- Consider providing multi-purpose spaces that can host different uses at different times of the day and year;
- Provide outdoor recreational facilities that cater for all ages.
- Preserve the historic built form of Usk

A RESILIENT AND SUSTAINABLE USK

Ensure that Usk responds to global and national threats related to climate change, environmental degradation, economic and social sustainability by:

- Targeting a Net Zero Carbon status;
- Exploring opportunities for renewable energy;
- Limiting the use of single-use plastic and packaging;
- Taking a lead role in reducing private vehicle use.
- Increasing local biodiversity

PARTNERSHIP WORKING

Work in an integrated manner with key stakeholders and partner agencies to deliver and maintain the plan by:

- Creating a Town Partnership to bring together key stakeholder including Natural Resources Wales and Dwr Cymru.
- Creating a steering committee to deliver the plan;
- Continuing to work with the public and key stakeholders;
- Exploring the creation of a web platform to communicate progress;
- Undertaking further events to draw the community into a shared objective.

6. THE IMPROVEMENT PLAN

6.1 The Plan

THREE KEY MOVES

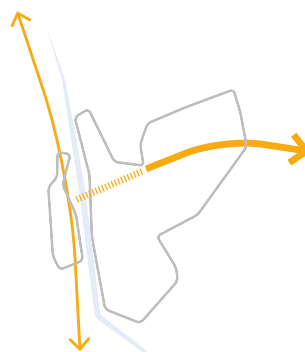
The improvement plan is underpinned by a simple concept that focuses change and improvement in a few important areas. This will mean using the town's spaces, streets and buildings in new ways. It also means new partnerships and relationships. These can be thought of as the three key moves. The first of these being;

1 ENHANCING THE TOWNS ASSETS

A strategy to improve traffic management throughout Usk but particularly along Bridge Street where other initiatives are proposed to help local business and make Usk a bustling, specialist independent town. Transforming Twyn Square into a public space and linking this to the improvements to Bridge Street to create a continuous and complimentary set of positive changes. Enriching Usk Island by creating more habitat, more opportunities for exercise and play and bringing field to fork enterprise to the town.

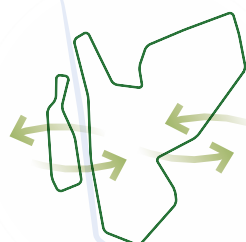
2 STREETS FOR PEOPLE

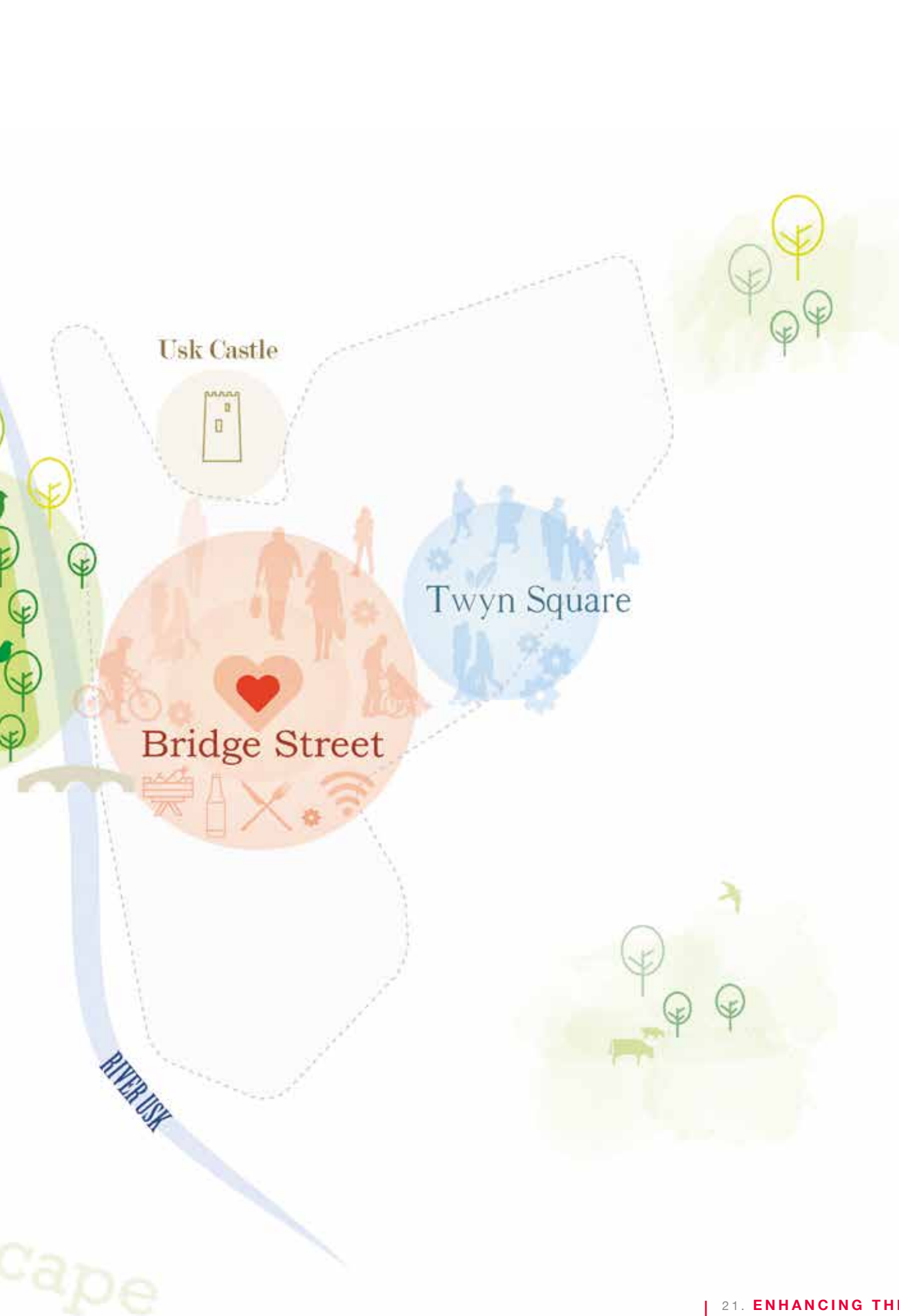
Changing the management of traffic and parking to create a safer, healthier and more attractive place to live, work and visit.



3 TOWN AND COUNTRY

Rethinking and improving the relationship between town and country





21. ENHANCING THE TOWNS ASSETS

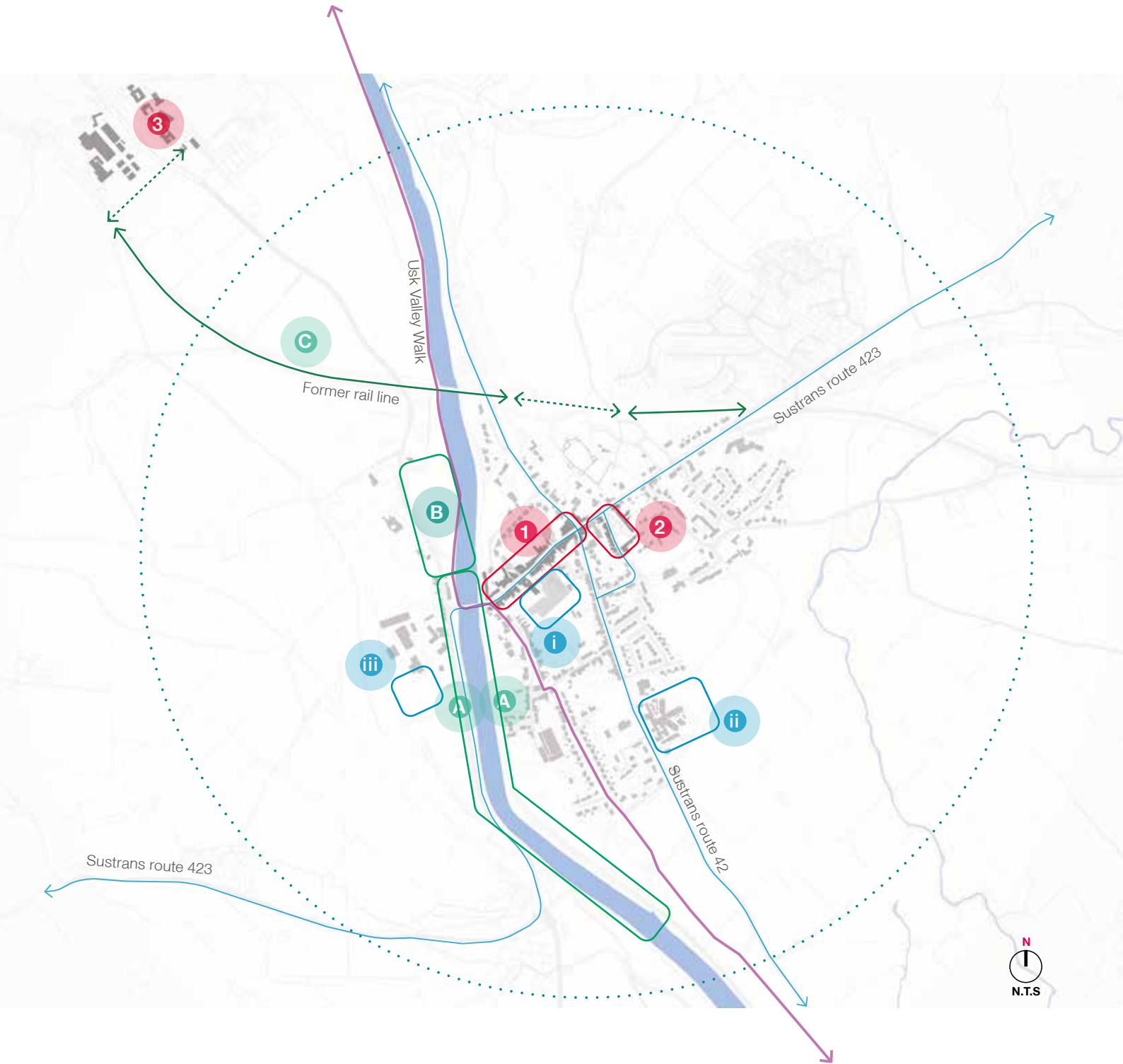
Focusing change and improvement on key areas in Usk.

6.2 The Plan - physical change

The improvement plan for Usk includes both physical and non-physical projects. This section set out in more detail, the strategic framework of physical interventions drawn from the themes and objectives.

These projects will be reliant on capital and revenue expenditure and integration across multiple agencies and groups.

1	Bridge Street - Pedestrian priority design and trials of new traffic management
2	Twyn Square - Reclaiming Usk's town square
3	Community Solar Farm - Renewable energy production and local revenue generation
A	River Usk corridor improvements - Improved access and potential linkages to the Usk Valley Walk. A new active travel bridge over the River Usk
B	Usk Island improvements - Wild play, habitat creation and a new cafe/restaurant
C	Active travel connection (currently being explored independently from this study)
i-ii	Town wide parking strategy - Managed parking, a possible new location for a co-working space, affordable housing and community use
iii	A longer term plan to consider reuse of land around the industrial estate to respond to future needs such as edge of town parking



22. **THE PLAN**

The Strategic Framework for improvement

6.3 Bridge Street - A Place

THE CASE FOR ACTION

Bridge Street has a crucial role to play in providing what all communities should strive for, a thriving local centre that provides amenity, a sense of local identity, local pride and community cohesion. It should be a 'place'.

The challenge in achieving this is profound. A basic conflict exists between strategic road infrastructure and the function of Usk as a 'place' where businesses operate and where people gather, shop and socialise. For residents and visitors, Bridge Street is a place of social value. For those passing through the town it represents simply another location on a route to a further destination.

Usk's location along the A472 places it directly on a strategic route between the M50, its catchment and Cwmbran, Pontypool and the wider Valleys communities. Modern in-car GPS mapping have been shown to present the A472 as the most convenient route for drivers traversing these two regions further contributing to pressure placed on Usk to accommodate traffic.

As car usage and dependency has increased over time this conflict has become heightened. The particularly tight pattern of streets within Usk and the limited width between buildings along Bridge Street simply exacerbates this issue, restricting options to improve the environment for pedestrians and cyclists.

As well as noise pollution, visual intrusion and safety concerns associated with traffic there is growing awareness of the environmental and human health implications of vehicle borne emissions. This has led to the creation of an Air Quality Management Zone at the western extent of the street which is subject to an Action Plan. This Action Plan sets out clear recommendations to improve air quality, one of these strategies is to look at means of managing traffic through the town to alleviate areas of congestion.

Through the consultation exercise it has become clear that there is a desire to vastly improve Bridge Street for pedestrians, cyclists and as a 'place'. This is both in terms of safety and in terms of the experience for people of all ages and abilities – does it feel safe and comfortable for someone using a wheelchair or for someone using a pushchair? Is this somewhere I could sit and spend time?



23. BRIDGE STREET TODAY

Local businesses, private vehicles, pedestrians, agricultural vehicles, commercial vehicles and cyclists all vie for the same restricted space.

A BALANCED JUDGEMENT

The town is now showing a determination around chosen aims and objectives for its own benefit. Simply leaving Bridge Street as it is has not been deemed an acceptable proposition. Usk has shown it is resilient and able to adapt when forced (for example during the gas works closures).

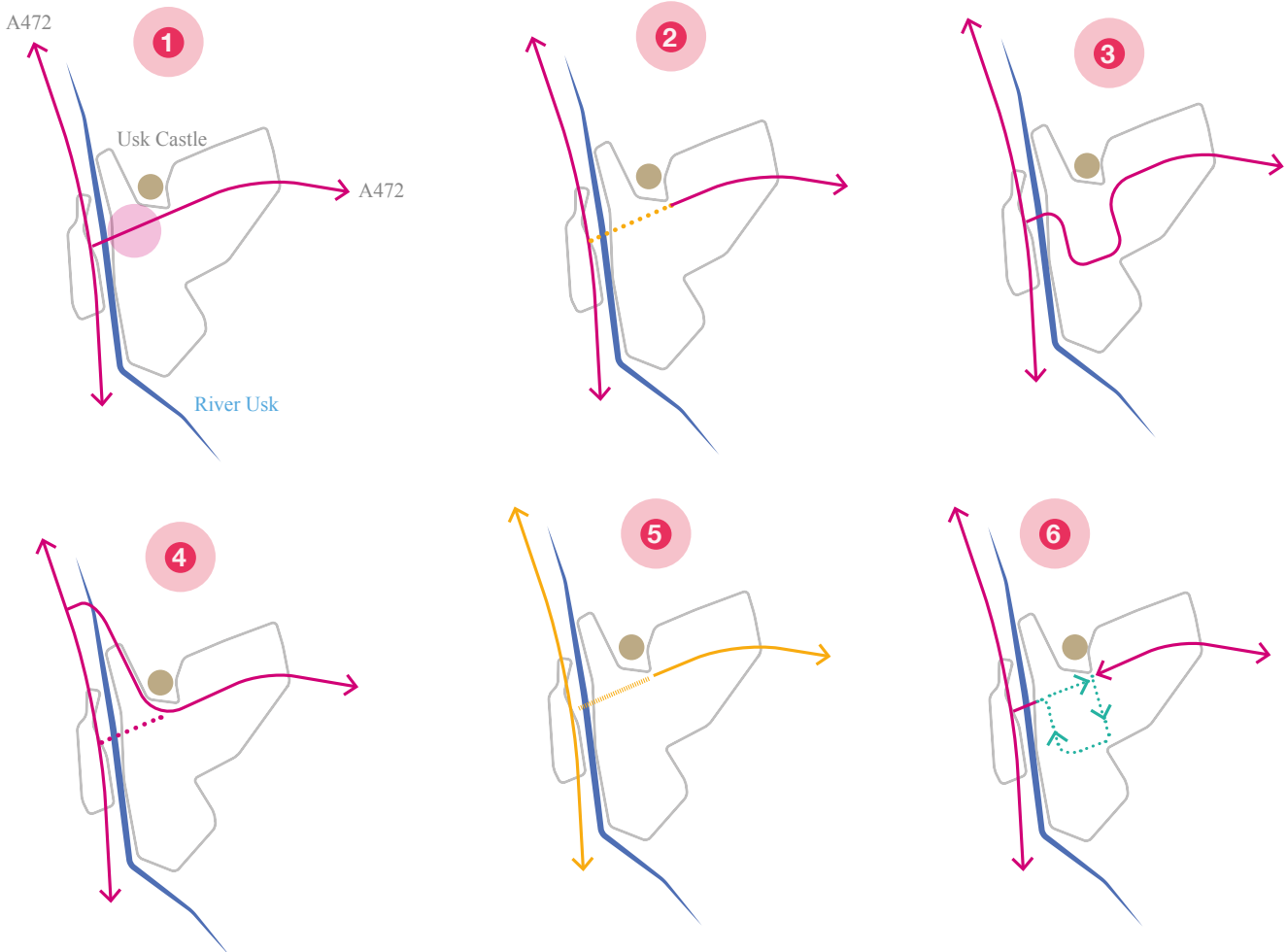
It is equally evident that there is no simple or obvious solution to the conflict along Bridge Street. Each option will create benefits for some and new issues for others. The decision will therefore be a judgement based on the perceived balance of benefits vs costs.

In considering changes to Bridge Street, three key themes have been considered:

- **Structural change:** Managing traffic in a different way.
- **Pedestrian priority design:** Changing the look, nature and feel of Bridge Street to reflect its importance as a 'place' and to encourage walking, cycling as part of a safer, more attractive environment. This is explored in more detail in the ensuing section.
- **Deterring through traffic:** Methods to increase the journey time of those simply travelling through Usk such as speed enforcement.

The most complex of these is likely to be at the level of structural change. During the course of this study a number of options were considered at a strategic level to structurally change Bridge Street. These included:

- Doing nothing and simply managing the existing situation. This is not an option is considered acceptable.
- A flexible street system that would maintain two-way traffic but would see Bridge Street subject to restricted access at given times of the day or week to enable a largely car-free environment. Initial feedback indicated that given current resources, managing such a proposition would be difficult and would not offer a permanent solution to the restrictive pavement widths.
- Full closure of Bridge Street with traffic redistributed through the town's wider road network including Old Market Street and Twyn Square. The impact of this on these streets was felt to be too significant.
- A new by-pass using the old railway bridge. An initial review of the structure indicates that it would not be viable as a road bridge. Further road infrastructure and the purchase of third party land would be required to allow traffic to reach the grade of the bridge.
- A new by-pass and new road bridge. Whilst a route has not been determined as part of this study, the likely cost and timescale of this option led to it being dismissed at this stage. This does not preclude this happening in the future. However, the recent decision to halt the M4 relief road shows us that decisions around new road infrastructure require us to think far more broadly around the environmental, social and economic impacts these decisions have on ourselves, our environment and future generations.
- The creation of a one-way system along Bridge Street. Initial representations indicated a one-way system with traffic redistributed south around Mill Street. Initial feedback during consultation raised serious concerns over the impact of redistributed traffic.



1 Do nothing - exist situation is maintained

2 'Flexible' street

3 Permanent closure of Bridge Street

4 New bypass using railway bridge or a new bridge

5 Pedestrian Priority design throughout Usk

6 Creating a one-way Bridge Street

24. EARLY TRAFFIC OPTIONS

A number of options were considered during the initial stage of the project.

THE A449 CELTIC MANOR JUNCTION

One of the challenges in altering the existing flow of traffic is how best to allow agricultural vehicles to move in and around Usk. The continued mechanisation of agriculture has led to larger machinery and vehicles which present a further challenge for the narrow and circuitous street network

During stakeholder engagement, the prospect of reopening the Celtic Manor junction on the A449 was suggested as a means of allowing agricultural vehicles to avoid moving through Usk. This optionshould be explored in more detail and prioritised in partnership with the local agricultural community.

PEESTRIAN PRIORITY STREETS AND SPACES

The 2016 Hamilton Baillie report contained recommendations to improve the pedestrian and cyclist experience in Usk. The report endorsed the application of shared space design and a place-based approach to street design. This seeks to redress the imbalance in street design toward vehicles by affording pedestrians and cyclists priority. Typically this is achieved by:

- Removing the delineation between carriageway and footpath to encourage lower vehicle speeds and to improve the attractiveness of streets and spaces
 - Creating horizontal deflections in the carriageway
 - Reflecting the quality of the built environment through the quality of finish to the street and spaces
 - Reducing clutter by removing unnecessary signage
 - Creating clear and unfettered paths for people and cyclists
- Specifically for Usk, this could mean:
- Increasing the number of crossing points along Bridge Street
 - Creating areas based on the principles of shared space to mark gateway points to Usk, prominent local buildings and additional crossing points.
 - A possible central shared space area along Bridge Street.
 - Applying pedestrian priority principles to Twyn Square
 - Reconfiguring junctions to reduce crossing distances and to improve pedestrian visibility
 - Providing cycle stands and adequate rest stops (seating areas) for the elderly and less able bodied.



SPEED MATTERS - 20MPH USK

One of the key objectives of pedestrian priority design is safety. Speed matters; the statistic cited here reinforces the need for both a 20mph limit throughout Usk but also, the design interventions to ensure it is adhered to.

A 20mph speed restriction should be applied across the town with detailed design used to discourage speeding.



90% Chance of survival when hit at 20mph or less



50% Chance of survival or less when hit at 30mph

Source: www.who.int/violence_injury_prevention/publications/road_traffic/world_report/speed_en.pdf

26. LEFT: SHARED STEET, BRIGHTON

New Road, Brighton has been transformed to reflect the importance of the street as a 'place'. The street now provides invaluable space for people to meet, walk and mingle along a length of bars, restaurants and a theatre. Although vehicles are permitted, the design, look and feel of the street deters drivers.

27. ABOVE; CAERNARFON SHARED SPACE

Subtle material changes delineate pedestrian space from vehicle routes to encourage lower speeds.

CHANGING THE STREET

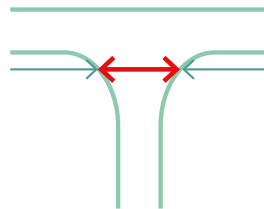
Any traffic management strategy should be combined with a redesign of Bridge Street that creates a pedestrian priority street.

Whilst it is not recommended that a 'pure' shared space design is applied in Usk, many of the principles involved have informed the concept design.

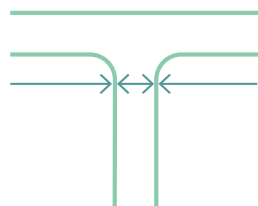
The plan indicates a potential series of improvements along the length of Bridge Street. These outline where interventions could be made with a primary focus on reducing speed, improving the pedestrian and cycling environment and linking with Twyn Square.

PEDESTRIAN PRIORITY JUNCTIONS

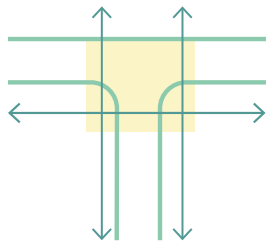
Over-designed corner radii permit faster turning manoeuvring and create longer crossing distances.



This is mitigated by reducing the radii.



Raised crossings facilitate ease of movements for people of all abilities and create a subtle traffic calming measure.



- A** A new active travel - pedestrian/cycle bridge
- 1** Raised crossing and change of surface material to mark gateway space.
- 2** Raised table crossing.
- 3** (No text provided for this marker)



3

Potential focal shared space.

4

Raised crossing and change of surface material to mark gateway space.

5

The revived Twyn Square.

6

Clear way created past chip shop - no parking

7

Raised crossing and table junction.

8

Key school crossing area further delineated through changes to the surface materials.

9

Town gateway points should be demarcated through changes to the surface treatment to signal to drivers they are entering Usk.

AN EYE ON THE FUTURE

Much of the debate around Bridge Street has understandably focused around existing issues, established methods of managing traffic and long-standing technologies. As the strategy moves forward it will be prudent to understand and where appropriate, embrace new technologies and emerging trends in transport to remedy the core problems associated with congestion. Whilst it is impossible to depict a truly accurate picture of the future the following factors offer an invaluable insight:

MOBILITY AS A SERVICE (MAAS)

This centres around the concept of the traveller not personally owning assets for transportation - be that a car, bicycle or similar. Instead users pay for the service of moving from A to B. This includes car clubs, demand responsive bus, bicycle rental, and ride-hailing services such as Uber. The general trend is for lower car ownership rates amongst younger people. For Usk, this may mean that over the longer term, car ownership levels drop as the coverage and availability of MaaS grows and adapts to the rural hinterlands.

ENVIRONMENTAL AWARENESS

The recent prevalence of the climate emergency in main stream media and public demonstrations is manifesting in a noticeable impact on individual travel behaviour. In Germany, the number of people flying domestically dropped by 12% in November 2019, compared to a year earlier. At the same time, the German rail firm Deutsche Bahn AG posted record passenger numbers [Bloomberg, 2019]. Car ownership amongst younger people is generally dropping as newer generations opt for alternate modes of transport such as active travel and public transport. These offer cheaper, healthier and more environmental sensitive options.

URBAN INFORMATICS

Urban informatics with its implied reference to information systems and information studies, is less about the technology or computing in a place and hints more towards the softer aspects of information exchange, communication and interaction, social networks and human knowledge. Open access to data from a variety of departments or businesses can have many effects, such as the ReRoute.it mobile application. This application aggregates transport data and then presents it with regard to time, cost, health, and environmental impact. Such indicators are not usually highlighted by operators but help people make informed decisions on their transport choices. For Usk this may form part of wider cultural change and rethink on the impact of our transport choices and reliance on personal cars.

AUTONOMOUS VEHICLES

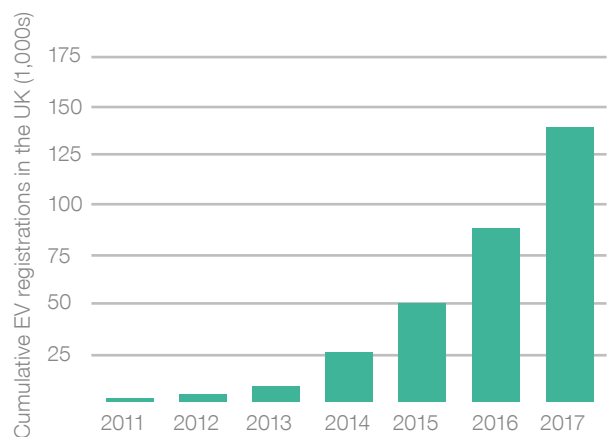
Fully autonomous fleets could provide an opportunity to transform urban centres resulting in safer, cleaner places with increased mobility for all. Even at the lowest adoption rates, self-driving cars are projected to constitute 40% of new vehicles by 2030. Large-scale use of automated vehicles could eliminate urban congestion, reduce emissions and traffic incidents. Pairing autonomous vehicles with MaaS may begin to transform our movement networks. Whilst this may initially lead to more congestions as more vehicles are used this would improve with Connected Autonomous Vehicles that automatically coordinate with one another for optimum efficiency. In both future states it is likely that the need for car parking would decrease, but with an increased need for safe and convenient pick-up/drop-off space. Despite the emergence of this technology there remain multiple technological, legal and societal problems to overcome.

ALTERNATIVE FUEL

As of February 2020 the UK Government committed to banning all new petrol, diesel and hybrid cars by 2035. Due to clear government policy, awareness of cleaner fuels and enhanced performance, consumers are increasingly moving away from Internal Combustion Engines (ICE) to options such as Electric Batteries and Hydrogen Fuel Cells. Despite the relatively small UK market share of Electric Vehicles (EV) compared to ICE engine vehicles, the growth is significant (see accompanying fig).

With the compact power source which technology like electric batteries provide, there are emerging transport modes such as electric bicycles and electric scooters (the latter is currently illegal on UK roads and pavements). These transport modes open up active travel to those who were previously deterred by more strenuous physical activity, and in turn offer a compelling low-carbon option for travellers.

For Usk there are several considerations. Firstly, charging points which are already being introduced may need to be extended. Secondly, air pollution and potential noise pollution that are directly linked to traffic will likely reduce. This will not mean however that the problem of traffic will disappear. Changing fuels will simply mean that moving traffic is cleaner, it will not resolve issues over safety, the land take of parked vehicles or the health implications associated with inactivity.



28. GROWTH OF EV CARS

The number of EV registrations is accelerating quickly. A trend that is set to continue. Source: Next Green Car 2019.

TAKING THE STRATEGY FORWARD

Determining the preferred solution will ultimately require a carefully considered judgement as to whether benefits to the physical environment along Bridge Street outweigh the potential issues created elsewhere within Usk.

A structural change to the road system is not a solution in itself. It must be considered as part of a package of measures to Bridge Street and beyond to fully reach the objectives of through traffic reduction, slower traffic speeds, a pedestrian and cycle friendly town, cleaner air and improved green infrastructure.

Neither should this be seen as simply a traffic issue. The outcome for Bridge Street will reflect the underlying direction the town wishes to follow. Do we now rethink our relationship with cars to mitigate the known negative impacts of traffic or do we continue in the knowledge that the problem will not resolve itself without intervention?

Given the sensitivity and complexity of the subject, further engagement will be essential to take the town forward. This will need to encompass a broad spectrum of local stakeholders and interest groups and be framed within the context of the overarching objectives set out within this report.

Changes to Usk's movement system will require a 'cultural' change to the perception of traffic. Sudden or stark changes to long standing movement systems often result in immediate reactions as people haven't had time to adjust or fully appreciate the benefits of a different approach. Phasing therefore becomes a critical consideration. Trialling of options is one means of demonstrating in real time how a proposal may work. It is also integral that people can see positive change occur. This may be as simple as installing bike racks, improving crossing points or encouraging more school children to walk or cycle to school as part of organised events.

These initial options were considered as part of the strategic framework of recommendations. In order to determine the most appropriate solution, further study and modelling will be required. For example, it will be essential to understand the exact origin and destination of through traffic. Once this is understood the impact of lower speeds and possible rerouting can be modelled to test the effectiveness of each option.



29. BRIDGE STREET TODAY

Further engagement will be critical in agreeing on a preferred approach

6.4 Walking and cycling

INCLUSIVE ACTIVE TRAVEL

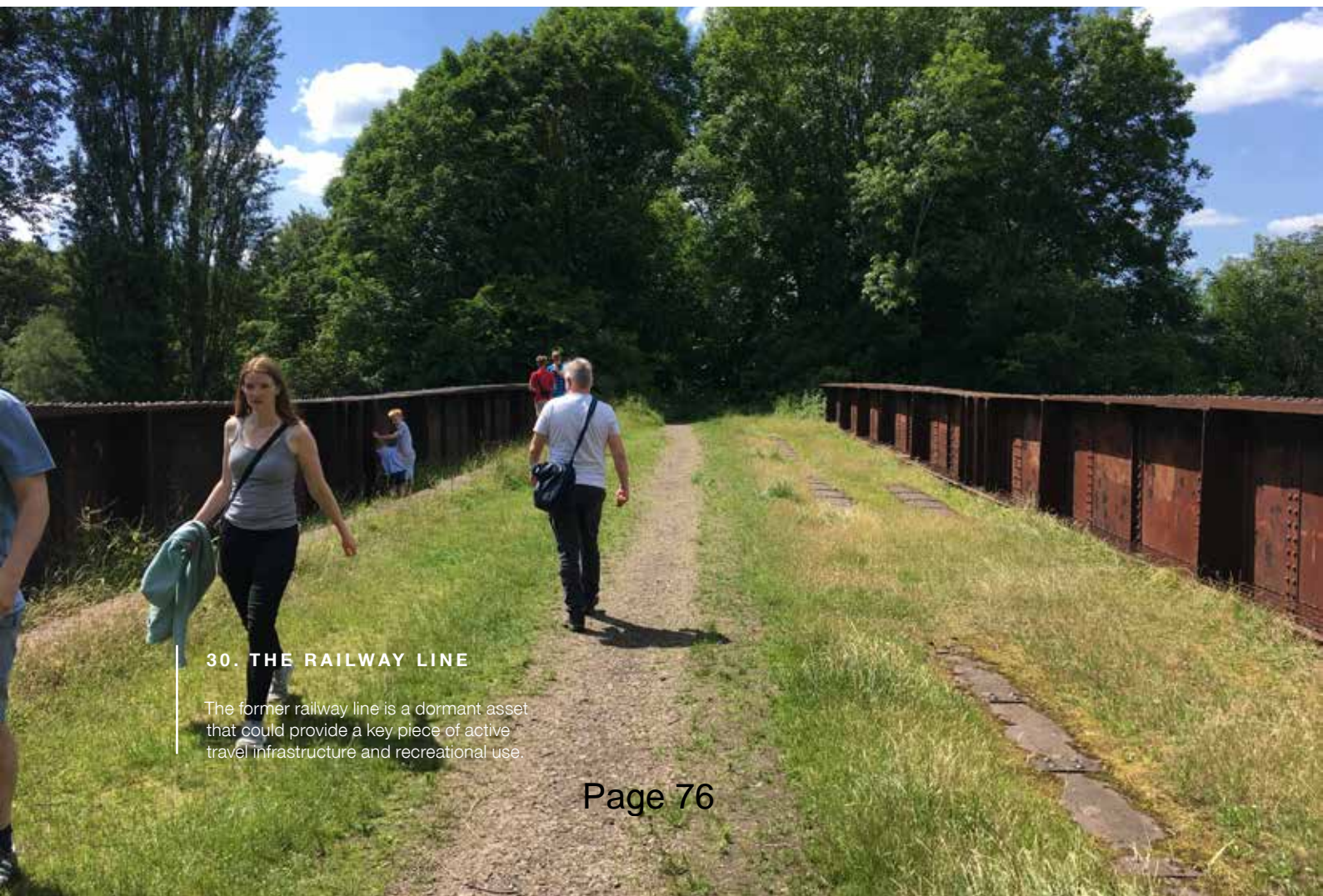
Throughout Usk, an active travel strategy should be created to improve the quality and attractiveness of walking and cycling routes. The proposed improvements to Twyn Square, Bridge Street and wider parking initiatives will improve the experience of walking and cycling. However, a broader strategy that looks to improve the existing cycle routes through interventions such as:

- Further traffic calming.
- Designated bike lanes.
- Improved awareness and profile via the recommended branding and marketing strategies contained within this report.

Cycling is often perceived as a minority or 'select' mode of transport. It should be viewed as a universal mode of transport regardless of age or gender. Through further consultation with selected groups, strategies to encourage more women, disabled people and older people should be actively pursued.

THE RAILWAY LINE

The Town Council and MCC should continue to support efforts to open the former railway as an active travel corridor. To encourage more movement between Coleg Gwent, the MCC offices and Usk, a bike hire scheme should be considered to test the appetite and viability of a broader scheme and to deliver an early demonstration project.

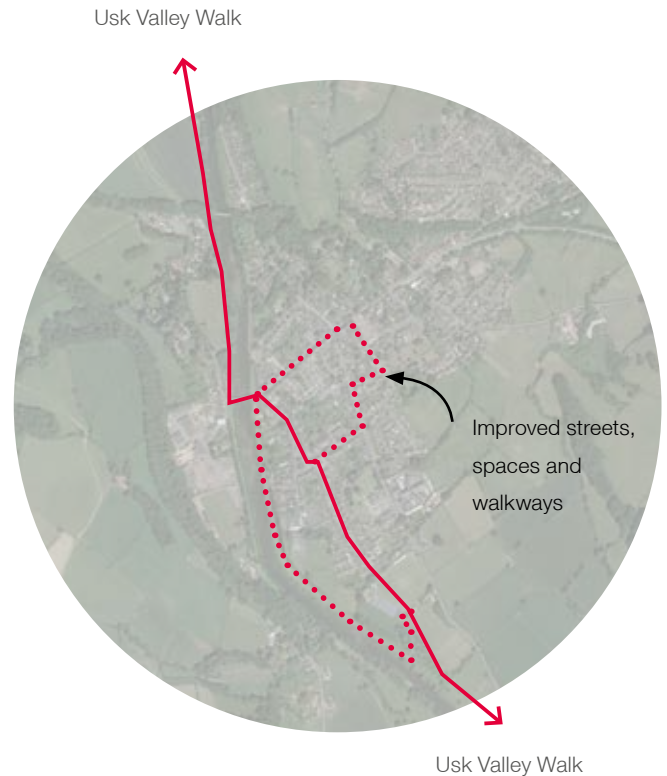


30. THE RAILWAY LINE

The former railway line is a dormant asset that could provide a key piece of active travel infrastructure and recreational use.

USK VALLEY WALK

The Usk Valley Walk is an incredible asset that could be reinvigorated as part of the proposals contained within this report. The current route by-passes many of the town's features instead providing a direct route along Mill Street that passes through Usk Island and onward to the north following the River Usk. Whilst the proposed enhancements to Usk Island will improve the experience for visiting walkers there is scope to better connect this key route through additional signage or partial rerouting to draw more walkers into the town. The plan indicates potential linkages between the Usk Valley Walk, the town including Twyn Square, Bridge Street and the river corridor, all of which are recommended for improvement.



73%

Of women do not cycle¹

21%

Of over 65's who think cycling is safe¹

33%

Of disabled people would like to start cycling¹

¹ 2017 Sustrans survey

6.5 Public transport

The lack of available and frequent public transport in rural areas is a widespread issue and in the case of Usk, is a contributing factor to the predisposition to car use. Despite the significant investment into the South Wales Metro system, this will be of little direct benefit to Usk unless better access to this network is provided. Access to health provision is another major challenge with no existing public transport from Usk to Neville Hall Hospital in Abergavenny.

To begin to tackle this issue new ideas and initiatives will need to be sought. The Monmouthshire Rural Transport Study (2018) investigated the issues and opportunities for public transport in the context of a largely rural county.

GRASS ROUTES

Monmouthshire Grass Routes provide an on-demand flexible bus service between the main Monmouthshire towns and outlying areas. It operates low floor, fully accessible vehicles with volunteer drivers. The scheme is operated on a membership basis and is open to all members of the community.

Monmouthshire's successful bid to the GovTech Catalyst resulted in funding to encourage technology firms to develop and pilot solutions to loneliness and limited rural transport. A number of projects are underway and have potential to provide the foundations for improved connectivity and well-being in Monmouthshire's rural communities.

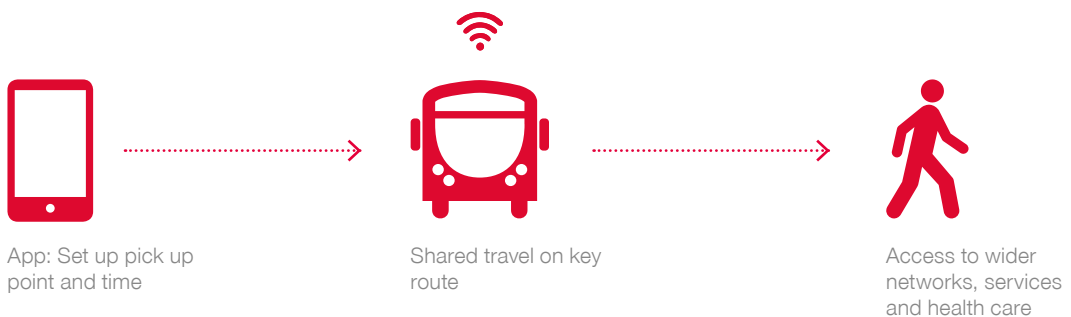
DEMAND RESPONSIVE TRAVEL

As part of the study, recommendations were made to investigate a demand responsive bus service initiative. Demand responsive travel utilises emerging technology to allow people to pre-book shared travel (typically a mini bus) in the same capacity as Uber. This has been enabled by the pervasive nature of smart phone usage and the development of GPS app-based systems that allow anyone with a smartphone access to the system.

This could be considered for key routes to Cwmbran, Abergavenny and Pontypool to facilitate access to the wider, emerging Metro network

No single solution will remedy the existing problem – a lack of access to and provision of public transport. A 'whole approach' as discussed throughout this report is needed to:

- Promote active travel.
- Reduce the need to travel by allowing people to work and shop more locally through improved services.
- Discourage car usage by continuing to raise awareness of the associated environmental impacts.



31. DEMAND RESPONSIVE BUS

Speke, Liverpool: Passengers no longer wait at the bus stop, and instead are picked up at an agreed time within 100m of their desired pick-up point, and dropped off as close to their final destination as possible.

6.6 Parking

Several interventions could be undertaken to improve the management of Usk's main car park and on-street parking areas. The impact of these options is summarised below, although **it is noted that further data collection is required to refine parking options and develop a preferred strategy.**

REVIEW TRAFFIC REGULATION ORDERS AND ENFORCEMENT

Traffic Regulation Orders (TROs) are a legal instrument that enable enforcement of restrictions on the parking of vehicles, such as single or double yellow lines, restricted parking zones or limited waiting on local roads in Usk. Monmouthshire County Council are responsible for civil parking enforcement in Usk, having taken over responsibility from Gwent Police in April 2019. A review of TROs could be undertaken to manage car parking in Usk and improve pedestrian amenity and traffic flow.

Pros:

- Keep traffic flowing on roads that are not wide enough for parked and moving vehicles;
- Enhance road safety for pedestrians, and increase visibility for vehicle drivers and cyclists;
- The removal of opportunities for commuter parking in residential areas encourages consideration of alternative modes of transport and therefore contributes to reducing congestion.

Cons:

- Requires legal process which involves consulting people and businesses in the surrounding area;
- Both residents and non-residents would be equally affected by any regulations that are put in place;
- Requires enforcement by Monmouthshire County Council on a regular basis.

ON-STREET RESIDENTS PARKING SCHEME

Due to capacity constraints within Usk's car parks, some parking by visitors to the town centre is undertaken within nearby residential areas. A residents parking scheme could be implemented to wholly or partly restrict parking to vehicles displaying a permit issued by the Monmouthshire County Council. Permits would be issued to residents living within or in the immediate proximity to the controlled parking zone and issued at the discretion of the Council.

Pros:

- Residents with no off-street parking have an improved opportunity to park close to their homes;
- The removal of opportunities for commuter parking in residential areas encourages consideration of alternative modes of transport and therefore contributes to reducing congestion;
- Pedestrian amenity may be improved with fewer vehicles being parked during the working day.

Cons:

- Requires enforcement by Monmouthshire County Council on a regular basis;
- MCC may decide to apply an administration fee for each permit;
- A residents' parking scheme in one part of Usk may create or worsen parking problems in adjacent areas;
- There is potential for insufficient space for all residents' vehicles, especially those with more than one car per household. The number of permits available would need to be monitored closely by MCC;
- Parking for visitors is restricted by virtue of the space, permit availability or time limits on waiting.



32. THE IMPACT OF PARKING

A lack of enforcement combined with the town's popularity, increasing levels of car ownership and the narrow pattern of streets has led to an abundance of parked vehicles throughout the town.

MAIN CAR PARK PARKING REGULATIONS

From the engagement events and initial site visits, it is evident that parking capacity within Usk's main car park is not sufficient to cater for demand at peak times. Anecdotal evidence suggests that many cars park for long periods throughout the working day, reducing available spaces for visitors to the town centre. Currently, the town's car parks are free of charge. The introduction of short-stay restrictions (up to 2hrs) on some or all of the spaces could improve parking availability and following consultation, appear to have the support of the public:

Pros:

- Change of regime could free up additional spaces for visitors and shoppers;
- The removal of opportunities for commuter parking encourages the consideration of alternative modes of transport and therefore contributes to reducing congestion.

Cons:

- Both residents and non-residents would be equally affected by any conventional regulations that are put in place;
- Requires additional enforcement as each contravention requires two or more visits by enforcement officer(s).

INTRODUCE CAR PARK CHARGES IN MAIN CAR PARK

An alternative to short-stay restrictions would be the introduction of a parking charge mechanism within the car park, such as pay-and-display. Parking charges could be set to better match supply with demand.

Pros:

- Potential revenue source for wider transport interventions in Usk;
- The removal of opportunities for commuter parking encourages consideration of alternative modes of transport and therefore contributes to reducing congestion.

Cons:

- Potential negative impact on demand for retail within Usk, as shoppers may decide to travel elsewhere;
- Parking charges may create or worsen parking problems in adjacent areas, especially if considered in isolation;
- A scheme could be introduced whereby local businesses can 'validate' tickets if a certain amount is spent in store. Requires enforcement by Monmouthshire County Council on a regular basis or management by a private contractor.

THE OPPORTUNITY

Subject to survey data and further study, there may be scope to rethink the role of the main car park by potentially releasing land for development. A successful, town wide strategy would be required including the creation of new parking within the confines of HMP Usk to release parking at the Memorial Hall, the removal of long stay parking which is not contributing to the town and greater efficiency through the potential relocation of the recycling centre. Such as scheme could potentially deliver:

- New affordable homes in the heart of Usk;
- A broader business community by providing a modern co-working space;
- Invaluable new community space including a youth centre.



1

Potential to relocate recycling centre

2

Potential trial Electric Vehicle charging points

3

Potential development plot:
Living - Affordable housing
Local jobs - Co-working space
Social - Community space

33. **MARYPORT STREET CAR PARK**

Potential opportunities

6.7 Twyn Square - Usk's renewed public space

A LEGACY OF CAR ORIENTATED THINKING

The layout and design of the square is a legacy of a post-war approach to the streets and spaces of our towns and cities. During this time, primacy was afforded to vehicles resulting in public spaces dominated by extensive roadways with little regard to the needs of people walking and cycling.

Despite its obvious restrictions, the town has made good use of Twyn Square becoming the focal point for christmas events and the centrepiece of Usk in Bloom. But these would undoubtedly be better facilitated through the renewal of the Square that would bring with it broader opportunities.

Over recent years there have been valuable pointers toward a new purpose for the square that will draw more visitors and promote healthier lifestyles. The increased popularity of cycling and the strategic location at the cross roads of two Sustrans routes indicate a credible usage for the square.



34. TWYN SQUARE TODAY

View South through Twyn Square

A NEW SPACE FOR PEOPLE AND LIFE

Twyn Square should become a true public space to:

- Create a new public space for the local community and visitors to Usk;
- Create an active travel hub at the cross roads of National Cycle routes 42 and 423 by providing safe bike storage, places to eat, meet and rest and wayfinding;
- To help reduce flood risk and increase biodiversity by incorporating an innovative rainscape strategy as part of an exemplar SuDS scheme;
- Allow ample space for floral planting as part of the Usk in Bloom initiative;
- Create an attractive public space that encourages low vehicles speeds through;
- Provide generous space to sit outside the existing pubs and businesses;
- Create an improved setting for Usk's historic buildings;
- A safe place for children;
- Space for events, temporary uses and temporary landscapes.





TWYN SQUARE TODAY

The square is defined by and dominated by roadways with little space for people.



UNLOCKING SPACE

By rethinking the alignment and location of vehicle movement, a public space can be reintroduced.



36. CAERNARFON

The town's main square has been transformed into a shared space to provide a setting for the UNESCO inscribed Caernarfon Castel and a hub for visitors, local people and businesses



Realigned carriageway



Possible space for residents parking



Extended outdoor seating for the local businesses



New SuDS features and planting areas



Space for pop-ups and events



6.8 Usk Island and the river corridor

A PLACE FOR ALL AGES

The Designing for Urban Childhoods research study undertaken by Arup highlights the importance of children within placemaking. Children are often a barometer of success; the absence of children from a given space or area can often indicate a failure to ensure that is safe, functional and playful. Conversely, the presence of children indicates that the needs have been met not only of children but also for parents and guardians.

A truly successful place will cater for all generations. '8-80 Cities' is a not-for-profit organisation that promotes the benefits of multi-generational thinking; if a place works for an 8 year old and an 80 year old it will work for everyone.

Taking this simple idea, evolving Usk Island as a multi-generational space presents an enormous opportunity to meet some of the key challenges present within Usk - responding to the needs of an ageing population and providing opportunities for the young.

Thinking across age groups.
Designing for all



Under 2 and
parents

Changing
facilities,
informal
play, access
to nature



Under 10
and parents

Active and
informal
play, access
to nature.
Places for
parents
to sit and
watch.



10-18 year
olds

Places to
meet, sit
and gather.
Access
to active
exercise
such as
skate parks



Adults

Places
to meet,
access to
exercise,
access to
nature



All abilities

Ease of
access
across all
surfaces



The elderly

Places to
sit, places
to meet,
access to
moderate
exercise and
nature

WILD PLAY

Creating more wild space at local and neighbourhood scales allows us to integrate the benefits of natural ecosystems into our everyday lives. The rocks, logs and other materials found in wilder spaces lend themselves to the types of creative and adventurous play essential for developing physical coordination, teamwork and risk assessment skills, while also supporting more reflective and imaginative play.

Since these spaces are flexible and adaptable, they have the potential to be enjoyed by everyone. Many of these assets exist within Usk Island and the river corridor providing a low cost and low maintenance amenity. Through simple and subtle improvements, further benefits can be captured.

A PLACE FOR NATURE TO THRIVE

Wildflower areas provide a low maintenance and cost-effective way of increasing local biodiversity and extending the Town of Flowers initiative.

Areas of land which are currently mown grass could be transformed to designated wildflower areas within Usk Island. These can be integrated with play features redistributed from the current play area to bring children in direct contact with local flora and fauna.

“No one will protect what they don’t care about, and no one will care about what they have never experienced.”

Sir David Attenborough,
broadcaster and naturalist

A PLACE TO MEET OVER COFFEE

The introduction of a new café would offer a year-round, all weather resource and additional attraction. The presence of ‘eyes’ on the surrounding park will assist in deterring anti-social behaviour. Linkages could be sought with Coleg Gwent to offer an outlet for the ‘Field to Fork’ concept explored within the themes of Botany and Environment to create a local circular economy of food production and consumption.

Usk Island falls within flood risk zone C2. Any proposed development would need to accord with the guidance contained within TAN 15, the Welsh Government’s technical guidance note on flooding and be subject to a flood consequence assessment (FCA).

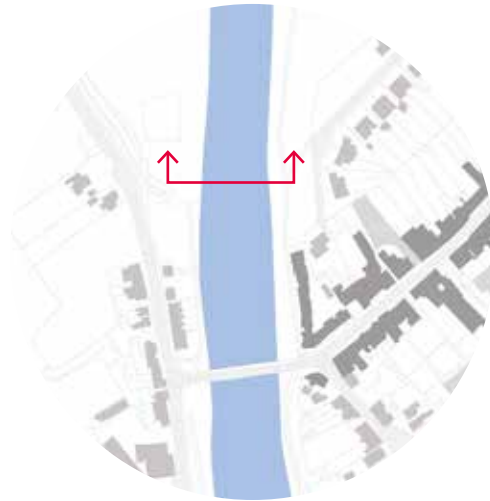
- 1 Possible trim trail & improved Usk Vally Walk
- 2 Wildflower planting
- 3 Children's play trail - Wild Play
- 4 Potential Multi Use Games Area and/or pump track
- 5 Cafe/ restaurant



38. **USK ISLAND: AN INITIAL IDEA**

The possible arrangement of features and improvements.



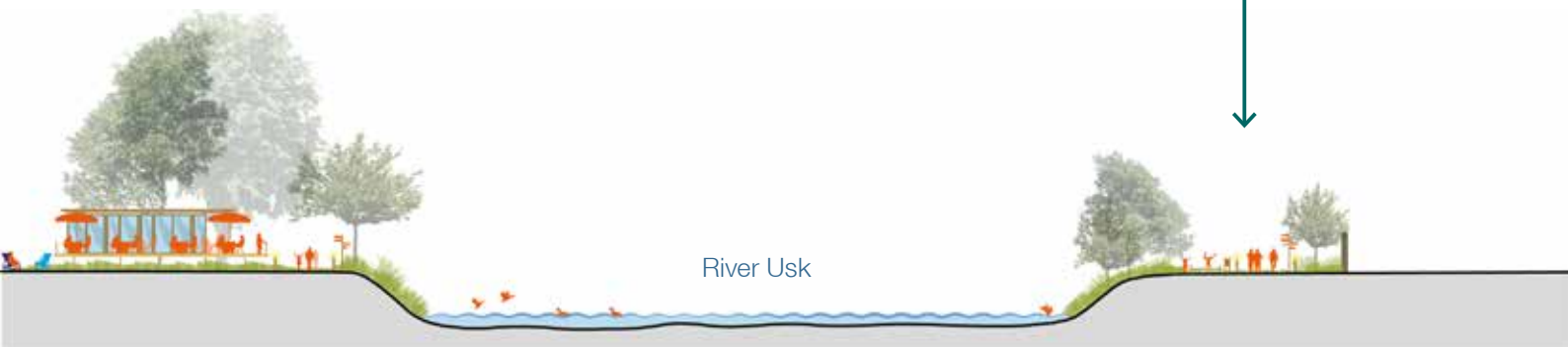


Location of section

- Potential cafe/restaurant
- Wild flower planting
- Wild play



- Low level lighting to avoid disturbance to wildlife
- Improved signage and wayfinding
- Trim trail fixed exercise points
- Seating areas
- Improved access and walkways
- Trim trail



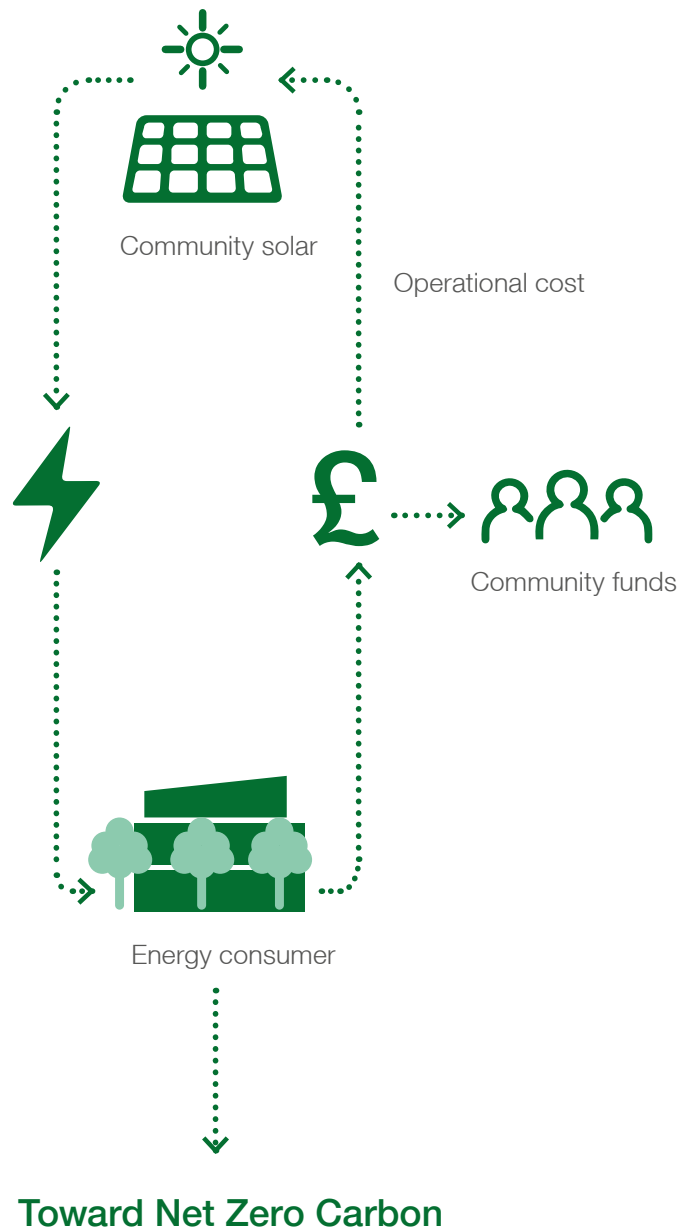
6.9 Community Solar

CREATING A RENEWABLE COMMUNITY ASSET

Historically small-scale renewable projects received Feed-in Tariffs offering guaranteed electricity prices for the next 20 years. Many communities built community-financed wind and solar photovoltaic (PV) projects, utilising a mix of bank loans and community shares offering rates of return of circa 4-6%. Surplus profits are then utilised for wider community benefit, e.g. investing in energy efficiency projects or supporting job creation.

With the removal of Feed-in Tariffs, small-scale (sub-5MW) projects only tend to be commercially viable in places of very high renewable resource (e.g. very windy locations or very sunny places).

For the other 95% of the UK, community schemes will remain attractive if a private wire agreement can be secured, i.e. where the solar panels are connected directly to large users of electricity as a win-win long-term contract can be negotiated where the consumers will pay less than they currently pay for their electricity, and the community venture will make profits for community benefit. In Usk, ideal candidates would be the BAE Systems, Coleg Gwent and the MCC offices.





39. GOWER POWER

Gower Power is a community co-operative which helps deliver renewable energy schemes that in turn provide residual community benefits. ©Gower Power

6.10 Supporting local business

This report recommends that Usk focuses on becoming a specialist, independent town. Whilst this offers a vision of a bright future for Usk's businesses, there is need to address immediate issues. During the stakeholder engagement, the cost of business rates was cited as a prime concern and restriction for local business. Business rates in Wales are set by Welsh Government. Despite lobbying from MCC for a fairer system, at the time of writing, proposals to reform business rates within Wales have not materialised. Other strategies will need to be adopted to ensure the viability of the businesses that are integral to sustaining the town. Physical improvements to Bridge Street and Twyn Square will help create a more attractive and safer town. Beyond this, partnership working and targeted strategies will be required.

The challenge for Usk will be the ability of the local business community to initiate change. Finite financial resources and limited time from these individuals are obvious restrictions. Despite this, case studies of similar places such as Crickhowell have demonstrated what can be achieved and the need for coordination and a shared vision amongst those who work and operate the local 'high street' on a daily basis. The recommendation to define Usk as a 'Specialist Town' will only be successful if there is a willing, active and local business community to deliver them. Local champions will be needed who can bind the business community and work in close partnership with the public sector.

ZERO-VACANCY RATE

Usk should aim for a zero-vacancy rate through a series of strategies:

CLARITY ON DIRECTION

The critical first step will be providing clarity to existing and potential businesses on the future direction of the town.

TRUSTED INTERMEDIARIES

A stumbling block for potential businesses, particularly new entrepreneurs can be the apparent complexity of dealing with lease agreements, understanding business rates and finding the right premises. A trusted intermediary is an individual or group who act as a point of contact providing advice and help to identify premises in unison with selected landlords. This is often undertaken by a neutral party such as the County Council to ensure impartiality.

OPEN DOORS PILOTS

This is a government endorsed initiative that aims to bring vacant properties back in to use by putting landlords in contact with community groups who often struggle to pay the full lease requirements of a property but need space to operate. This is often undertaken as a meanwhile activity to provide landlords struggling to pay rates with income and to increase social, community and economic activity on the high street.

PUBLIC SECTOR INITIATIVES

Given the high cost of both rates and rents in Usk, the public sector can play a role by procuring premises as part of a strategy to support critical local services, new businesses and or social enterprises. Discounted rents can be offered to services and businesses that accord with a agreed criteria of use. This same model can also be considered to deliver a co-working space to support the county's and Capital City Region aspirations of supporting the creative sector. The retainment of the Post Office and Hub shared by Social Services and the Health Board by MCC demonstrate how the public sector can plan a direct role.

LOCAL SHOPPING

LOYALTY CARDS

A simple and effective means of encouraging local shopping is the use of town wide loyalty cards where benefits are enjoyed by local charities and community initiatives.

CAR PARKING CHARGING

Car parking charges can be waived by spending a designated amount within a local business to help encourage footfall and to entice people to visit and use Usk' shops and businesses. Please refer to section 6.12 for further explanation on how this may be delivered.

ORGANISATIONAL CHANGE

Business Improvement Districts are a proven method of empowering local businesses by transferring agreed town centre management and capital expenditure control to local businesses. This is based on the simple notion that these tasks are better undertaken by businesses who better understand their town and will directly benefit from the improvements.

The BID is funded by contributions from local businesses (typically 1-1.5% of rateable value). The funds are then managed and spent by the businesses on works and projects that will deliver mutual benefits.

Given the current business rates and high rents within Usk, the potential creation of a business improvement district may well be viewed as a further, unsustainable cost. However it should be noted that the role of a BID is to increase footfall, expenditure and to engender partnership working to offset the capital outlay. It is recommended that further consideration is

afforded to a possible Usk BID. The potential delivery of improvements to Bridge Street and Twyn Square will bring with it the need for greater management and curation of these two key pieces of public space. An expanded events calendar, wider marketing, PR and online presence (a well-maintained, outward-facing Usk website) would also potentially fall within the remit of an Usk BID. Further engagement with the local business community should be undertaken to assess the potential viability.

TOWN-WIDE INITIATIVES

The 'Transition Town' movement began during the mid 2000's as an initiative to move away from carbon based economies and towards a more sustainable way of living. Chepstow has become a Transition Town and has used the status as a means of drawing the community and local businesses into a common cause. The appetite for such an initiative should be tested with the local business community and local action groups.

TOWN TWINNING

This is an immediate, free means of exchanging experiences with similar towns throughout the UK to learn from successes and failures and develop ongoing partnership working.

ULTRA-FAST CONNECTIVITY

High-speed internet is now a basic element of business infrastructure. The Cardiff Capital Region Industrial and Economic Plan emphasises the need for high speed internet access as key driver for targeted growth areas including research and development, clean growth and AI and data industries. For the existing and potential businesses within Usk, next-generation connectivity should be secured as a priority particularly given the rural context.

CO-WORKING

The recent growth in co-working has been facilitated by the freedom offered by high speed internet access and progressive approaches to working practices. Traditional ‘homeworkers’ are being attracted by the growing trend for co-working. The creative industries have been particularly quick to embrace a co-working ethos where ideas can be quickly exchanged within attractive and stimulating working environments. These co-working spaces can quickly generate new business ecosystems, add to community cohesion and create local ‘place-champions’ or individuals and groups with a vested interest in seeing the quality of the town improve.

Rural co-working is not a new proposition. The Glove Factory Studios in Bradford upon Avon and the Old Church School in Frome are both successful co-working spaces located in rural areas. In both cases redundant property has been brought back into use with a focus on the creative industries.

The 2017 report ‘Co-working in the Vale of Usk’ into co-working within Monmouthshire identified a strong latent demand for a new co-working space within the county. Although Abergavenny and Monmouth were viewed as more attractive locations for a co-working space, this report was completed in advance of this broader strategy for Usk. In light of the potential improvements identified within this report, it is recommended that a co-working space for Usk is considered. This could potentially form part of a broader mixed use proposition including community space, affordable housing and a publicly accessible café



40. CO WORKING

Rural co working spaces such the Glove Factory Studios (left) meet the same demand for flexible working that has led to the rise of numerous, similar enterprises in more urban areas such as the Engine Shed, Bristol (right top) and Arup’s Digital Acceleration Studio. ©Engine Shed & Glove Factory Studios



VISITOR ECONOMY

Monmouthshire's tourism represents a significant portion of the region's economy performance. In 2018 tourism was worth £218,900,000 to the county employing over 2989 people (STEAM report 2018). The improvements recommended within this report in conjunction with the opening of the International Convention Centre at Newport provide a catalyst for further growth in the visitor economy in Usk. The Monmouthshire Destination Management Plan identifies five priorities:

- Serviced accommodation - upgrading and increasing capacity;
- Consolidation of the activity offer - especially walking and cycling;
- Broaden impact of Food Capital of Wales status, focussing on improvements to the everyday food & drink offer;
- Building on Monmouthshire's rich 'border country' heritage and incorporating a contemporary creative offer;
- Development of events that create year round added value to extend the season.

With the exception of serviced accommodation provision, the priorities are addressed via the four cross-cutting themes and the project objectives.

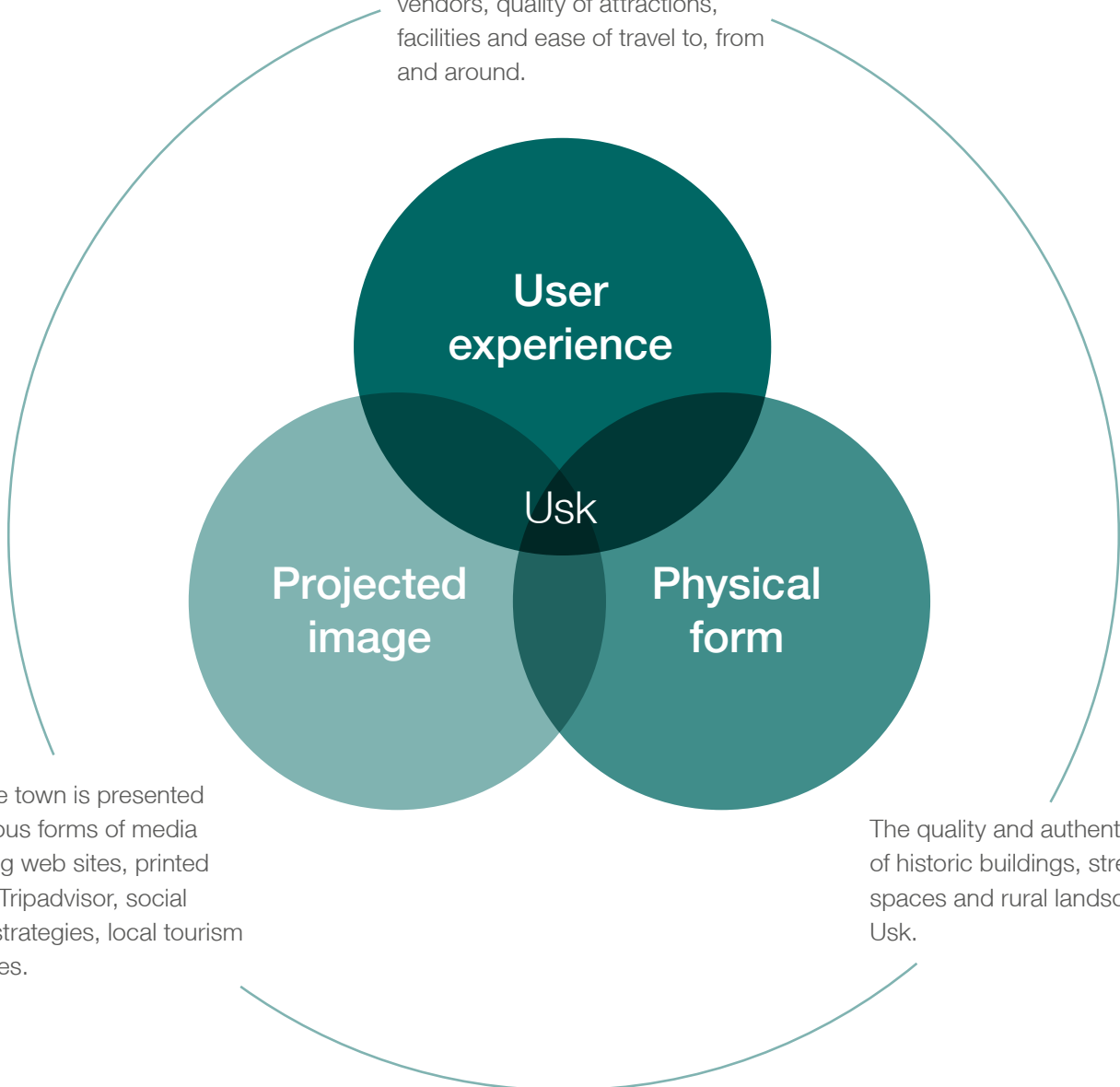
Increasing the capacity of serviced accommodation brings both benefits and potential concerns. The rapid expansion of platforms such as Airbnb have allowed individual property owners and tourists with immediate access to a wealth of accommodation. However, given the lack of affordable property within Usk, care should be taken in advocating significant expansion of the serviced accommodation sector which will inevitably lead to a reduction in available properties. Instead, controlled enhancement and expansion of serviced accommodation potentially via the planning system within the town should be considered.

Bespoke, low impact accommodation should also be considered. This could take multiple forms from purpose built accommodation sites (including hotels) through to camping/glamping sites that are directly connected with the town and allow for agricultural diversification should be encouraged. The viability of any such hotel operational will need to be determined through further market research and testing.

BRANDING, MARKETING AND PR

As positive change occurs to the streets, spaces and local businesses, Usk will need to project an enticing image of the town that will attract a diverse audience, provide key information and guide people to the unique qualities of the town. This will need to be done to a professional standard using multiple forms of media including an outward facing web site, printed material and a public relations strategy that utilises social media platforms.

The depth of the offer including the quality of accommodation, friendliness of staff and local vendors, quality of attractions, facilities and ease of travel to, from and around.



How the town is presented via various forms of media including web sites, printed media, Tripadvisor, social media strategies, local tourism strategies.

The quality and authenticity of historic buildings, streets, spaces and rural landscape of Usk.

41. A QUALITY VISITOR EXPERIENCE

When considering what will influence visitation in Usk and help grow the wider tourism economy there are three overlapping themes that need to be recognised and understood. If any of these are deficient there is a collective failure in the visitor experience.

6.11 Affordable homes

Affordable housing for local people, particularly the younger generations has been identified as a significant concern. Throughout the course of this project the high cost of housing and lack of provision for those without the means to buy or rent locally has been a constant theme. This is evident from:

- Results from the Future Usk survey,
- Feedback received during stakeholder engagement
- The empirical data which clearly shows Usk to have amongst the highest average house prices in Wales.

High quality, affordable housing is fundamental in achieving a truly sustainable community by:

- Avoiding the displacement of younger generations to outlying areas and retaining local skills and workers.
- Ensuring key workers such as the fire service are able to live near the places they work
- Creating an inclusive society that provides for all.

Tackling issues of affordability will need inventive approaches to the reuse of existing buildings and spaces as well as utilising the planning system to enact change. Three strategies have been identified to help provide affordable homes within Usk:

A NEW ADDRESS IN THE HEART OF USK

This report has made a recommendation to consider new affordable housing within the centre of Usk in land south of the main car park. This will need to be investigated further to determine land ownership and will ultimately require planning consent and a Flood Consequence Assessment (FCA).

THE SPACE ABOVE THE SHOP

In advance of delivering new greenfield development it is essential to make best use of Usk's existing buildings. The Local Planning Authority (LPA) are encouraged to look at means of facilitating the reuse of the upper floors of local shops and offices to provide affordable housing within the town centre. Attracting more people into the town to live is known to bring life, activity and a sense of ownership.

NEW CANDIDATE SITES

At the time of writing the Local Development Plan is under review. This will mean new candidate sites for housing coming forward for open market sale. It will be essential that the LPA secures a sufficient percentage of affordable housing as part of this process. Early engagement with Registered Social Landlords and Housing Associations can provide invaluable insight the deliverability of these sites.



42. HIGH QUALITY AFFORDABLE HOMES

Goldsmith Street, Norwich - Affordable homes and winner of the 2019 Sterling Award for architecture. ©Dezeen

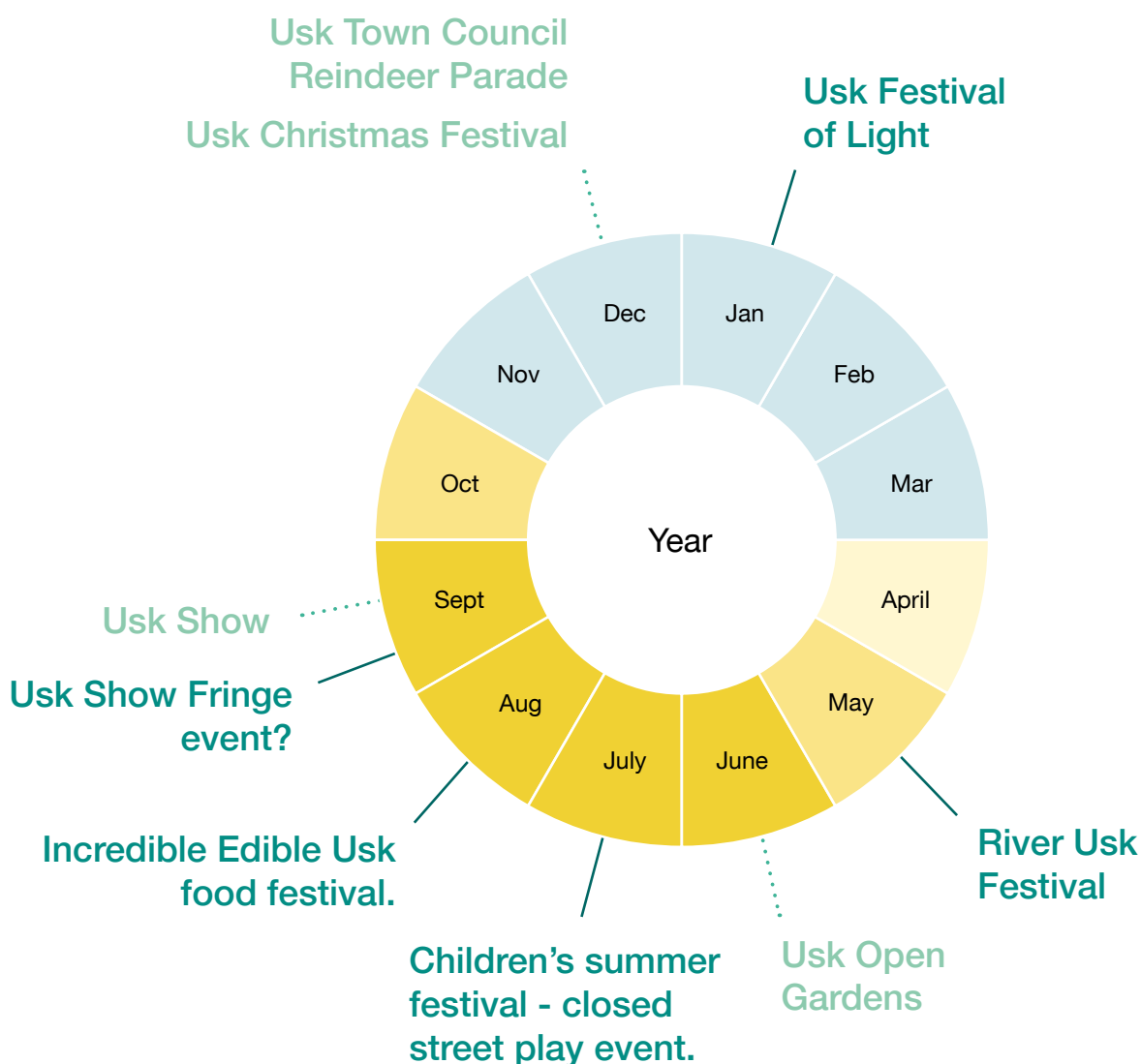
6.12 Supporting local business - events

A number of additional events have been identified to supplement the existing calendar and to align with the four cross-cutting themes. Given the finite resources available to fund and manage such events, consideration should be given to third-party event organisers for specialist ventures such as a lighting festival. Careful coordination will be needed to ensure these compliment the local and county wide programme.

To reduce risk, existing events could be evolved such as a fringe event associated with the Usk show or a focus to the street closure events around children.

Stockton-on-Tees has recently delivered a series of interventions to redress its ailing town centre including public improvements and a greater focus on its long-standing market. To encourage younger people to become actively involved in the community and to develop entrepreneurial skills, a series of teenage markets have been held. These events allow younger people to test ideas, develop social networks and play a positive role in their local towns.

Twyn Square would provide the ideal setting for Usk's teenage market drawing together young people from the town and surrounding area.





6.13 Digital infrastructure

DIGITAL TECHNOLOGY AND INNOVATION

As global economies become increasingly competitive, those which can innovate to increase the speed of processes or 'own' new ideas will have a competitive edge. Digital technology is enabling an unprecedented rate of innovation. This is transforming our economy and supporting the growth of a knowledge economy based on skilled workers who create goods and services.

The same technology is playing an ever-increasing role in our daily lives. It is changing the way we work, the way we shop and the way we socialise. In less than a generation, internet access has become an essential part of everyday life, from social media to on-line shopping.

Rural communities have often endured poor connection speeds in contrast to the high speed access enjoyed by larger urban areas. This is now recognised as a major inhibitor to the rural economy. Monmouthshire's Digital Strategy sets out the county's plan for digital technology and processes. Two of the central aims of this strategy are to:

- Grow the local creative and technology sector, preparing and positioning our communities for jobs of the future.
- Accelerate an enterprise culture, enhance quality of life and provide increased digital access and skills.

High speed and ultrafast broadband speeds and the availability of mobile devices have seen a radical change in the way people are beginning to work. Traditional, fixed office environments with inflexible working hours are being replaced in some sectors. People are

now able to work remotely either from home or within shared co-working spaces with like-minded people. This creates enormous opportunities for job creation in areas that would previously have been inaccessible. For a rural community like Usk, there is an opportunity for people to work remotely, reduce the need to travel and to spend more time and money in the town they live in.

TOWARD A SMART USK – A DIGITAL MASTERPLAN

Usk should embrace the opportunities presented by existing and emerging digital technology. This approach can be thought of as comprising two themes that begin to form a 'digital masterplan'

- **Infrastructure:** The means of enabling the technology through networks and devices.
- **Innovation:** The uptake of new ideas and technologies to better manage and monitor.

THE INTERNET OF THINGS (IOT)

The IOT concept refers to the devices and systems that access or communicate via the internet. Examples include the increasing use of voice recognition home hubs, internet ready thermostat systems and the ubiquitous use of smart phones to undertake a multitude of tasks.

Long Range Wide Area Networks (LoRaWAN) operate on a different frequency to standard WiFi systems and is utilised at a local scale to connect IOT devices across long distances to manage, control and record data.

The pace of change and rapid development of technologies is creating new opportunities to manage and monitor systems that would previously have been left untended. Usk could create its own local network of devices utilising a LoRaWAN network, several key areas of opportunity have been identified jointly with MCC:

Parking: Previous work that investigated Automatic Number Plate Recognition (ANPR) was deemed too expensive however it is recommended this is revisited in the light of new opportunities. Emerging technologies that monitor parking include stationary parking sensors. These are highly durable parking sensors embedded in the ground that can perform a number of tasks including: Enforcement of prolonged stays, monitoring of usage to maintain a constant record of utilisation and the identification of free spaces.

A parking charge reimbursement initiative could be facilitated via an app based system aligned to ANPR allowing local shops to waive parking charges once a minimum spend has been made in their premises.

Enforcement: The use of ANPR to enforce HGV restrictions through Usk and smart tag systems to permit local business HGVs.

Independent Living: IOT devices such as voice activated home hubs can be adapted to provide the infirm or less able means of operating home devices, doors and communicating with others.

Electrical Vehicle Charging Points: At the time of writing proposals are in place for eight charging points within the Memorial Hall car park. Further charging points will be required as the uptake in electric vehicles continues. These charging points not only provide a resource but are invaluable in demonstrating a tangible change toward lower emission travel.

Pedestrian flows: Simple devices can track the number of people walking along particular routes to provide a constant stream of data on the usage of Usk at different times of the day and throughout the year.

Flood and soil monitoring: Ultra-sonic sensors can track water levels and provide early warnings of flash flooding and detect changes to the moisture content of soil.



6.14 The action plan

The action plan is the route-map to direct the next stages of the Master Plan. It is ambitious but with concerted partnership working, the will of the community and project champions, it can be achieved.

The action plan provides an indication of timescales, suggested delivery partners and next steps. Outline costings are provided where possible but it must be noted that these are to offer a guide as to potential costs. In each instance a detailed review of the project scope would be required and or more detailed design work to provide more accurate costings.

The plan is presented in three stages, short, medium and long term with a suggested level of priority afforded based on stakeholder engagement and the need to complete certain tasks such as data collection to enable development of key projects including Bridge Street.

It is recommended that a series of early, 'quick win' projects are identified and initiated in order to demonstrate action and gain community buy in. These will typically be

projects that can be funded from existing revenue streams or of low capital outlay. Where more complex but high priority projects are identified such as Bridge Street, early development of outline business case modelling and design development should be prioritised.

Funding streams often vary from year to year. Whilst some funds such as the Target Regeneration Fund may not be available in the short term, the local authority and its partners should remain primed to respond when these funds are reviewed.

With UK's departure from the EU there will be significant changes to the way in which certain funding is directed through local government. Existing mechanisms such as the European Regional Development Fund will be replaced. At the time of writing there is no certainty as to how this will be done. In light of this, the action plan will need to be responsive over the coming 12-24 months and aligned to emerging sources of finance.

what would
be in newtopia
to keep you
connected?

Short term - initial 12 months

	Priority	Outline cost range	Phase - timescale
EVENTS CALENDAR Expanding the existing calendar	Medium	£15,000 - £30,000	12 months
TRAFFIC DATA Procurement of ANPR based through-flow data and parking survey.	High	£7,000-£11,000	12 months
TRAFFIC ENFORCEMENT Speed and traffic enforcement	High	£ tbc	12 months
TOWN WIDE PARKING STRATEGY	High	£ tbc	12 months
SUPPORTING LOCAL BUSINESSES Town twinning -	Low	no cost - existing staff resource	12 months
IMPROVED PUBLIC TRANSPORT	Medium	Minimal	12 months

Key Stakeholders and delivery partners	Potential funding and delivery mechanism	Next steps	Associated theme
MCC, Local business, Residents, UTC	Third sector, UTC, potential BID	Engagement exercise with local businesses, MCC and Visit Wales representatives to determine potential events, management and delivery	Business; Proudly independent
MCC, UTC	MCC	Procure up to date through traffic data (based on ANPR) and analyse to further develop a preferred option for Bridge Street. Undertake a parking survey exercise to understand the duration of stay, reasons for using the car park and the frequency of visits. This will be required in order to develop a town wide parking strategy and to further explore opportunities for the main car park.	Reclaiming our streets and spaces. Business; Proudly independent
MCC, UTC, Police, Residents	Revenue from enforcement	Speed: Agree enforcement plan with Go Safe. Investigate the potential repair/ replacement of the existing fixed speed camera, or replacement with average speed camera. Parking: MCC to deploy civil parking enforcement officers to Usk on a regular basis. Explore the potential to share officers across Monmouthshire's other towns.	Reclaiming our streets and spaces. Action for future generations
MCC. UTC, Residents, Local businesses	MCC	Develop a scope and procure services to provide a detailed town wide parking strategy. This would involve data collection, consider future trends such as EV and working from home. Defined solutions based on gathered data and agreed objectives would be made with a delivery strategy provided.	Reclaiming our streets and spaces.
MCC. UTC, Local businesses	-	UTC and MCC to initiative communication with identified partner towns.	Business; Proudly independent
MCC, Local business, Residents, UTC,	Bus operator/ MCC	Align bus timetable with rail services from Pontypool to connect with the emerging Metro network and existing rail services.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations

Short term - initial 12 months

	Priority	Outline cost range	Phase - timescale s
SUPPORTING LOCAL BUSINESSES Trusted intermediary programme	Medium	no cost - existing staff resource	12 months
SUPPORTING LOCAL BUSINESSES Open doors pilot	Medium	no cost - existing staff resource	12 months
SUPPORTING LOCAL BUSINESSES Transition movement	Medium	no cost - voluntary sector	12 months
SUPPORTING LOCAL BUSINESSES Space above the shops	Medium	£tbc	12 months
SUPPORTING LOCAL BUSINESSES Loyalty cards	Low	£5,000-£10,000	12 months
SMART USK Digital Masterplan	Low	£25,000 - £50,000	12 months
BIKE HIRE Coleg Gwent bike scheme	Medium	£5,000 - £15,000	12 months
BRIDGE STREET Public realm improvements -potential trialling of preferred option of traffic management	High	£10,000 plus existing resource alllocation initially	12 months

Key Stakeholders and delivery partner	Potential funding and delivery mechanism	Next steps	Associated theme
MCC, UTC, Local businesses	-	MCC to review staff resourcing and propose a suitable individual(s) to act as the public sector liaison. UTC to assist in identifying relevant landlords.	Business; Proudly independent
MCC, UTC, Local businesses	-	MCC to review staff resourcing and propose a suitable individual(s) to act as the public sector liaison. UTC to assist in identifying relevant landlords.	Business; Proudly independent
MCC, UTC, Local businesses	-	UTC and MCC to liaise with local businesses to assess interest and if this is positive, identify the project champion(s). Initiative to be led by the local business community in partnership with UTC and MCC	Business; Proudly independent
MCC, UTC, Local businesses/owners	Targeted Regeneration Fund Investment - if available	MCC to review staff resourcing and propose a suitable individual(s) to act as the public sector liaison. UTC to assist in identifying relevant landlords. MCC to review current planning restrictions/policy to facilitate delivery	Business; Proudly independent
MCC, UTC, Local businesses/owners	MCC	UTC and MCC to liaise with local businesses to assess interest and if this is positive, identify the project champion(s). Initiative to be led by the local business community in partnership with UTC and MCC	Business; Proudly independent
MCC, UTC, CCR	MCC, CCR	MCC to extend existing initiatives into a coordinate strategy or 'masterplan' to understand the full potential of digital infrastructure and to outline a full plan and delivery strategy	Business; Proudly independent Reclaiming our streets and spaces Botanics and environment
Coleg Gwent, MCC, UTC, Local action groups, NRW	WG Active Travel Fund. Sponsorship	UTC and MCC to coordinate with Coleg Gwent to confirm their interest or otherwise in the scheme. Coordinate with Next Bike or a similar rental company to establish a trial scheme.	Business; Proudly independent Reclaiming our streets and spaces
MCC, UTC, Police, local businesses, local residents, NFU	MCC	Further coordination between UTC, MCC and key stakeholders to determine the most suitable timing of any trial.	Business; Proudly independent Reclaiming our streets and spaces

Medium term- 1-5 years

	Priority	Outline cost range	Phase - timescale
<p>IMPROVED PUBLIC TRANSPORT</p> <p>Additonal bus routes to Pontypool and Abergavenney</p>	High	£70,000 - £140,000 pa	1-5 years
<p>REPURPOSE THE EXISTING CAR PARK</p> <p>Charging, management and possible land release</p>	High	£ tbc	1-2 years
<p>LOCAL FOOD STRATEGY</p> <p>Food initiatives</p>	Medium	£30,000 - £40,000	1-5 year
<p>SUPPORTING LOCAL BUSINESSES</p> <p>Potential BID</p>	High	£30,000 + existing staff resource to initiate.	1-2 years
<p>SUPPORTING LOCAL BUSINESSES</p> <p>Public sector owned properties- Pop up/ temporary use & social enterprises</p>	Medium	£250,000 - £750,000 (subject to size and location of property)	1-2 years
<p>SUPPORTING LOCAL BUSINESSES</p> <p>Visitor economy strategy to explore means of sustainably expanding the provision of serviced accomodation</p>	Medium	£30,000-£50,000	1 year
<p>NEW CAR PARK</p> <p>Creation of a new prison site</p>	High	£150,000-£350,000 (implemented)	1-2 years

Key Stakeholders and delivery partners	Potential funding and delivery mechanism	Next steps	Associated theme
MCC, Local business, Residents, UTC,	CCR funding, MCC operational budget, bus operator, Transport for Wales	Review existing services and potential for additional revenue spend for contracted service. Engage with key delivery partners and align to emerging place-based schemes such as Twyn Square to ensure stops are placed in popular and attractive locations.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, UTC, Police, Residents	Revenue from enforcement	Assess and develop a preferred strategy for managing the car park based on the results and recommendations of a Town Wide Parking Strategy.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, UTC	MCC, Coleg Gwent	Engagement session with local businesses and food producers convened by UTC and MCC. Project champion(s) to be identified to carry the initiative forward.	Botanics and environment Business; Proudly independent Action for future generations
MCC, UTC, Local businesses	MCC lead	Engagement session with local businesses convened by UTC and MCC. Consider the involvement of a third party BID specialist to assess the potential viability and benefits. Project champion(s) to be identified to carry the initiative forward if deemed viable.	Business; Proudly independent Botanics and environment
MCC, UTC	MCC/UTC	UTC and MCC to explore budgetary means of procuring and managing such as a venture. If viable, a community and local business outreach session would help to identify potential occupiers. There is potential to combine this with an Open Doors initiative.	Business; Proudly independent
MCC, UTC, Visit Wales	Successor to Rural Development Fund.	Prepare a brief, objectives and acquire funding to procure consultancy services to deliver the study	Business; Proudly independent
MCC, UTC, Usk Prison	HMP Usk	Engage with HMP Prison to explore opportunities to provide visitor and staff parking within the confines of the prison.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations

Medium term- 1-5 years

	Priority	Outline cost range	Phase - timescale
<p>HIGH QUALITY, AFFORDABLE HOUSING & CO-WORKING SPACE</p> <p>New site within existing car park</p>	Medium	£500,000-£1,500,000	1-5 years
<p>TWYN SQUARE</p> <p>Public realm improvements</p>	Medium	£500,000 - £1,500,000 (implemented)	1-5 years
<p>COMMUNITY ENERGY</p> <p>Solar farm</p>	Medium	£300,000 - £500,000 (implementation)	1-2 years
<p>IMPROVED SUSTRANS ROUTES</p> <p>Improvements to existing routes and inclusive cycling proposals</p>	Medium	£30,000 - £500,000 (implemented)	1-5 years
<p>BRANDING & MARKETING</p> <p>Media strategy, web, digital and print</p>	Medium	£30,000 - £100,000	12+ months - ongoing

Key Stakeholders and delivery partners	Potential funding and delivery mechanism	Next steps	Associated theme
MCC, UTC, Private Sector developer, local Businesses, Identified RSL	Potential MCC/private partner JV. Potential CCR funding. Welsh Property Development Fund.	Once clarity is provided on available space (assuming space is available after the delivery of a management strategy) produce an initial site design and outline viability test for potential uses including those recommended in the report. If successful extend this to a potential Outline Business Case and outline planning. Seek a potential JV partnership with an RSL or private sector body.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, WG, UTC, Local businesses and residents	Active Travel Funding. Targeted Regeneration Fund Investment - if available.	Develop the design through to detailed planning consent and viability testing based on an initial cost appraisal. Continue with both statutory and non-statutory engagement to build consensus and community support.	Botanics and environment Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, UTC, Coleg Gwent, BAE Systems	Welsh Energy Service Grant (for feasibility). Community Share Offer for delivery. Successor to Rural Development Fund.	Engage with BAE systems, Coleg Gwent and MCC to determine potential interest. If this is successful, explore potential delivery partners, suitable site location and a commercial feasibility study.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, NRW, UTC, Local action groups, Sustrans	Active Travel Funding. Successor to EU Rural Development Fund.	Develop a town wide active travel strategy to identify projects and to provide initial cost estimates for interventions.	Botanics and environment Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC. Local businesses	MCC revenue budget, Successor to EU Rural Development Fund.	Develop a brief and objectives with local businesses. Procurement of suitably qualified graphic design and branding consultant.	Business; Proudly independent

Medium term- 1-5 years

	Priority	Outline cost range	Phase - timescale
<p>USK ISLAND IMPROVEMENTS</p> <p>Creation of wildflower area, wild play route, trim trail and potential cafe.</p>	Medium	£250,000-£750,000 (implemented)	1-5 years
<p>DIGITAL INFRASTRUCTURE</p> <p>Ultra-fast connectivity</p>	High	tbc	1-5 years
<p>BRIDGE STREET</p> <p>Delivery of long term solution including pedestrian priority interventions</p>	High	£100,000 - £1,000,000 (implementation)	1-5 years
<p>RIVER USK PEDESTRIAN BRIDGE</p> <p>Active travel bridge</p>	High	£1,500,000	1-5 years

Key Stakeholders and delivery partners	Potential funding and delivery mechanism	Next steps	Associated theme
MCC, NRW, UTC, Local action groups including Incredible Edible Usk	Successor to the EU/WG Co-operation and Supply Chain Fund. Successor to Rural Development Fund. Welsh Town Investment Fund. Micro Small Business Fund. Potential S106 funding.	Undertake a design development exercise and initial viability assessment of the cafe option to determine whether an FCA would permit such development. Coordinate with Coleg Gwent to assess interest in operating such a venue. Coordinate with potential local interest groups such as Incredible Edible Usk	Botanics and environment Reclaiming our streets and spaces Action for future generations
MCC, UTC, Local businesses	Community Fibre Partnership (to assess costs). Successor to Co-operation and Supply Chain Fund.	Undertake an initial feasibility and costing exercise to determine viability and benefits.	Business; Proudly independent
MCC, UTC, Police, local businesses, local residents, NFU	MCC, Active Travel Fund, CCR, Successor to Rural Development Fund.	The ultimate solution for Bridge Street will require extensive and continued stakeholder engagement. Following the initial through-flow data, detailed traffic modelling will be required alongside a professional multi-disciplinary strategy to determine detailed carriageway alignments, public realm treatments and costing.	Business; Proudly independent Reclaiming our streets and spaces Action for future generations
MCC, UTC, NRW, Police, Coleg Gwent, WG, local businesses, local residents	Active Travel Fund, MCC.	Assess the strategic need for the bridge as part of the town wide active travel strategy. If there is a strategic case, undertake an initial feasibility assessment to determine a potential location, outline costs, funding and concept design development.	Botanics and environment Reclaiming our streets and spaces Action for future generations Business; Proudly independent

Longer term 5 years+

	Priority	Outline cost range	Phase - timescale
RIVERSIDE WALKWAYS			
Flood defence related improvements	Medium	£100,000 - £500,000	+5 years

Key Stakeholders and delivery partners	Funding and delivery mechanism	Next steps	Associated theme
MCC, UTC, NRW	NRW (longer term), MCC, Active Travel Fund.	Engage with NRW to understand potential timescales for the delivery of improvements to the existing flood defences and to develop a partnership to steer future outcomes for the river corridor.	Botanics and environment Reclaiming our streets and spaces Action for future generations

6.15 Next steps

The plan makes clear recommendations as to how local action in Usk can respond to global challenges of an unprecedented scale. Climate change, ageing populations and the rapid advancement of digital technologies are just some of the challenges we face. These are manifest in Usk and in tackling them we will need new, inventive and in some instances radically different ways of working and taking action.

We will need new partnerships that mobilise the community's greatest asset - the people within our towns and cities. This is made explicitly clear in the Five Ways of Working within the Well-being of Future Generations Act.

Swift progress on the agenda will, in large part, be a consequence of how well leadership within the town embraces this challenge, or alternatively ignores it. The question of governance is fundamental and there must clear project 'champions' and partnerships based on the pursuit of common goals, namely the recommendations of this document. To garner support from the public early 'quick wins' that demonstrate change will be essential. The question of 'who' will take this forward is as important as the 'why' and the 'how'.

TOWN IMPROVEMENT MASTER PLAN

- defined themes & objectives
- identification of projects
- outline timescales
- identification of potential funding
- recommendations for further study

CREATE THE PARTNERSHIP GROUP

- strategic partners - eg NRW, Dwr Cymru, Sustrans, NFU, CCR
- ensure cross departmental working
- identify mutual benefits
- collaborate and share knowledge

CREATE THE STEERING COMMITTEE

- current representatives (UTC, MCC)
- next generation committee members
- selecting priority projects linked to available funding
- apply for initial funds

DESIGN DEVELOPMENT & STATUTORY APPROVAL

- secure initial funding to develop projects
- design development, feasibility and detailed costing
- outline and detailed business case development
- outline and or detailed planning consent and other statutory approvals

FUNDING

- application for funds
- securing development funds

DELIVERY

- award contracts
- project delivery
- ongoing maintenance strategy
- on-going evaluation



SUBJECT: STRATEGIC PROCUREMENT – SERVICE DELIVERY UPDATE

MEETING: ECONOMY AND DEVELOPMENT SELECT COMMITTEE

DATE: 9TH DECEMBER 2021

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To provide an update to Committee following Executive Approval in July 2021, for the Council's entry into a mutually beneficial Delegation Agreement with Cardiff Council, for the discharge and provision of its strategic and operational procurement services.

2. RECOMMENDATIONS:

- 2.1 To scrutinise progress including the development of an associated training plan for Officers.

3. KEY ISSUES:

- 3.1 Following a commissioned review of the Council's Strategic Procurement Service, the Council recognised that it had limited capacity to influence behaviours relating to its £100m third party annual spend, particularly in determining how the spend supported the delivery of the Council's priorities i.e., Innovation; Economic, Social, Environmental and Cultural Well Being; Value for Money and Efficiency; Governance and Risk Management.

- 3.2 The review challenged the Council to determine what it wanted in order to:

- Spend more wisely;
- Improve procurement governance and subsequently reduce risk;
- Be at the forefront of some of the burgeoning national regulations changes such as Socio Economic Duty;
- Consider their next steps regarding the proposed 'Themes Outcomes and Measures' a framework to measure social value from procurement alongside;
- Increase the community benefits of Council contracts e.g., by creating local employment through apprenticeship opportunities, etc.

- 3.3 All of the above would have been difficult for the Council's existing team of two to deliver, so the Council agreed to enter into a mutually beneficial collaboration with Cardiff Council (CC) for three years, moving to a rolling contract, if successful. The Agreement stipulated that the Councils would collaborate in the discharge and provision of their procurement services which would be delivered by CC on behalf of both Councils.

3.4 In April 2021 a four-month transition arrangement was entered into, prior to the Agreement starting on the 1st of August 2021. Since August, the Council's team has integrated fully with the CC team albeit recruitment for dedicated resource still ongoing.

3.5 Table 1 below details the focus of activity, progress to date and next steps:

Activity	Progress	Next Steps
Communications	Introductory 'All staff' presentation at the Digital Cwtch and updates in Staff e-newsletter 'The Compass'	Further updates planned in the new year including elected Member consultation.
Council and Directorate Priorities	Discussions with and regular presentations to Senior Leadership Team (SLT) to understand key challenges and opportunities.	Regular touchpoints with SLT to continue.
Strategy and Policy	Drafting of new Procurement Strategy and Socially Responsible Procurement Policy commenced – draft key objectives endorsed by SLT (see paragraph 3.6 below for further detail).	Continue to development for initial consideration by SLT.
Governance Arrangements and Systems	Existing governance arrangements incl. controls have been reviewed (Contract Procedure Rules, Approval Processes and Documentation and Purchasing and Payment arrangements). Recommended changes presented to SLT and approved.	Develop and implement new arrangements including new e-procedures.
Spend Analysis	Undertaken initial analysis of 2020/21 Spend Data which has identified additional work to be completed in respect of contract register and forward plan which has commenced.	Review and update Contract Register and Contract Forward Plan.
Contract Pipeline and Operational Support	Initial priority tender activity agreed and being progressed subject to developing Contract Forward Plan. Advice, guidance, and support being provided as requested. Recruitment of dedicated resource progressing with one FTE appointed.	Continue to support delivery of priority activity and provision of advice and guidance. Complete recruitment of dedicated resource. Align delivery with developing governance arrangements, contract register and contract forward plan.
Staff Education and Training	Initial training to focus on Contract Procedure Rules delivered in association with Legal and Audit colleagues. Slight delay to allow new governance arrangements to be agreed and incorporated.	Finalise training material and deliver training.

3.6 As detailed in Table 1 above, the team have been working on the draft key objectives for the new Procurement Strategy and Socially Responsible Procurement Policy which are listed below for the Committee's information and consideration:

1. Making procurement spend more accessible to local small businesses and third sector;
2. Improving Fair Work practices adopted by suppliers;
3. Increasing community benefits delivered by suppliers;
4. Contributing to the Council's aim to be a Carbon-Neutral Council by 2030;
5. Securing value for money and managing demand;
6. Ensuring legal compliance and robust and transparent governance; and
7. Promoting innovative and best practice solutions.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 As this is an update on activity an Equality and Future Generations Evaluation is not required, however this report provides an opportunity for Members to scrutinise compliance with legal requirements and progress against key performance indicators.

5. OPTIONS APPRAISAL

5.1 An options appraisal is not relevant for this report.

6. REASONS:

6.1 The Council's current annual third party spend is £100m per year. This mutual delegation arrangement enables the Council to:

- Influence spend and procurement strategy & policy across the organisation;
- Improve Category management knowledge, especially in relation to Social Care;
- Gain insight into spend categorisation;
- Increase capacity to analyse data on key contracts and spend with key suppliers;
- Increase capacity to effectively contribute towards the strategic direction of the organisation;
- Engage with local suppliers to the benefit of the local economy.

7. RESOURCE IMPLICATIONS:

The total cost of the Agreement is £319k per annum for three years and equates to 0.3% of the Council's annual third party spend.

8. CONSULTEES:

Senior Leadership Team;
Enterprise DMT;
Economy and Development Select Committee

9. BACKGROUND PAPERS: n/a

10. AUTHOR:

Cath Fallon (Head of Enterprise and Community Animation)

11. CONTACT DETAILS:

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Monmouthshire's Scrutiny Forward Work Programme 2021

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
12 th October 2021	Local Development Plan WORKSHOP	To discuss the latest feedback from Welsh Government which will determine direction for some key elements of the plan.	Mark Hand Rachel Lewis Craig O'Connor	Scrutiny Workshop ~ Policy Development
9 th December 2021	Usk and Woodside Master Plan	To conduct pre-decision scrutiny of the Usk and Woodside Master Plan. This is joint plan between Usk Town Council and Monmouthshire County Council which will deliver an action plan for the area.	Jane Lee Roger Hoggins	Pre-decision Scrutiny
	Strategic Procurement	To scrutinise a position update report on Strategic procurement.	Cath Fallon	Performance Monitoring
14 th December 2021 Special Meeting	Local Development Plan	To consider the implications of the letter from Welsh Government on the issue of affordable housing in Monmouthshire and to consider the modelling that will inform debate. An opportunity will be available to hear from the public and key stakeholders.	Mark Hand Rachel Lewis Craig O'Connor	Policy Development
To be confirmed	Local Development Plan WORKSHOP	Landscape and natural environment – including: <ul style="list-style-type: none"> GW /GB GI 		Scrutiny Workshop ~ Policy Development
To be confirmed	Local Development Plan WORKSHOP	Affordable housing 2 – with viability evidence	Mark Hand Rachel Lewis Craig O'Connor	Scrutiny Workshop ~ Policy Development
To be confirmed	Local Development Plan WORKSHOP	Once Candidate Sites have been assessed: Site allocations (residential, employment, tourism, renewable energy)	Mark Hand Rachel Lewis Craig O'Connor	Scrutiny Workshop ~ Policy Development
Potential Special Meeting in January 2022	Strategic Procurement			

Monmouthshire's Scrutiny Forward Work Programme 2021

TBC 2022	Local Development Plan WORKSHOP	Deposit Plan Member workshop	Mark Hand Rachel Lewis Craig O'Connor	Scrutiny Workshop ~ Policy Development
3 rd February 2022	Scrutiny of the Budget Proposals for 2022-2023	To scrutinise the draft budget proposals.	Peter Davies Phil Murphy	Budget Scrutiny
17 th March 2022				
28 th April 2022				
May 2022 TBC				

Future Meeting Items: Agreed Scrutiny Focus

- Affordable housing, transport and the LDP
- Tourism and enterprise
- Business and Enterprise Strategy
- Town plans, strategic plans

Items to diarise:

- Supplementary Planning Guidance on S106 Agreements
- Car Parking Review
- MonLife
- Post EU funding ~ shared prosperity funding

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Cabinet, Council and Individual Cabinet Member Decisions (ICMD) Forward Plan

Monmouthshire County Council is required to publish a forward plan of all key decisions to be taken. Council and Cabinet items will only be considered for decision if they have been included on the planner no later than the month preceding the meeting, unless the item is considered urgent.

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
Council	04/11//2021	Final Statement of Accounts		Peter Davies	07/05/21	
Council	01/12/2022	RLDP Deposit Plan for submission to WG for examination	Approval of Deposit Plan post-consultation for submission to WG for independent examination	Mark Hand / Craig O'Connor	30/07/21	
Council	01/10/23	RLDP for Adoption		Mark Hand	23/01/20	
Council	01/02/23	LDP submission for examination		Mark Hand	23/01/20	
Council	01/07/22	RLDP Deposit Plan endorsement for consultation	Endorsement of Deposit Plan	Mark Hand	23/01/20	
Cabinet	06/04/22	Welsh Church Fund Working Group - meeting 9 held on 10th March 2022		Dave Jarrett	27/04/21	
Council	10/03/22	2022/23 Treasury Policy		Jon Davies	07/05/21	
Council	10/03/22	Capital Strategy		Jon Davies	20/05/21	

Council	10/03/22	2022/23 Final Budget sign off including Council Tax Resolution		Peter Davies	07/05/21	
Cabinet	02/03/22	Welsh Church Fund Working Group - meeting 8 held on 27th January 2022		Dave Jarrett	27/04/21	
Cabinet	02/03/22	2022/23 WCF/Treasury Fund Investments		Dave Jarrett	27/04/21	
Cabinet	02/03/22	Final Budget Proposals		Jon Davies	07/10/21	
Cabinet	16/02/22	2022/23 Final Revenue and Capital Budget Proposals		Peter Davies	27/04/21	
Cabinet	16/02/22	2021/2 Revenue and Capital Monitoring report - month 9		Jon Davies	27/04/21	
Cabinet	02/02/22	Review of Monmouthshire's Destination Management Plan 2017-2020	Purpose: to approve the revised Destination Development Plan	Matthew Lewis	22/09/20	
Cabinet	02/02/22	Abergavenny Velo Park	CM	Mike Moran	14/10/20	
Council	27/01/22	Council Tax Reduction Scheme		Ruth Donovan	07/05/21	
Council	27/01/22	Corporate Parenting Strategy		Jane Rodgers		

Council	27/01/22	RLDP Preferred Strategy endorsement post consultation	Endorsement of preferred strategy to inform deposit plan	Mark Hand / Craig O'Connor	20/05/20	
Cabinet	19/01/22	Former Usk Grammar School		Deb Hill Howells / Jo Chase	22/11/21	
Cabinet	19/01/22	Draft Budget Proposals and Medium Term Financial Strategy		Jon Davies		
Cabinet	19/01/22	WESP		Sharon Randall Smith	23/12/21	
Cabinet	19/01/22	Welsh Government Business Development Grant		Hannah Jones	23/11/21	
Cabinet	19/01/22	Welsh Church Fund Working Group - meeting 7 held on 16th December 2021		Dave Jarrett	27/04/21	
Cabinet	19/01/22	'Leave Averaging & Holiday Pay		Katherine Cameron		
Cabinet	19/01/22	LA Housing Prospectus		Cath Fallon/ Sally Meyrick	27/09/21	
Cabinet	19/01/22	Consultation on the proposals to establish an all-through school, Abergavenny.	Cabinet to receive objection report and decide whether to proceed with the proposal.	Debbie Graves	26/05/21	
Cabinet	19/01/22	2021/2 Revenue and Capital Monitoring report - month 7		Peter Davies/Jon Davies	27/04/21	

ICMD	12/01/22	Living Levels Partnership	to consider continued involvement in the partnership as it enters a transition stage	Matthew Lewis Lisa Dymock	13/11/21	
IMCD	12/01/22	2022/23 Community Council and Police Precepts - final		Jon Davies	07/05/21	
ICMD	22/12/21	Welsh Language (Wales) Measure 2011		Alan Burkitt/Lisa Dymock	22/10/21	
IMCD	18/12/21	2022/23 Community Council and Police Precepts draft		Jon Davies	07/05/21	
IMCD	08/12/21	Council Tax Base and associated matters		Ruth Donovan	07/05/21	
Cabinet	01/12/21	Cabinet approval of the methodology for prioritising highway resurfacing and maintenance projects		Mark Hand	07/10/21	
Cabinet	01/12/21	Regional approach to employability		Hannah Jones	04/11/21	
Cabinet	01/12/21	CORONAVIRUS STRATEGY: PROGRESS AND NEXT STEPS		Matt Gatehouse		
Cabinet	01/12/21	Welsh Church Fund Working group - meeting 6 held on 4th November 2021		Dave Jarrett	27/04/21	
Cabinet	01/12/21	2021/22 Revenue and Capital Monitoring report - month 6		Peter Davies/Jon Davies	27/04/21	

ICMD	24/11/21	SPG S106 Supplementary Planning Guidance	Adoption of SPG clarifying how S106 contributions are calculated following consultation	Mark Hand / Phillip Thomas	26/04/21	Didn't arrive
ICMD	10/11/21	AWPOG Capital Funding for Fixed Play Provision		Mike Moran		
Council	04/11/21	Climate and Decarbonisation Strategy	To endorse an updated climate strategy and action plan which will introduce new programmes of activity to achieve the council's clear policy commitment to reduce carbon emissions.	Matthew Gatehouse / Hazel Clatworthy	19/05/21	
Council	04/11/21	Diversity and Democracy Declaration		John Pearson	12/02/21	
Council	04/11/21	Council Diary		John Pearson	29/09/21	
Council	04/11/21	Safeguarding Evaluative Report		Jane Rodgers	20/07/21	
Council	04/11/21	ISA260 - MCC Accounts		Jon Davies		
Council	04/11/21	Statement of Gambling Policy and Proposals for Casinos.		Linda O'Gorman	21/09/21	
Cabinet	03/11/21	Ombudsman's annual letter		Annette Evans	13/10/21	
Cabinet	03/11/21	ICT Security and Resilience		Sian Hayward	07/10/21	

Cabinet	03/11/21	Active Travel Network Maps		Paul Sullivan	13/11/20	
ICMD	27/10/21	Museum object disposal		Rachael Rogers	09/06/21	
ICMD	27/10/21	LDP Annual Monitoring Report and Development Management Annual Performance Report	Endorsements of reports for submission to WG	Mark Hand / Craig O'Connor	26/04/21	
Cabinet	06/10/21	Welsh Church Fund Working Group - meeting 5 held on 23rd September 2021		Dave Jarrett	27/04/21	
Cabinet	06/10/21	Consultation on the proposals to establish an all-through school, Abergavenny.	Cabinet to receive the consultation report and consider recommendations on proposed way forward / whether to publish statutory notices.	Debbie Graves	26/05/21	
Council	23/09/21	Director of Social Services Annual Report		Julie Boothroyd		
Council	23/09/21	Borough Theatre Funding Proposal		cath Fallon		
Council	23/09/21	Corporate Plan Annual Report		Emma Davies	17/08/21	
Council	23/09/21	Audit Committee Annual Report		Phillip White	29/06/21	
ICMD	22/09/21	Leave Averaging & Holiday Pay	Deferred to 13th October	Katherine Cameron		

Cabinet	15/09/21	Placemaking Charter	Council signs up to the Placemaking Charter	Mark Hand / Craig O'Connor	28/04/21	
Cabinet	15/09/21	Borough Theatre Funding Proposal	Needs to go 15 th Sept as won't be ready for 1 st Sept – Cabinet want to endorse this before it goes to Council for funding to be secured on 23 rd Sept	Cath Fallon		
Cabinet	15/09/21	Code of Corporate Governance		Andrew Wathan	20/07/2021	
Cabinet	15/09/21	Welsh Church Fund Working group - meeting 4 held on 22nd July 2021		Dave Jarrett	27/04/21	
Cabinet	15/09/21	Regeneration projects and Placemaking grant submission	To endorse the indicative Placemaking Grant submission for £791,429 made under the Welsh Government Transforming Towns funding	Mark Hand	29/07/21	
Cabinet	15/09/21	Afghan National Relocation Scheme	To re-state Cabinet's commitment to continued participation in the Home Office Afghan National Relocation scheme in line with the desire for Monmouthshire to be a county of sanctuary for those fleeing persecution.	Lisa Dymock/Matt Gatehouse	6/2021 - amended 20/8/21	
ICMD	08/09/21	Abergavenny Town Floodlights		Mike Moran	26/06/21	
ICMD	18/08/21	Consultation on the review of school places in Caldicot town		Matthew Jones	21/07/21	
ICMD	18/08/21	SPG S106 Supplementary Planning Guidance		Matk Hand / Phillip Thomas	01/05/21	23/06/21
ICMD	18/08/21	Procurement of PaybyPhone as an additional payment service for our car parks (Jane Pratt)	Agree to procure PaybyPhone	Mark Hand	29/07/21	

ICMD	04/08/21	Planning Policy discretionary service charges (Bob Greenland)	Agree Candidate Site assessment charges	Rachel Lewis	29/07/21	
Cabinet	28/07/21	Securing resources for ICT resilience	To provide appropriate investment for security resilience in ICT systems	Sian Hayward	30/06/21	
Cabinet	28/07/21	Regional Collaboration: Gwent Public Service Board		Richard Jones	14/07/21	
Cabinet	28/07/21	2021/22 Revenue and Capital Monitoring report		Peter Davies/Jon Davies	27/04/21	
Council	22/07/21	investments in Leisure Centres		Marie Bartlett / Ian Saunders		
ICMD	14/07/21	Museum object Disposal		Rachael Rogers/Lisa Dymock	19/05/21	
Cabinet	07/07/21	Welsh Church Fund Working Group - meeting 3 held on 24th June 2021		Dave Jarrett	27/04/21	
Cabinet	07/07/21	Capital Slippage		Jon Davies	11/06/22	
Cabinet	07/07/21	•Mutual Delegation of Strategic Procurement Services		Cath Fallon		
Council	24/06/21	Chief Officer's Report		Will Mclean	19/05/21	

Council	24/06/21	Shire Hall / Monmouth Museum		Matthew Lewis	24/05/21	
Council	24/06/21	LDP Preferred Strategy endorsement for consultation		Mark Hand	21/09/20	
Cabinet	09/06/21	2020/21 Revenue and Capital Monitoring outturn	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2020/21 financial year	Peter Davies/Jon Davies	27/04/21	
Cabinet	09/06/21	Welsh Church Fund Working Group - meeting 1 held on 15th April 2021 and meeting 2 held on 13th May 2021		Dave Jarrett	27/04/21	
Cabinet	09/06/21	Digital and Data	To seek approval for the creation of a new Digital Design and Innovation Team, to strengthen our information governance arrangements and to broaden the remit of the existing performance team to include data analytics'.	Emma Jackson	13/05/21	
Cabinet	09/06/21	Shire Hall / Monmouth Museum – to consider the outcome of the feasibility study		Matthew Lewis/Ian Saunders	05/02/21	
Council	13/05/21	Outside Bodies		John Pearson		
Council	13/05/21	Appointment to Committees		John Pearson		
Council	13/05/21	Political Balance		Matt Phillips		
Council	13/05/21	Freedom of the Borough		Joe Skidmore	22/04/21	

Council	13/05/21	Climate and Decarbonisation Strategy and Action Plan		Hazel Clatworthy	14/04/21	
ICMD	12/05/21	A Nation of Sancturary - Asylum Dispersal Scheme - Moved to Cabinet	To provide Council with an progress update on the Climate and Decarbonisation Strategy and Action Plan which was developed following the passing of a motion to declare a climate emergency.	Matt Gatehouse	19/04/21	
ICMD	12/05/21	Play Action Plan	Cabinet Member Richard John Report originally on Cabi	hew Lewis/Mike Moran/Ian Saun	16/03/21	
Cabinet	14/04/21	Leisure Centre Investments		Marie Bartlett	22/03/21	
Cabinet	14/04/21	Statutory Consultation to establish 4-19 school in Abergavenny		Cath Saunders	03/03/21	
Cabinet	14/04/21	Welsh Church Fund Working Group meeting	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2020/21 - meeting 6 held on 11th March 2021	Dave Jarrett	02/04/20	
Cabinet	14/04/21	Whole Authority Strategic Risk Assessment		Richard Jones	02/03/21	
ICMD	07/04/21	Strategic Procurement		Cath Fallon/P Murphy	09/03/21	
ICMD	24/03/21	SPG S106 Supplementary Planning Guidance	To Clarify how S106 contributions are calculated/ deferred from 13/1/21 and 24/02/21 deferred UFN	Phil Thomas/Mark Hand	01/05/19	
Council	11/03/21	Appointments to outside bodies	To appoint a representative to the Wye Navigation Advisory Committee	Matt Gatehouse	08/02/21	

Council	11/03/21	Council Tax Resolution Report		Ruth Donovan	02/04/20	
Council	11/03/21	Treasury Strategy report		Jon Davies	15/12/20	
Council	11/03/21	Constitution Review		Matt Phillips	14/08/19	
Council	11/03/21	The Annual Pay Policy		Sally Thomas	11/02/21	
ICMD	10/03/21	disposal of land for consideration	Awaiting notification re inclusion DEFERRED UFN	by Cllr Murphy/ Ben Thorpe	09/02/21	
ICMD	10/03/21	Wye Valley AONB Management Plan 2021-26		Matthew Lewis/Richard John	10/02/21	
Cabinet	03/03/21	•EAS Business Plan		Sharon Randall Smith	21/09/20	
Cabinet	03/03/21	Final revenue and capital budget proposals		Peter Davies	21/09/20	
Cabinet	03/03/21	Social Justice Strategy Update		Cath Fallon	17/09/20	
Cabinet	16/02/21	Cabinet approval of the evidence based three year highway maintenance forward programme		Mark Hand	07/10/21	

Cabinet	03/02/21	Welsh Church Fund Working Group meeting	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2020/21 - meeting 5 held on 14th January 2021	Dave Jarrett	02/04/20	
Cabinet	03/02/21	Apprenticeship Pay Rates		Gareth James	08/01/21	
Cabinet	03/02/21	Outdoor Adventure Provision at Gilwern		Marie Bartlett	30/11/20	30/11/20
Cabinet	03/02/21	Proposed Disposal of MCC Cottages		Nicola Howells	15/12/20	
ICMD	27/01/21	Approval on Local Government (Wales) Act 1994 - The Local Authorities (Precepts) (Wales) Regulations 1995	Deferred from 13/1 to 27/1	Jon Davies		
Cabinet	20/01/21	•Draft revenue and capital budget proposals for consultation		Peter Davies	21/09/20	
Cabinet	20/01/21	Chippenham Mead Play Area, Monmouth		Mike Moran	15/12/20	
Cabinet	20/01/21	Play Area Assessments and Future Play Area Policy	to advise members of play area assessments carried out last year and suggest a rationalisation of provision	Matthew Lewis	22/09/20	
Cabinet	20/01/21	BUS EMERGENCY SCHEME (BES) – REQUEST TO ALL COUNCILS TO SIGN UP TO THE BES2 SCHEME		Roger Hoggins	24/12/20	
Council	14/01/21	Council Diary 2021/22		Nicola Perry		

Council	14/01/21	Council Tax Reduction Scheme		Ruth Donovan	07/04/20	
Council	14/01/21	Annual Safeguarding Report		Jane Rodgers	21/09/20	
ICMD	13/01/21	Minerals Regional Technical Statement Second Revision (RTS2)		Rachel Lewis	17/12/20	
ICMD	13/01/21	Museum Service Collection Review	To propose the deaccessioning of and disposal actions for the proposed items in line with Section 4 of the Museums Association Disposal Toolkit	Matthew Lewis/Rachael Rogers	22/09/20	
ICMD	13/01/21	Minimum Energy Efficiency Standards in the Private Rented Sector		Gareth Walters	15/12/21	
ICMD	13/01/21	Staffing Changes: Business Support	To seek approval for the voluntary redundancy of the Chief Executive's Personal Assistant, reducing the cost of administrative support arrangements for the senior management team and contribute to budget savings during the 2021-22 financial year./Paul Jordan	Matt Gatehouse	15/12/21	
Cabinet	06/01/21	Budget Monitoring Report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2020/21 financial year.	Peter Davies/Jon Davies	02/04/20	
Cabinet	06/01/21	RIPA Policy		Matt Phillips	21/10/20	
Cabinet	06/01/21	Gypsy Traveller Accommodation Assessment 2020		Mark Hand	23/06/20	

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Monmouthshire Select Committee Minutes

Meeting of Economy and Development Select Committee held at County Hall, Usk with Remote Attendance on Thursday, 21st October, 2021 at 10.00 am

Councillors Present

County Councillor P. Jordan, (Chairman)
County Councillor R.Roden, (Vice Chairman)

County Councillors: J.Becker, A.Davies, D. Evans and B. Strong

Also in attendance County Councillors:
P. Murphy, Cabinet Member for Resources,
R. Edwards, R. Harris, S. Jones, M. Powell and
V. Smith

Officers in Attendance

Frances O'Brien, Chief Officer, Enterprise
Cath Fallon, Head of Economy and Enterprise
Hazel Ilett, Scrutiny Manager
Robert McGowan, Policy and Scrutiny Officer
Craig O'Connor, Head of Planning
Philip Thomas, Development Services Manager
Rachel Lewis, Planning Policy Manager
Hannah Jones, Youth and Community Officer
Gareth James, AGI Coordinator

APOLOGIES: County Councillors M.Feakins, G. Howard and F. Taylor

1. Declarations of Interest.

There were no declarations of interest.

2. Public Open Forum.

No public submissions were received.

3. Employment and Skills - To scrutinise progress of the employment, skills and apprenticeship programmes.

Hannah Jones, Gareth James, Stephen Cooper and William Austin presented the report. Hannah Jones answered the members' questions with Stephen Cooper and Cath Fallon.

Challenge:

What is the difference in the numbers of apprentices mentioned?

Where 168 are mentioned, this is existing staff who are looking to upskill: anyone who is undertaking a Level 2-4 qualification or NVQ is considered an apprentice as well.

The elephant in the room is funding. For the projects outlined, £2.2m is coming from the European Social Fund, of which £1.1m is for the Infuse scheme. For the other schemes, where do you expect to achieve funds to cover that shortfall?

We are working with the other CCR authorities to develop a co-designed collaborative model for future employment and skills – this will give us more flexibility and value-based cost-effectiveness. There are workshops this week to look at the model. But finances are a concern – there is a big financial implication for the authority, which we want to minimise. We are looking

at local and regional solutions, and will work up more detailed proposals to take to Cabinet. We haven't heard about the community renewal fund, which is unfortunate.

Adding the schemes together comes to roughly £1m. Will that come from Welsh Government? How much will MCC contribute?

Annually, we receive approximately £327k of grant funding for the Inspire2Achieve, Inspire2Work, and Skills@Work projects. We fund the other £187k delivery costs from our core budget, taking up the majority of our total £199k core funding.

If no European Social Fund money comes in, you will look for a significant increase from MCC to keep these schemes going?

We are looking to successive programmes but unfortunately are still waiting for details from UK and Welsh Government.

In Item 3.2, 'Next Steps' mentions Torfaen leading on an employability paper for the 10 CCR authorities. How do we make our voice heard, as a rural council and something of an outlier, compared to the others?

Newport is our lead authority on the current schemes. When developing the model for Monmouthshire, our voices were heard. We have been meeting for 18 months as 10 authorities, developing the model, and looking at local intelligence. Going forward, we think we are in a stronger position to reduce risk. There are bigger contractors coming into the local authority, working pan-UK and pan-Wales – we want to be in that space. We have a 10-authority approach to employability and skills, with the local delivery plan sitting behind it, that is flexible and adaptable to the needs of our county.

Regarding Key Stage 2 Inspire To Achieve and supported children, can the low Chepstow numbers be explained?

We have a data system in which we...attendance, behaviour, and wellbeing at Key Stage 2. One of the criteria identifies young people who need the most support, then the worker will have a professional discussion with the primary school. Everything has been taken into consideration to support the young people at Chepstow stepping up from primary into secondary, but we can double-check the figures.

Can we have more information on the HGV shortage work?

We met with Torfaen at a jobs fair yesterday – they funded a few of their clients through the process. But it is very expensive e.g. approximately £1700 per client, for a test, competency-related exam, and to pay for the licence. We are looking, with ELOs from various councils around us, to see if we can go to Welsh Government to seek further funding. Then, if clients come forward who are already with Melin or MHA, perhaps we can spread the cost. We are in the planning stage; we have identified the need, hopefully our plan will be successful.

The funding issue is critical in expanding these services. There's an appropriate role for Welsh Government in ensuring that these schemes continue.

Regarding successor funding, the team is working regionally – and the Chief Officer at a national level – to identify alternative funding streams once European funding ends. This is a UK-wide issue. We will update the committee as we progress. Although Infuse sits as part of this portfolio, there is no direct match funding from the authority that goes into it. We support the programme through 'match funding in kind' i.e. officer time to support it. So, while it constitutes a large chunk of the programme it runs somewhat outside the delivery of what our employment and skills team does.

3.2.2 discusses an employability paper. Is there an idea of timescale for the final version going to Cabinet?

We're looking for a date in December to go to Cabinet, so are working up the paper now. It has been agreed by the CCR strategic board. We will take it to the departmental management team, senior leadership team, then Cabinet.

Regarding the Evolutive model in 6.3, we need to match skills to what businesses actually require. Can we be updated on what is happening, and on introducing this system?

We met with neighbouring local authorities to look at the system and understand how it works. We then met with SRS to look at a different plan, to see if there is a better system. We have worked up a paper to go to Enterprise DMT, following sign-off from SRS. Then we will go back to the Evolutive company to start setting it up, hopefully this side of Christmas, for it to then go live January-March. We have face-to-face and e-mail contact with our businesses, but this will give us the skills intelligence to look at trends and the bigger landscape for Monmouthshire. Feedback from other authorities is that it has been a valuable tool for them. We would like to update the committee on its progress around April.

These schemes are so useful for young people to gain experience of a different environment and work.

We have submitted a proposal for a Kickstart placement to support Evolutive as part of a team as well – there should be lots of young people with valuable I.T. experience who will jump at that opportunity.

Chair's Summary:

This is an excellent project, but more money is needed to ensure its continuation beyond the end of the financial year; clearly, that cannot just come from MCC but will need substantial input from Welsh Government.

4. To scrutinise the annual monitoring report for the current adopted Local Development Plan (LDP) prior to submitting to Welsh Government.

Rachel Lewis and Craig O'Connor presented the report. Craig O'Connor answered the members' questions.

Challenge:

Are we not, to a large extent, at the behest of developers as to whether these targets will be reached? Is this not a moveable feast, regarding the figures changing from week to week?

As a council, we don't hold all the levers within the construction industry. What we can do is have a proactive LDP that allocates enough land, and there is enough opportunity, for developers to come forward – both residential and economic. What the existing LDP has shown is that 6 of the 7 strategic sites have planning consent, so we have created that opportunity, as a council. And there is currently a planning application for the 7th, Vinegar Hill. Over this planning period we have issued 4,378 planning permissions, against a 4,500 target – so we are doing really well.

River Wye quality and phosphates are a great concern. It is a huge problem to resolve – is that really possible in the timeframe of the next LDP?

Yes, the phosphates issue is a significant one. It is a national problem; we sit on a pan-Wales board with NRW, Welsh Government and Welsh Water to try to find ways in which

developments can progress while water quality is improved. There needs to be a detailed funding programme for the drainage system to allow phosphate-stripping in our most sustainable settlements. But we also need to look at natural solutions with multiple benefits. It is a massive challenge, but we are working very hard on it. Drainage infrastructure needs to be improved in Abergavenny and Monmouth, in particular.

Are you working with the English authorities as well, regarding the Wye?

Yes, we also sit on a board relating to the Wye, with cross-border discussions taking place.

How realistic is the housing development trajectory on p41 of the AMR in light of the phosphates problem?

The trajectory is embraced by existing planning permissions as well, so some of those sites already have planning consent. The phosphates issue is set at a point in time from the beginning of this year. Therefore, if a development has planning consent prior to that, it can continue – the phosphates problem is affecting developments that haven't been given consent. We are confident that the trajectory can continue, based on applications that have already been granted, and those that lie outside the area concerned, such as Vinegar Hill.

Are Phosphates a north of the county or north of the M4 problem?

Phosphates affect the river catchment areas, so the matter doesn't affect all of Monmouthshire, and doesn't follow the M4's route. There is a map under the Water Quality section of the website that shows the areas. Severnside and Chepstow, for example, are not in that phosphate area.

Do we know what percentage the water board has of phosphate-stripping facilities?

We have very limited stripping capability in the county. The only drainage system which does is in Raglan. We are in discussions with Welsh Water about improving the infrastructure in Abergavenny and Monmouth to allow growth.

Regarding the housing trajectory, there is a shortfall of 1500 houses from the initial target, equivalent to 300 houses per annum over the ten-year period. The target for the RLDP is 507 per annum, or higher. How realistic is this, in light of the challenges that we face?

Yes, there is a shortfall of 1,500 dwellings but, as mentioned, 6 of the 7 sites have been allocated and are coming forward. Over the next 5 years, considering what is coming on board, we are confident that the trajectory will continue. We see that when land is allocated, we are able to deliver the homes.

The 11-unit development in Shirenewton has outline planning permission but not detailed planning permission. With an AMR, is that considered, as it could be a while before it progresses?

We measure from the time that an application's outline planning consent is granted – that is when the principle of development is established.

How does the predominance of poultry farming in Powys figure in solutions to the phosphates problem?

it is a multi-disciplinary problem, covering developments and agricultural practices, which is why we are working together on a pan-Wales basis. Mitigating run-off will be a factor, but all we can do at this stage is keep working to find solutions.

There is also concern about raw sewage being emptied into rivers rather than going through the sewage system. Can this be addressed?

We can't comment on that specifically, but it would come under the umbrella of finding solutions, working with NRW and Welsh Water.

Why is the Crick Road site not proceeding? Is there a water sewage infrastructure problem at this site?

Crick Road is progressing, it has planning consent for a care home for residential development. Some of the delays have been contractual. There are several conditions that we are still working through but development on site should start soon. There is no problem with drainage or sewage at the site.

Chair's Summary:

The committee recommends that the report be submitted to Welsh Government. Cabinet Member Phil Murphy clarified that the Crick Road care home will start by the first two weeks of December.

5. Planning Annual Performance Report - Scrutiny of the annual performance report prior to submission to Welsh Government.

Philip Thomas presented the report and answered the members' questions with Craig O'Connor.

Challenge:

Paragraph 6.1 on p5 mentions 8 weeks (56 days) to determine applications, but paragraph 6.7 on p8 says that the average time to determine applications has increased to 92 days. What is the discrepancy?

The end-to-end time for all applications is 92 days. Once an application gets to 8 weeks, we agree an extension with the developer.

Regarding enforcement, there are 297 complaints but only 14 actions. Is something else taking place? Is there a possibility of educating the complainants? How much work is entailed?

There is a lot of work, but the amount varies from complaint to complaint, as does the scale. All are investigated. Some are closed quickly while others take many months, often due to someone not realising that their action required permission. We have done training previously with community councils so that they understand the limits of what we can do, and when it's appropriate to complain. Training will need to be updated for the new cohort of councillors following next year's elections.

Regarding actions for 2021-22, we have two buildings at risk in Usk: The Priory gatehouse and old stable block, and old council building beside the King's Head. Can these, especially the gatehouse, be addressed urgently?

Yes, we will keep a close eye on these.

What is the timescale for the digital tree project?

We are currently looking at how to move forward with this piece of work. A lot of information needs to be digitised and put on the system. We hope to commence in the new year but how long it takes is still up for discussion.

Chair's Summary:

The committee recommends that the report be submitted to Welsh Government.

6. Economy and Development Select Committee Forward Work Plan.

Note the Special meeting on 8th November on the topic of the Replacement Local Development Plan.

7. Council and Cabinet Work Planner.

8. To confirm the following minutes:

9. Economy and Development Select Committee dated 7th September 2021.

The minutes were confirmed and signed as an accurate record.

10. Special meeting of the Economy and Development Select Committee dated 16th September 2021.

The minutes were confirmed and signed as an accurate record.

11. Next Meeting: Thursday 9th December 2021 at 10.00am.

The meeting ended at **12.06 pm**