

County Hall  
Rhadyr  
Usk  
NP15 1GA

21<sup>st</sup> January 2015

**Notice of Meeting:**

**Strong Communities Select Committee**

**Thursday 29<sup>th</sup> January 2015 at 10.00am\***  
**Steve Greenslade Conference Room**  
**County Hall, Usk, NP15 1GA**

**\* There will be a pre meeting for Committee Members in the Conference Room at 9.30am**

**Members of the Economy and Development Select Committee are invited to attend the meeting at 12.00pm to scrutinise Agenda Item 8 - The Wales Audit Office Review of Whole Place.**

**AGENDA**

*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.*

Item No	Item
<b>PART A – SCRUTINY OF CRIME AND DISORDER MATTERS</b>	
No matters to discuss.	
<b>PART B – STRONG COMMUNITIES SELECT COMMITTEE</b>	
1.	Apologies for absence.
2.	Declarations of Interest.
3.	Public Open Forum.
4.	To confirm and sign the minutes of the Special Meeting of the Strong Communities Select Committee held on 11 <sup>th</sup> December 2014 (copy attached).

<p><b>5.</b></p> <p><b>6.</b></p> <p><b>7.</b></p> <p><b>8.</b></p> <p><b>9.</b></p>	<p>To consider a call-in request in relation to the Cabinet report dated 7<sup>th</sup> January 2015 'Proposed 50mph Maximum Speed Limit B4598 – B4598 Penpergwm – Usk and R64 Llanvihangel Gobion - Raglan'. The following papers are attached for Members' consideration:</p> <ul style="list-style-type: none"> <li>(i) A copy of the call-in request.</li> <li>(ii) A copy of the Decision Log and Cabinet report.</li> <li>(iii) A copy of the call-in mechanism.</li> </ul> <p>To scrutinise the Strategic Risk assessment Report (copy attached).</p> <p>Work Programming (copies attached):</p> <ul style="list-style-type: none"> <li>i. Strong Communities Select Committee Work Programme 2014 –15.</li> <li>ii. Cabinet Forward Work Planner.</li> </ul> <p>To scrutinise the report regarding the Wales Audit Office Review of Whole Place (report attached). <b>Members of the Economy and Development Select Committee are invited to attend the meeting to scrutinise this report.</b></p> <p>To note the date and time of the next meeting of the Strong Communities Select Committee:</p> <p>12<sup>th</sup> March 2015 at 10.00am.</p>
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**Paul Matthews**

**Chief Executive**

## **Strong Communities Select Committee Membership**

**Councillors:** D.L.S. Dovey  
R. Edwards  
A. Easson  
S.G.M. Howarth  
S. Jones  
R.P. Jordan  
V.E. Smith  
K. Williams  
S. White

## **Economy and Development Select Committee**

### **County Councillors:**

D.L.S. Dovey  
D.L. Edwards  
R.J.C. Hayward  
S. Jones  
J.L. Prosser  
A.C. Watts  
S. White  
J. Higginson  
A. Wintle

# Aims and Values of Monmouthshire County Council

## Building Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

#### **People Are Confident, Capable and Involved**

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

#### **Our County Thrives**

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

### Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation

### Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the Strong Communities Select Committee  
held at County Hall, Usk  
on Thursday 11<sup>th</sup> December 2014 at 10.00 am**

**PRESENT:** County Councillor S.G.M. Howarth (Chairman)

County Councillors: D. Dovey, R. Edwards, A. Easson, V. Smith, S. White, K. Williams.

**ALSO IN ATTENDANCE:**

County Councillors: P. Murphy, S.B. Jones and R.J.W. Greenland.

**OFFICERS IN ATTENDANCE:**

Mrs. J. Robson	-	Head of Finance
Mrs. T. Harry	-	Head of Democracy and Regulatory Services
Ms. R. Hoggins	-	Head of Operations
Mr. M. Howcroft	-	Assistant Head of Finance
Mrs. R. Jowitt	-	Head of Waste and Street Services
Ms. D. Hill-Howells	-	Head of Community Led Delivery
Mr. R. Jones	-	Improvement Support Officer
Miss H. Ilett	-	Scrutiny Manager
Mrs N. Perry	-	Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

We received apologies from County Councillor S. Jones.

**2. DECLARATIONS OF INTEREST**

County Councillor V. Smith declared a personal and non-prejudicial interest, pursuant to the members' code of conduct in relation to Coleg Gwent and Monmouthshire Housing issues.

**3. PUBLIC OPEN FORUM**

There were no members of the public present.

**4. CONFIRMATION OF MINUTES**

We confirmed the minutes of the Special Meeting of Strong Communities Select Committee held on 16<sup>th</sup> October 2014 as an accurate record and they were signed by the Chairman.

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In doing so we noted the following:

- With reference to Park Street School, a response had been received but it was agreed that Abergavenny Community Trust may need to be called in for a future meeting.
- Discussion regarding Raglan Public Conveniences would be brought to a future meeting

We confirmed the minutes of the Special Meeting of Strong Communities Select Committee held on 24<sup>th</sup> November 2014 as an accurate record.

**5. REVENUE AND CAPITAL BUDGET MONITORING 2014/15 - MONTH 6  
OUTTURN FORECAST STATEMENT**

The item was deferred to a future meeting.

**6. CAPITAL BUDGET PROPOSALS 2015/2016 TO 2018/2019**

We received a report, for scrutiny and comment, from the Head of Finance which outlined the proposed capital budget for 2015/16 and the indicative capital budgets for the three years 2016/17 to 2018/19.

Members were advised to scrutinise the draft capital budget proposals, the issues were highlighted in the attached appendices of the report.

We were informed that the report heavily linked with the Risk Assessment, Item 9 on the agenda.

During discussion members were invited to ask questions and the following points were noted:

- Part of the 21<sup>st</sup> Century Schools programme included detail from 2014/15 as it included Raglan School.
- It was confirmed that Monmouth School swimming pool would need to be able to fund itself going forward in order to be afforded in the 21<sup>st</sup> Century Schools programme.
- The lack of receipts from the Abergavenny Cattle Market would not cause an issue in delivering projects at present. There may be a problem if Morrisons did not come in with the project.
- The compensation costs relating to Abergavenny regeneration were rejected by the court. It was felt that Members should be informed directly of such important information.

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- The Cabinet Member confirmed that the business case for the swimming pool at Monmouth had been prepared and would be scrutinised shortly.

**7. BUDGET PROPOSALS 2015/16 TO 2018/19**

We welcomed a report from the Head of Finance to provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2105/16.

Members were recommended to scrutinise the budget savings proposals and consider what alternative proposals could be submitted by 14<sup>th</sup> January 2015. The Committee were asked to note Cabinet's intentions to continue to work on the areas required to balance the Medium Term Financial Plan.

Members were made aware that the reduction in funding for next year was 4.3%. The proposals made would narrow the gap but there would remain a difference of £10 million.

The budget process had been brought forward in order to give officers more time, when the budget had been agreed, to ensure savings would be implemented for a full year.

During discussion following the report, we noted the following points:

- A Member felt it would be beneficial to inform the public that the funding received was less than other authorities.
- The Chairman questioned how accurately the percentages on item 3.14 of the report reflected public opinion. A breakdown of the figures was requested to clarify this. It was agreed that the number of people involved in the survey would be important in understanding the accuracy of the figures.
- A Member questioned if the high figures that demonstrated members of the public felt keeping people safe to be the most important council service, could be connected to the reduced street lighting.
- A Member requested that it be noted that the street lighting in Over Monnow had become disjointed.
- The Chairman agreed that an update on street lighting be brought to a future meeting in March or April to discuss the implementation, and to ensure the budget savings were being made.
- A Member raised a concern regarding the proposal to reduce spending on highways maintenance. It was felt the upkeep of the highways infrastructure was imperative to delivering services.

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**8. SERVICE AREA BUDGET MANDATES**

We received details of the budget mandates from Officers. During discussion the following points were noted:

**i) Transport Review and Fleet Rationalisation**

- The number of vehicles would be reduced in relation to Passenger Transport Unit and Waste services. The fitters would be reduced by one.
- The position would initially be redeployed, moving to voluntary or compulsory redundancy thereafter.
- Driver training had been undertaken to ensure drivers were driving more fuel friendly. We were informed that vehicles were monitored in terms of fuel consumption and repairs.
- A Member questioned if we could look at an all over service for the whole authority. The Operations Manager confirmed that the Social Services vehicles were managed through Passenger Transport and were utilised across the authority as much as possible.
- It was suggested that if schools staggered the start and finish times, the amount of school transport could be reduced. It was noted that in some areas the primary and secondary schools did stagger the times, but cooperation was required from the schools.
- The Chairman requested clarification if the £31k saving related to the current year. It was confirmed that vehicles had been removed during the year, savings on fuel and maintenance would be made going forward.
- Staff would only take vehicles home if they were on standby or during adverse weather conditions.
- With regards to the purchase of new vehicles, each vehicle would be looked at individually and assessed whether purchase or lease would be most effective.

The Committee resolved to support the mandate

**ii) Property Review**

- In the next financial year £100,000 savings had been identified through the Asset Management Plan, and largely revolved around reduction of running costs, disposal of surplus assets, the generation of additional rental income and a reduction in rental grant subsidies.
- It was noted that the figures were revenue costs rather than capital receipts.
- A Member expressed regret that the TIC in Abergavenny did not provide a service on the weekend as it was moving for another rental agreement.



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- The Chairman requested clarification on the 95% rate relief for community groups. We were informed that this related to rent rather than rates.
- Magor 2 building had one year remaining on the lease so was being used for meetings and training facilities. As the policy was to rationalise holdings not increase them, Magor 2 would come under savings in 2016/17.
- An Asset Management Steering Group had been set up whose responsibility would be the Asset Management Plan.
- A Place Programme Board had been established to focus on accommodation and buildings. The Place Board would be invited to attend a Strong Communities meeting in the following few months.
- A Member expressed that Members should be notified when a property was being put to market in the local area.
- The Chair requested to see further information regarding Magor 2.

The Committee agreed to support the mandate.

**iii) Community Hubs and Contact Centre (1HR24)**

- The contact centre intended to bring staff from the One Stop Shops and switchboards who presently answered telephones, together to operate an upgraded telephony system, to be implemented by SRS, in order to provide an improved service.
- The proposed office for the contact centre was a vacant office at Chepstow Library.
- It was noted that current staff were concerned regarding the outcome but were involved in the idea process, and provided support. Staff had been working together to put forward ideas on how best to take the proposal forward. It was agreed that the staff were most knowledgeable on what the public needed from the service, and the support was important.
- A Member expressed that he did not support the mandate in its current form and was concerned that Chepstow may not be the most suitable location.
- A Member stated that it would be beneficial for the contact centre to open on a Saturday and that opening hours should be consistent across Monmouthshire. We were informed that opening hours would be looked into further when the new system was fully established. It was felt that opening hours should not be operated on a 'one size fits all' basis, and should be assessed on local needs.
- The telephone numbers would remain the same as present.
- A Member suggested that there should be an extension of opening hours to correspond with the library opening times.
- Concerns were raised regarding the training of staff to provide an effective service.

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- A Member expressed that it was difficult to support the mandate without a firm decision on where the contact centre would be based for Caldicot area.
- With regards to Abergavenny, a hub could be located within a newly built library. Other proposals included using Market Hall. Officers were putting the considerations together on an options paper for Members to consider.
- Firm proposals for Usk were to relocate the library and adult education service into the existing youth building.
- A Member queried that members of the public would struggle to contact the correct person with local knowledge. It was noted that even though the proposal did not create staff, it did bring staff together. People would be connected to the correct person.

The Chairman advised the Committee that there would not be another opportunity to agree the mandate, and a decision should be made at the meeting. It was agreed that the mandate was a 'work in progress' but needed to be moved forward. Members were not confident in the proposals relating to venues, but supported the idea of the hubs.

The Committee agreed to support the mandate in principal, but agreed that more work was needed to support the content.

**iv) Waste Management – Efficiency and Realignment**

- There would be an 8% reduction in frontline staff across the mandates. The posts identified would be released from agency staff. Operatives would have more responsibility where possible.
- Clarification was sought regarding the budget for street cleansing, as to whether the Authority was obliged to maintain this. We were informed that if the Authority had provided the bins we were obliged, if a Town Council had provided the receptacle they would be responsible.
- The Head of Waste and Street Services confirmed that they were looking to expand the work with prisoners for street cleansing.

The Committee agreed to support the mandate.

**v) Waste Management – Modernising Trade Waste Services**

- A Member questioned how many people used private waste company, and would a charge to the public drive people away from the service. We were informed that due to charges being introduced in January we could expect to see private companies move to recycling services. In a competitive market Monmouthshire did not hold the largest share of business. Customers were

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often from rural areas where the private sector would price themselves out of the market.

- The Chairman raised a query with reference to trade waste in that previously implementing a charge had resulted in a significant loss of income. If customers now return and pay us for the service would we have to double the waste processes. The Committee were advised that people were recycling more and using smaller waste bins.
- A Member suggested that it would be of interest to see a list of the businesses using the collection service under the Environmental Protection Act 1990.

The Committee resolved to support the mandate.

**vi) Waste Management – Waste Collection Changes**

- At present there was a small supply of grey bags in stock. If there were to be any remaining it would be a minimal amount which would be used internally.
- It was confirmed that the issue of tiger bags would continue until a time where split back vehicles were introduced.
- Black bags would be phased in from April or May, as residents ran out of grey bags.
- There was a concern that without transparent bags people would be discouraged from recycling correctly.
- A Member suggested that better communication be distributed to residents to explain the new processes.
- The Chairman suggested that without supplying yellow bags, and encouraging residents to use any bags, could create a significant saving.
- It was confirmed that yellow bags would be collected on the same vehicle as black bags, and could also be taken to waste sites.

Following a vote, the committee resolved to support the mandate.

**vii) Democracy and Regulation Services**

- Income would be generated through the LDP.
- Clarification was requested if the street numbering charges would go through planning. The Head of Operations would investigate further.
- A Member requested further information on the management structure. It was considered to be top heavy.
- It was confirmed that the mileage allowance for travelling to Magor had been removed.
- There would be a management restructure, including Legal Services, under the portfolio of the Head of Democracy and Regulatory Services.

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- A Member suggested that further information regarding the restructure could be called in if necessary.

The Committee resolved to support the mandate.

**viii) Highways**

- A Member asked how confident the officers were that the proposals would be sustainable in the long term. Officers recommended that Members considered that the mandate related to day to day maintenance on county highways. It was important to maintain flood and winter management, these services may take longer than at present.
- There was also a concern regarding the use of zero hours contracts. It was noted that there was a mandate within the highways mandate in error. This was due to a draft problem and should have been brought before Economy and Development Select Committee. The Committee agreed to discuss that mandate following the highways report.
- A Member expressed that reductions in highways was a huge concern. It was thought that making reductions would reduce efficiency, and result in an inability to deliver services.
- It was noted that administrative and management staff had been reduced, and the mandate now focussed on operational staff. Resources would be drawn from other areas to maintain services.
- The Chairman questioned if revenue from work on trunk roads for Welsh Government would be invested within the department. We were informed that income could be spent through highways but budgets would be looked at and prioritised.

Following a vote the Committee resolved to not support the mandate

**URGENT ITEM OF BUSINESS**

The Chairman agreed to consider the mandate included in the agenda in error, for Additional Market Stalls in Abergavenny.

During discussion we noted the following:

- The mandate was driven by an assumption that extra markets would create additional income.
- The Committee were impressed with the mandate and recommended that it be referred to Bryn Y Cwm Area Committee.

The Committee resolved to support the mandate.

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**9. WHOLE AUTHORITY RISK LOG**

We received the Strategic Risk Assessment to provide Members with an overview of the current and future strategic risks facing the authority.

Members were required to identify whether the risks identified within the report were the most significant issues the Authority faced over the following three years.

The risk assessment ensured that

- Strategic risks were identified and monitored by the Authority
- Risk controls were appropriate and proportionate
- Senior managers and Elected Members systematically reviewed the strategic risks faced by the Authority.

During discussion it was noted that the report was more concise than in previous years. We were informed that there would be updates available on the HUB throughout the year.

- It was queried whether waste would be a risk due to the loss of grants from Welsh Government.
- A concern was raised regarding the risk of the infrastructure and highways budget reductions.
- The Morrisons project could be considered a high risk.

It was noted that during the next meeting of the Committee the risk log would be more detailed. We agreed that the following areas would be looked into in further detail at the next meeting in January:

- Highways
- Volunteer sector
- Waste
- Asset management

**10. WORK PROGRAMMING**

We received the Work Programme for the Strong Communities Select Committee and the Forward Work Planner for Cabinet and Council Business.

We noted that a Special Meeting would be held to discuss Anaerobic Digestion on Tuesday 10<sup>th</sup> February 2015

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**11. DATE OF NEXT MEETING**

We noted future meetings of Strong Communities Select Committee as:

- Thursday 29<sup>th</sup> January 2015
- Special – Tuesday 10th February 2015

**The meeting ended at 2.35pm.**

**CALL IN REQUEST**

**1. SUBJECT:  
MAXIUM SPEED LIMIT SET AT 50MP PENPPERGWMTO USK AND ALSO R64  
LLANVIHANGELGOBION TO RAGLAN**


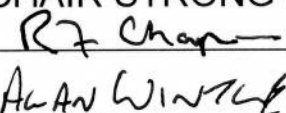
**2. DATE OF CABINET MEETING:  
MEETING DATE OFF 7<sup>TH</sup> JANUARY**

**3. CABINET DECISION:  
  
TO IMPLEMENT ORDER AS CONSULTED AND AVERTISED  
NOT TO HOLD A INQUIRY INTO THE PROPOSAL**

**4. REASON(S) FOR CALL- IN:  
  
CONCERNED WITH OBJECTIONS .  
LOCAL MEMBER FEELS THAT ONE OF THE ORDERS IS NOT SUFFICIENT  
NOT BEEN THROUGH THE SELECT AND ALSO NOT PLACED ON THE WORK  
PLANNER IN ADVANCE FOR SELECT TO EVEN CONSIDER**

**5. DATE RECEIVED:**

**6. MEMBERS CALLING-IN:  
(The Chairman of a Select Committee or any three non-executive members)**

<p><b>Name</b>  COUNCILLOR SIMON HOWARTH CHAIR STRONG COMMUNITIES </p>	<p><b>Ward</b> LLANELLY WARD <hr/>R CHAPMAN MARDY <hr/>DRYBRIDGE</p>
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**Please identify which Select Committee should hear the call in based on the**





**CABINET  
DECISION RECORDING LOG****DECISION DETERMINED ON: 7<sup>th</sup> JANUARY 2015****DECISION WILL COME INTO EFFECT ON: 16<sup>th</sup> JANUARY 2015****(Subject to "Call-in" by appropriate Select Committee)****SUBJECT: PROPOSED 50MPH MAXIMUM SPEED LIMIT B4598 PENPERGWM - USK AND R64 LLANVIHANGEL GOBION - RAGLAN****DIVISION//WARD AFFECTED: BRYN Y CWM, CENTRAL; LLANOVER, LLANBADOC, RAGLAN****PURPOSE:**

To consider the proposed Order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

**DECISION:**

1. Not to hold an inquiry into the proposal.
2. To approve the proposed Order as consulted and advertised and to implement the Order.

**REASONS:**

1. The new Traffic Regulation Order is considered desirable to provide a more appropriate speed limit on the B4598 and R64 routes and enhance the level of road safety for all highway users.
2. Regulation 9 of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 enables the Council to hold a public inquiry into the proposal if there are unresolved objections. The purpose of such an inquiry would be for the proposal to be explained and subjected to examination; and for the public to be given the opportunity to make their views known. Should a public inquiry be held then it would not be possible for it to be implemented for at least six months.

3. Officers consider that in view of the fact that the objections received have been considered and addressed as set out in the appendix, that the Council's proposals do not warrant the holding of any inquiry.

**RESOURCE IMPLICATIONS:**

The costs of the proposed Traffic Regulation Order, road markings and signage would be funded by Monmouthshire County Council from the current road safety and traffic management budget.

**CONSULTEES:**

Senior Leadership Team  
County Councillor B. Jones, Cabinet Member for County Operations  
County Councillor Mrs S. Jones  
County Councillor Mrs V. Smith  
County Councillor Mrs. P. Jones

**CABINET MEMBERS PRESENT:**

County Councillors G. Burrows, P. Fox, R. Greenland, E. Hackett Pain, P. Hobson, G. Howard, B. Jones and P. Murphy

**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, P. Farley, R. Harris, R.J. Higginson, S. Howarth and M. Powell.

**INTEREST DECLARED:**

None

**AUTHOR:**

Paul Keeble Traffic & Network Manager

**CONTACT DETAILS:**

E-mail: [Paulkeeble@monmouthshire.gov.uk](mailto:Paulkeeble@monmouthshire.gov.uk)

Telephone: 01633 644733

**SUBJECT: PROPOSED 50 MPH MAXIMUM SPEED LIMIT B4598  
B4598 PENPERGWM – USK AND  
R64 LLANVIHANGEL GOBION - RAGLAN**

**MEETING: Cabinet**  
**DATE: 7<sup>th</sup> January 2015**  
**DIVISION/WARDS AFFECTED: Bryn y Cwm, Central; Llanover, Llanbadoc, Raglan**

**1. PURPOSE:**

To consider the proposed Order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

**2. RECOMMENDATIONS:**

Not to hold an inquiry into the proposal.

To approve the proposed Order as consulted and advertised and to implement the Order.

**3. KEY ISSUES:**

Following receipt of a petition advocating a lower speed limit on the B4598 Usk – Hardwick Interchange and route R64 Llanvihangel Gobion – Raglan Roundabout roads, and in accordance with the recommendation of the Strong Communities Select Committee on 30<sup>th</sup> April, conditions on these routes were assessed in accordance with the Welsh Governments 'Setting Local Speed Limits in Wales' guidance. It was considered that a 50mph maximum speed limit in lieu of the existing national speed limit

(60mph) would be appropriate between Penpergwm and Usk, and between Steelhorse Café and Raglan Roundabout, whilst retaining the existing 40mph maximum speed limits at Llanfair Kilgeddin and Llancayo. Accordingly these proposals were consulted upon and advertised.

Consequently two petitions have been received, together with responses from Gwent Police, three Councillors, two Community Councils, and 23 members of the public. The police originally expressed reservations but subsequently stated they do not have any objections to the proposal. The signatories of one petition, the community councils and 17 individual respondents indicate their support, whilst the signatories of the other petition and 6 individual respondents object. The respondents and their observations are summarized on appendix A, together with officer's comments.

The extent of the proposal is shown on the attached plan.

#### **4. REASONS:**

The new Traffic Regulation Order is considered desirable to provide a more appropriate speed limit on the B4598 and R64 routes and enhance the level of road safety for all highway users.

Regulation 9 of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 enables the Council to hold a public inquiry into the proposal if there are unresolved objections. The purpose of such an inquiry would be for the proposal to be explained and subjected to examination; and for the public to be given the opportunity to make their views known. Should a public inquiry be held then it would not be possible for it to be implemented for at least six months.

Officers consider that in view of the fact that the objections received have been considered and addressed as set out in the appendix, that the Council's proposals do not warrant the holding of any inquiry.

#### **5. RESOURCE IMPLICATIONS:**

The costs of the proposed Traffic Regulation Order, road markings and signage would be funded by Monmouthshire County Council from the current road safety and traffic management budget.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS**

There are no sustainability issues regarding lowering the speed limit on these routes.

**7. CONSULTEES:**

Senior Leadership Team  
County Councillor B. Jones, Cabinet Member for County Operations  
County Councillor Mrs S. Jones  
County Councillor Mrs V. Smith  
County Councillor Mrs. P. Jones

**8. BACKGROUND PAPERS:**

Proposed Order, Schedule and Statement of Reasons, Notice of Intention, Schedule of Objections/Comments, Proposed 50 mph speed limit scheme drawing, Summary of automated speed count survey data, Equalities Impact Assessment.

**9. AUTHOR:**

Paul Keeble Traffic & Network Manager

**10. CONTACT DETAILS:**

E-mail: [Paulkeeble@monmouthshire.gov.uk](mailto:Paulkeeble@monmouthshire.gov.uk)  
Telephone: 01633 644733

**Schedule of Responses**

**Appendix A**

	<b>Name and Address</b>	<b>Response</b>	<b>Officers Comments</b>
1	Heddlu Gwent Police	Initially expressed the view that the extent of proposal was excessive. Subsequently indicated they have no objection to the proposal.	Noted.
2	David Davies MP	Indicates his complete approval and belief it will improve the environment for both residents and travelers.	Noted
3	Nick Ramsay AM	Supports the proposal. Believes that it has overwhelming local support.	Noted
4	Councillor Mrs. S. Jones Llanover Ward	Supports the proposal. States that this issue has dominated her constituents concerns since she was elected, and the Council needs to do all it can to provide a safer environment for local residents and the farming community, and encourage tourists to the area.	Noted
5	Councillor Mrs. V. Smith Llanbadoc Ward	Supports the proposal in principle, although considers that the section of B4598 between Usk and Llancayo should be subject to a 40mph limit, not 50mph.	Support in principle noted. It is considered that a limit below the currently proposed 50mph between Usk and Llancayo would not accord with current central government guidance on the setting of speed limits. Furthermore any proposal to introduce a more restrictive limit would need to be the subject of fresh consultation and advertisement.

6	Councillor Mrs P. Jones Raglan Ward	Supports the proposal. Considers it the way forward to help ensure road safety.	Noted
7	Llanarth Fawr Community Council	Supports the proposal. Requests that signage be kept to the minimum necessary.	Noted. See Appendix B Item 15.
8	Llanover Community Council	Fully supports the proposal. Considers that it will result in reduced speeds and also reduced noise levels.	Noted
9	Petition with cover letter from Llanover Community Council. 177 signatures, almost all with NP postcodes.	Petitioners support the proposal to make a permanent Order to reduce speeds.	Noted
10	Petition with cover letter from Steelhorse Café. 275 signatories, 176 with NP postcodes	<p>Petitioners oppose the proposal. Petition states that large number of café customers are motorcyclists who feel the proposal is aimed at them and intended to discourage them from using the roads and touring in Monmouthshire. Points out that the roads are used by a diverse mix of traffic travelling at different speeds. States that whilst road safety is important for motorcyclists, who are vulnerable road users, an enforced reduction in speed is agreed to be detrimental to the area.</p> <p>It is felt that the proposed limit is excessive in scope and will not deliver in terms of road safety. Rather it will restrict diversity and commercial activity in the area by hampering the free flow of traffic. Further, that a 50mph limit will give the impression that this is an area of nimbys who want to restrict tourists and restrict the recreational value of the roads. It concludes by urging that visitors are</p>	<p>The proposal would apply to all users of mechanically propelled road vehicles, including car and lorry drivers, not specifically motor cyclists.</p> <p>It is traffic congestion rather than speed limits which hampers the free flow of traffic. These rural roads are relatively lightly trafficked and introduction of a 50mph limit will not prevent traffic from flowing freely.</p> <p>Whilst the council welcomes people travelling on Monmouthshire roads for recreational purposes its prime concern is that highway conditions should be as safe as possible. It is considered that the introduction of the proposed limits will</p>

		not discouraged from enjoying the hospitality of Monmouthshire.	improve road safety.
11	Brain and Co. Ltd.	Supports the proposal. Writes regarding the King of Prussia, which is a Brains tenancy. One ongoing concern is the speed of traffic passing through Penpergwm, with obvious risk to customers accessing the premises as well as the noise nuisance. States that the council should not wait for a fatality or serious accident to happen, but take steps now to apply a sensible speed limit to the benefit of travelers passing through the village as well as their customers.	Noted
12	Member of the public Monmouthshire	Supports the proposal. Lives adjacent the B4598 with his children. States that every day they are subject to vehicles speeding along the road, driving without due care and creating noise pollution. States that he and his family fear for their lives and the existing limit needs to change before there is a death on these roads.	Noted
13	Member of the public Monmouthshire	Supports the proposal. House fronts onto B4598 in Llanfair Kilgeddin. Is constantly exposed to excessive motorbike speed and noise. The overtaking of other vehicles is dangerous and unacceptable. The safety of pedestrians and cyclists is severely compromised. States a 50mph limit is a step in the right direction but a lower limit would be more appropriate.	Noted
14	Member of the public Monmouthshire	Supports the proposal. Considers this will not only improve road safety but also lead to a better quality of life for local residents, especially at weekends. Points out that	Noted



		the extent of local concern is such that they have formed a Community Speed Watch Team with the support of Gwent Police.	
15	Member of the public Monmouthshire	Supports the proposal. Considers that the proposal will improve road safety and reduce the number of accidents. States that it has wide support amongst the local population. Points out that the roads are well used by cyclists, being part of National Cycle Route 4, and a short section of the Usk Valley Walk is routed along the R64 and that cyclists and walkers will also benefit from the proposal.	Noted
16	Member of the public. Monmouthshire	Supports the proposal. States that speeding vehicles have always been a problem, but conditions have become unbearable and very dangerous over the last two years. Has small children and the family is terrified of vehicles which seem to use these roads as race tracks.	Noted
17	Member of the public. Monmouthshire	Supports the proposal. States that the amount of speeding traffic has increased in recent years, posing additional risks to local residents and farmers using slow moving agricultural vehicles on these roads. Notes that many similar roads in Gloucestershire have 50 mph limits.	Noted
18	Member of the public. Monmouthshire	Supports the proposal. States that the amount of speeding traffic has increased in recent years, posing additional risks to local residents and farmers using slow moving agricultural vehicles on these roads.	Noted
19	Members of the public.	Support the proposal. Points out that the serves a variety	Noted

	Monmouthshire	of purposes, including the movement of livestock and agricultural machinery as well as leisure pursuits such as cycling, horse riding and rambling. Also that the roads have numerous bends and changes of elevation restricting visibility, as well as access points and slow moving users. States that some road users appear to travel at 60mph along the whole length although this is patently not safe. Does not believe a lower limit would inconvenience anyone unduly.	
20	Member of the public Monmouthshire	Supports the proposal. States that speeds are reached by some vehicles which are a danger to all road users.	Noted
21	Member of the public Monmouthshire	Supports the proposal. Has house entrance directly off B4598 and is all too well aware of need for lower limit. Also states that people are frightened to walk to the village hall due to the speed of traffic.	Noted
22	Member of the public Monmouthshire	Supports the proposal. Lives close to B4598. States lives off his and neighbouring families have been turned into a living nightmare by speeding traffic. States that a recent visitor compared these roads to Mallory Park, and that many bikers appear to consider themselves above the law and show no consideration for other road users. The excessive noise created by motorbikes also destroys the harmonious lives of local communities.	Noted
23	Members of the public Monmouthshire	Welcome proposal to reduce speed limit. Consider the current 60mph limit is too high for roads with sharp bends and no footways, which caters for cyclists and slow	Noted

		moving farm machinery	
24	Member of the public. Monmouthshire	Supports the proposal. States that some road users travel at speeds which are grossly excessive. Roads should be safe for all users, not used as race tracks.	Noted
25	Member of the public Monmouthshire	Supports the proposal. Points out that the roads can be narrow with deceptive bends in places, there are few footpaths and little street lighting, and that walking can be particularly hazardous especially at night. Considers that the proposal will reinforce the dangers, make enforcement easier, help reduce road noise and the accident rate.	Noted
26	Member of the public Monmouthshire	Supports the proposal. Regularly cycles on these roads but considers the increasing volume and speed of traffic in recent years has made this particularly hazardous. Considers cars and motorcycles regularly travel well in excess of the existing limit without regard to their own or other road users safety, and that the noise of high performance motorcycles is a daily blight on those who live alongside the roads. Believes the proposal will improve the quality of life for local residents and make the roads safer.	Noted
27	Member of the public Monmouthshire	Supports the proposal. Points out that some vehicles travel in excess of the existing 60mph limit. Considers the proposal will make the roads safer and life more enjoyable for those who live alongside.	Noted
28	Members of the public	Very much hope the proposal will be implemented. They	Noted

	Monmouthshire	live alongside B4598 and refer to dangerous manoeuvres undertaken nearby, and the noise of vehicles travelling at excessive speed. Believe the proposal will improve the quality of life for local residents and make the roads safer.	
29	Member of the public Monmouthshire	<p>Objects to the proposal. Considers the proposal is heavy handed, detrimental to local residents and businesses and to tourism in Monmouthshire, without delivering any significant improvement in road safety. Contends that there is no indication the council is taking proper account of protocols in WG guidance 'Setting Local Speed Limits in Wales'.</p> <p>Further contends that the 'reasons' for proposing the Order, 'to contribute to a safer highway environment', are nebulous and there is no evidence of problem nor that a speed restriction would be the most effective solution to such a problem.</p> <p>Further contends that:-</p> <ul style="list-style-type: none"> <li>• Speed limits should only be imposed if the road is dangerous <i>and</i> speed is a major factor in causing collisions</li> <li>• Previous studies previously indicated speed was not a contributory factor in accidents</li> <li>• WG guidance advises alternative speed management options should always be considered before a new speed limit is introduced, and puts forward seven suggestions.</li> <li>• Lists disbenefits which will occur if the proposal is introduced, including discouragement of tourists, displacement of traffic onto less suitable roads, consequent reduction in level of road maintenance</li> </ul>	See Appendix B Items 2, 3, 6, 8, 10, 11, 12, 17

		<p>provided, hampering commercial activities in the area by imposing a financial cost, and an adverse impact on commuters travelling outside peak times when the roads are generally safe to travel at 60mph.</p> <p>Suspects that the covert reason for the proposal is not road safety but the objective of a numbering of petitioning locals who are against motorcyclists. Quotes surveys indicating motorcyclists comprise around 3% of traffic using these roads, the majority of which are responsible road users, and contends that the council should not condone the vilification of legitimate road users.</p> <p>Concludes by stating that the council has a clear duty to consider <i>all</i> legitimate road users, to balance the diverse considerations of strategic importance, local access and recreational road users, balance the needs of different road users and deliver road safety whilst encouraging the free flow of traffic.</p>	<p>Noted.</p> <p>This is an extract from Setting Local Speed limits in Wales. The section on rural speed limits also advises highway authorities to consider local access needs, community severance and social factors and vulnerable road users. It is considered the proposal is put forward having taken a balanced view of all relevant factors.</p>
30	Member of the public Monmouthshire	<p>Objects to the proposal. Cannot find any sound reason for considering it. Contends that it is primarily to attack the microscopic minority of motorcyclists who have very little regard for the national speed limits for whom the proposed limit will not curb their actions.</p> <p>Believes there are certain sections such as Penpergwm where a 50mph limit would be sensible but a blanket ban is ridiculous.</p>	See Appendix B Items 4, 5, 6, 10, 11, 12, and 13.

		<p>Points out that road users are constantly relied upon to assess road/weather/vehicle conditions and make correct decisions about safety and should be relied on to use their common sense rather than being dictated to as if in a nanny state.</p> <p>Believes there are better ways to make our roads safer without restricting movement in such a detrimental manner with far reaching implications for local people, businesses, professionals and tourists.</p> <p>Concludes by stating that if imposed the proposal would only be to quench the thirst of nimby minded local residents with the bonus of some tax collection from speed cameras.</p>	
31	Member of the public Monmouthshire	<p>Objects to the proposal, citing the following reasons:-</p> <ul style="list-style-type: none"> <li>• Will have a disproportionate effect on the flow of traffic. He currently travels these roads at 40-45 mph, and feels the proposal will discourage following vehicles from overtaking, resulting in impatient drivers travelling too close behind.</li> <li>• Feels that the effect will be similar to the A48 Gloucester to Lydney road where each individual safety modification can be applauded but the overall effect is driver frustration at the lack of safe overtaking places.</li> <li>• A blanket speed limit is too blunt an instrument, a more detailed analysis should be undertaken with a better targeted solution.</li> <li>• The evidence for the proposal is either inadequate or inadequately presented.</li> <li>• If implemented will allow the council to spend less</li> </ul>	See Appendix B Items 4, 7, 9, and 17.

		on maintaining these roads.	
32	Member of the public Via email Address not supplied	<p>Objects to the proposal. Regularly drives along the B4598. Comments as follows:-</p> <ul style="list-style-type: none"> <li>• A blanket speed limit is not warranted as there are sections where the national speed limit (60mph) is applicable. The assessment of appropriate speed for road conditions should be left to the driver, with any unsafe driving enforced by the police.</li> <li>• The new signing required at every junction will be a massive environmental impact.</li> <li>• This would be a waste of taxpayer money. If available money would be better spent on maintaining the roads.</li> <li>• May set a precedent for other similar roads in the county</li> </ul> <p>Concludes by stating that unless the proposal is substantiated by higher than average collision data he will seek a judicial review.</p>	<p>See Appendix B Items 2, 3, 4, 14, 15, 16, and 17.</p> <p>Noted.</p>
33	Member of the public Gloucestershire	<p>Objects to the proposal, citing the following reasons:-</p> <ul style="list-style-type: none"> <li>• The publicity may not be adequate for those likely to be affected</li> <li>• The proposal is contrary to 'Setting Local Speed Limits and is unlikely to meet the balance described in 1984 Road Traffic Regulation Act to balance the requirements of road users and local people. Feels it may increase rather than decrease risk.</li> <li>• The statement of reasons does not explain why 50mph is considered the appropriate limit.</li> </ul>	<p>The proposal was advertised in accordance with the requirements of the Local Authorities' Traffic Order Procedures (England and Wales) 1996.</p> <p>See Appendix B Items 2, 3, and 16</p>

		<ul style="list-style-type: none"> <li>• If money is available for road safety there are better ways of achieving it.</li> </ul>	
34	Member of the public Pembrokeshire	Objects to the proposal. Uses the route regularly between London and Pembrokeshire as there are cafes and public houses suitable for refreshment stops. Finds the existing standards of driving are very high with most road users well aware of the hazards and obstructions they might encounter. He is not aware of a high accident rate, considers it unnecessary to enact the proposal and money involved would be better spent on more maintenance.	See Appendix B Items 2, 3 and 16.



### 1. Accident Rates and Existing Speeds

Existing traffic speeds and accident rates are attached at Appendix C.

### 2. Compliance with Welsh Government Guidelines

Paragraph 6.8 of Welsh Government guidance 'Setting Local Speed Limits in Wales' suggests a speed limit of 50mph on lower quality strategic roads where the collision rate is above threshold or the mean speed is already below 50mph, and this is supported by the Assessment Framework Figure D.1. The mean speeds recorded at eight locations between Usk and Penpergwm varied between 42 and 47mph. Likewise the mean speeds on route R64 varied between 43 and 49mph. The proposed speed limit complies with the guidance.

### 3. Accident Rates less than average

The accident rates are less than the threshold (not average) stated in the guidelines. If the accident rate had been higher than the threshold then, according to the guidelines, a 50mph limit would be appropriate irrespective of the existing mean speeds.

### 4. Sections where the National Speed Limit is appropriate

Mean speeds above 50mph have been recorded between Penpergwm and Hardwick Interchange where the B4598 is to a better standard with fewer bends and greater forward visibility. The guidance suggests, and the Council concurs, that the national speed limit (60mph) is appropriate on this section of road, hence it is not included in the proposal. Between Usk and Penpergwm the road characteristics are predominately to a lower standard, as evidenced by the mean speeds recorded, and it is not accepted that the national limit is appropriate.

### 5. Delays to Traffic

The distance between the ends of the proposed limit on the B4598 is 11.36km (6.68 miles), of which 0.6km (0.37 miles) is currently subject to a 40mph limit and the remainder 60mph. Whilst patently vehicles cannot travel the whole length at these speeds, if it were feasible the journey would take 7mins 14 secs. A journey travelling at the proposed 50mph limit would take 8mins 34secs. Thus the

maximum additional time taken would be 1min 20 secs; realistically the additional travel time will be less than 1 minute. This is insignificant.

6. Additional cost to Commercial Activities

It follows that the additional cost to commercial activities will be insignificant. Furthermore, it is unlikely commercial vehicles currently exceed 50mph, hence the proposal will have no or minimal impact upon these vehicles.

7. Will add to congestion, or cause bunching

Traffic volumes are modest, and the mean speed of traffic is currently below the proposed limit without any evidence of congestion or bunching. It is not accepted that the proposal will result in congestion or bunching.

8. Displacement of Traffic onto less suitable Roads

The potential additional journey time is insignificant, and it is not accepted that the proposal will result in traffic diverting onto less suitable roads.

9. Will reduce safe overtaking opportunities

Safe overtaking opportunities are dependent on good forward visibility so that drivers can observe any approaching vehicles, junctions and other potential hazards to help determine whether or not it is safe to overtake. No physical alterations are proposed to these roads, and the proposed change in speed limit will not affect the number of safe overtaking locations.

10. Will discourage tourists

If anything tourists generally travel at slower speeds than other travelers. There is no logical reason why tourists should be discouraged by these proposals.

11. Recreational Use of Roads

WG guidance recommends that recreational use is one factor to be taken into account when considering speed limits. Generally recreational road users travel more slowly than other users, e.g. commuters, those travelling in the course of their work. These roads are used amongst others for recreational use by cyclists. Of the 15 accidents recorded on these roads during the survey period 2 involved cyclists, resulting in 2 serious and 1 slight injury.

#### 12. Proposal targets Motorcyclists

The proposal will impact on all those who currently travel these routes in excess of 50mph. Speed limits apply to all road users, not just motorcyclists.

#### 13. Is partly intended to obtain tax from speed cameras

Enforcement of speed limits, whether by speed cameras or other means, is a police matter. Fines paid by those found guilty of exceeding speed limits go to central government; there is no potential financial benefit to the Council.

#### 14. Sets a precedent for similar roads

Welsh Government guidelines advise that each road or length of road be considered individually on its own circumstances.

#### 15. Environmental Impact of Signing

Implementation of the proposal would require significant signage to be installed for the limits to be understood and enforceable by the police. 23 new pairs of posts and terminal signs (50mph/national speed limit) will be required, one on the B4598 west of Penpergwm and 22 at side road junctions. Alterations to existing terminal signage (to replace existing national speed limit signs with 50mph signs) will be required at 9 locations. In addition approximately 50 posts with 'repeater' 50 mph signs will be required along the length of these routes.

#### 16. Cost of Implementation

The cost of implementing the proposal is essentially the cost of erecting the necessary signing. This is estimated to be £ 17,500.

### 17. Consequent Reduction in Highway Maintenance standards

The highway budget for maintenance is not determined by the speed limit applying to lengths of road. The introduction of a 50mph speed limit will not impact on the maintenance of these roads.

B4598 and R64 – Proposed 50 mph Speed Limit - Traffic Data

Locations with numerical reference extracted from Sky High automatic traffic survey 28<sup>th</sup> June to 4<sup>th</sup> July 2014; those with alphabetical reference extracted from survey commencing 26<sup>th</sup> May 2011

Section 1 B4598 Hardwick Roundabout – Llanvihangel Gobion

Ref No.	Location	Two way 7 day ave	Mean speed	85%ile mph
D	N/W of The Hardwick	4280	52	60.0
1	S/E access to Parc Llettis	4188	52	59.9
2	E jnc to The Bryn	3968	45	57.3
3	Adj Llangattock House	3845	46	54.1
B	W of Steelhorse Cafe	3836	42	50.1
Ave		4023	47	

Section 2 B4598 Llanvihangel Gobion – Usk 30mph limit sign

Ref	Location	Two way 7 day ave	Mean speed	85%ile mph
1	50m S St. Michaels Church	2164	44	52.6
2	Adj Orchard House	2350	44	51.4
3	Adj access Alisier Lodge	1840	42	50.3
4	100m E Alice Springs GC	2297	42	50.1
5	300m NW Llancayo 30mph	2337	47	55.9
6	100m S Llancayo Road jnc	2977	45	54.8
Ave		2327	44	

Section 3 R64 Llanvihangel Gobion – Raglan Roundabout

Ref	Location	Two way 7 day ave	Mean speed	85%ile mph
B	E Steelhorse Cafe	2439	43	47.6
1	W access to Clytha Park	2189	43	51.2
2	Adj access to Glanwern House	2423	47	55.5
3	Adj Wern y Cwrt	2744	48	56.6
4	100m NW access to The Dell	2801	49	62.0
Ave		2551	46	

#### Road Sections and Lengths

1. B4598 Hardwick Interchange to Llanvihangel Gobion – 5.47 km
2. B4598 Llanvihangel Gobion to Usk 30mph limit – 9.42 km
3. R64 Llanvihangel Gobion to Raglan Roundabout – 7.16 km

#### Collision Data 5 years 1<sup>st</sup> March 2009 to 28<sup>th</sup> February 2014

a	Route Section	1	2	3
b	Slight Accidents	4	6	3
c	Serious Accidents	1	1	1
d	Fatal Accidents	2	1	1
e	Total Accidents	7	8	5
f	Section Length km	5.47	9.42	7.16
g	Section AADT, vehs	4023	2327	2551
h	5 yr veh kms (5 x 365 x f x g) x10 <sup>6</sup>	40.16	40.00	33.35
j	Collision Rate, per 10 <sup>8</sup> veh kms	17.44	20.00	14.98

Collision Rate = e/h x 100

PGW 200714

#### **Background Documents**

**MONMOUTHSHIRE COUNTY COUNCIL**

**B4598 PENPERGWM – USK and  
R64 LLANVIHANGEL GOBION - RAGLAN**

**50 MPH AND 40MPH SPEED LIMIT ORDER 2014**

**Statement of Reasons**

Monmouthshire County Council proposes to introduce a 50mph speed limit on the B4598 between Penpergwm and Usk, and on route R64 Llanvihangel Gobion to Raglan Roundabout, which will contribute to a safer highway environment for all road users.

It is also proposed that the existing 40mph limits at Llanfair Kilgeddin and Llancayo be retained and incorporated into the new Order.

**SECTION 84 - ROAD TRAFFIC REGULATION ACT 1984**

**NOTICE OF INTENTION TO MAKE A PERMANENT ORDER**

**MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY  
B4598 PENPERGWM – USK AND R64 LLANVIHANGEL GOBION – RAGLAN  
50MPH AND 40 MPH SPEED LIMITS  
TRAFFIC REGULATION ORDER 2014  
GORCHYMYN RHEOLAETH TRAFFIG 2014**

**NOTICE IS HEREBY GIVEN** that Monmouthshire County Council of County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA ("the Council") proposes to make a Road Traffic Regulation Order as follows:

Effect of the Order: to introduce a 50mph speed limit on route B4598 between Penpergwm and Usk, and on route R64 Llanvihangel Gobion to Raglan Roundabout, this will contribute to a safer highway environment for all road users. It is proposed that the existing 40mph limits at Llanfair Kilgeddin and Llancayo be retained and incorporated into the new Order.

Further details of the proposed Order comprising a plan, statement of reasons for proposing to make the Order, the Monmouthshire County Council (Llancayo near Usk 40mph Speed Limit) Traffic Regulation Order 2006 and the Monmouthshire County Council (40mph Speed Limit B4598 Near Llanfair Kilgeddin) Traffic Regulation Order 2014 which are to be revoked by this proposal may be examined during normal office hours at the County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA and the Councils One Stop Shop at Town Hall, Abergavenny, NP7 5HD . If you wish to telephone to obtain further information about this proposal please telephone 01633 - 644026.

Any objections in respect of this proposal should be made in writing, stating the grounds on which the objection is being made and should be sent to Head of Legal Services, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN no later than the 31<sup>st</sup> of October 2014 quoting reference CW/H45/60.0803 on any correspondence.

**Date: 15th September 2014**

**R Tranter  
Head of Legal Services/Pennaeth Gwasanaethau Cyfreithi**

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### The “Equality Challenge” (Screening document)

<b>Name of the Officer</b> Paul Keeble		To introduce a reduced speed limit on the B4598 and R64 roads by means of a Traffic Regulation Order.	
<b>Name</b> Traffic and Network Management		<b>Date</b> 6 <sup>th</sup> December 2014	
Protected characteristic affected	<b>Negative impact</b> Please give details	Neutral impact Please give details	<b>Positive Impact</b> Please give details
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

What are the potential negative Impacts.	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with
--	---

	affected parties).

**The next steps**

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

**Signed P. Keeble**

**Traffic and Network Manager**

**6<sup>th</sup> December 2014**



monmouthshire  
sir fynwy

**Equality Impact Assessment Form**

**and**

**Sustainable Development Checklist**

## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
40 Mph Speed Limit on B4598 by Llanfair Kilgeddin	Regeneration and Culture	Traffic and Network Management
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Kellie Beirne	P. Keeble	6 <sup>th</sup> December 2013

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes.

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To improve the level of road safety, and local environment and quality of life of local residents and address the concerns of the local community.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

Formal legal consultation procedure undertaken in accordance with the requirements for a proposed permanent Traffic Regulation Order.

5. Please list the data that has been used for this proposal? e.g. Household survey data, Welsh Government data, ONS data, MCC service user data, Staff personnel data etc.

7 day automated vehicular speed and volume counts undertaken in May 2011 and June 2014.  
Road Accident data.

6. As a result did you take any actions to mitigate your proposal? Please give details below.

No.

7. Final stage – What was decided?

- **No change made to proposal/s– please give details**

The proposed lower speed limit does not adversely affect any specific group or individual in terms of equality legislation.

- **Slight changes made to proposal/s – please give details**

- **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

**Signed**.....P. Keeble    **Designation**.....Traffic and Network Manager

**Dated**.....6<sup>th</sup> December 2014

### The “Sustainability Challenge”

<b>Name of the Officer</b> P. Keeble		To introduce a reduced speed limit on the highway by means of a Traffic Regulation Order.	
<b>Name</b> Traffic and Network Management		<b>Date</b> 6 <sup>th</sup> December 2014	
<b>Aspect of sustainability affected</b>	<b>Negative impact Please give details</b>	<b>Neutral impact Please give details</b>	<b>Positive Impact Please give details</b>
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		x	
Improve housing quality and provision		x	
Reduce ill health and improve healthcare provision		x	
Promote independence		x	
Encourage community participation/action and voluntary work		x	

Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	
<b>PLANET</b>			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions			Mandatory lower speed limit will lower carbon dioxide emissions compared to current derestricted speed limit.
Prevent or reduce pollution of the air, land and water		x	Reduction in vehicular exhaust noises due to lower legal speed limit.
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of	Introduces additional road		



environment	traffic signs		
<b>PROFIT</b>			
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	

What are the potential negative Impacts	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments)

**The next steps**

- If you have assessed the proposal/s as having a **positive impact please give full details** below

Quality of life for local residents will rise due to reduction in vehicle exhaust noise and in lower carbon dioxide emissions at the reduced mandatory speed limit of 50 mph.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Traffic signing is necessary in accordance with national legislation to inform road users of speed limits and ensure limits are enforceable.

**Signed** P. Keeble

**Dated** 6<sup>th</sup> December 2014

### B4598 and R64 – Proposed 50 mph Speed Limit - Traffic Data

Locations with numerical reference extracted from Sky High automatic traffic survey 28<sup>th</sup> June to 4<sup>th</sup> July 2014; those with alphabetical reference extracted from survey commencing 26<sup>th</sup> May 2011

#### Section 1 B4598 Hardwick Roundabout – Llanvihangel Gobion

Ref No.	Location	Two way 7 day ave	Mean speed	85%ile mph
D	N/W of The Hardwick	4280	52	60.0
1	S/E access to Parc Llettis	4188	52	59.9
2	E jnc to The Bryn	3968	45	57.3
3	Adj Llangattock House	3845	46	54.1
B	W of Steelhorse Cafe	3836	42	50.1
Ave		4023	47	

#### Section 2 B4598 Llanvihangel Gobion – Usk 30mph limit sign

Ref	Location	Two way 7 day ave	Mean speed	85%ile mph
1	50m S St. Michaels Church	2164	44	52.6
2	Adj Orchard House	2350	44	51.4
3	Adj access Alisier Lodge	1840	42	50.3
4	100m E Alice Springs GC	2297	42	50.1
5	300m NW Llanccayo 30mph	2337	47	55.9
6	100m S Llanccayo Road jnc	2977	45	54.8
Ave		2327	44	

#### Section 3 R64 Llanvihangel Gobion – Raglan Roundabout

Ref	Location	Two way 7 day ave	Mean speed	85%ile mph
B	E Steelhorse Cafe	2439	43	47.6
1	W access to Clytha Park	2189	43	51.2
2	Adj access to Glanwern House	2423	47	55.5
3	Adj Wern y Cwrt	2744	48	56.6
4	100m NW access to The Dell	2801	49	62.0
Ave		2551	46	

PGW 210714

## B4598 and R64 – Proposed 50 mph Speed Limit - Collision Data

### Road Sections

1. B4598 Hardwick Interchange to Llanvihangel Gobion – 5.47 km
2. B4598 Llanvihangel Gobion to Usk 30mph limit – 9.42 km
3. R64 Llanvihangel Gobion to Raglan Roundabout – 7.16 km

### Collision Data 5 years 1<sup>st</sup> March 2009 to 28<sup>th</sup> February 2014

a	Route Section	1	2	3
b	Slight Accidents	3	6	3
c	Serious Accidents	1	1	1
d	Fatal Accidents	2	1	1
e	Total Accidents	6	8	5
f	Section Length km	5.47	9.42	7.16
g	Section AADT, vehs	4023	2327	2551
h	5 yr veh kms (5 x 365 x f x g) x10 <sup>6</sup>	40.16	40.00	33.35
j	Collision Rate, per 10 <sup>8</sup> veh kms	14.95	20.00	15.00

Collision Rate =  $e/h \times 100$

## **CALL-IN MECHANISM**

### **Call-in**

(a) When a decision is made by the executive, an individual member of the executive or a committee of the executive or an area committee or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two days of being made. All members will be sent copies of the records of all such decisions within the same timescale, by the person responsible for publishing the decision.

(b) That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of five clear working days after the publication of the decision, unless a select committee objects to it and calls it in.

(c) During that period, the proper officer shall call-in a decision for scrutiny by the committee if so requested by the chairman or any three non-executive members and shall then notify the decision-taker of the call-in. He/she shall call a meeting of the committee on such date as he/she may determine, where possible after consultation with the chairman of the committee, and in any case within fifteen working days of the publication of the decision.

(d) If, having considered the decision, the select committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. If referred to the decision maker they shall then reconsider, amending the decision or not, before adopting a final decision.

(e) If following an objection to the decision, the select committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the select meeting, or the expiry fifteen working days, from the publication of the decision, whichever is the earlier.

(f) If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decision to which it objects back to the decision making person or body, together with the Council's views on the decision. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the executive as a whole or a committee of it, a meeting will be convened to reconsider within ten clear working days of the Council request. Where the decision was made by an individual, the individual will reconsider within ten clear working days of the Council request.

(g) If the Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

### **EXCEPTIONS**

(h) In order to ensure that call-in is not abused, nor causes unreasonable delay, certain limitations are to be placed on its use. These are:

- i) only decisions involving expenditure or reductions in service over a value of £10,000 may be called in;
- ii) three members of the council are needed for a decision to be called in;

### **CALL-IN AND URGENCY**

(i) The call-in procedure set out above shall not apply where the decision being taken by the executive is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Head of Paid Service or his/her nominee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

(j) The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

<b>SUBJECT:</b>	<b>Strategic Risk Assessment</b>
<b>MEETING:</b>	<b>Strong Communities Select Committee</b>
<b>DATE:</b>	<b>29th January 2015</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

2.1 That members use the risk log to hold the responsible officers and portfolio holder to account to ensure that risk is being appropriately managed

2.2 Use the risk register to inform the future work programme of the committee.

**3. KEY ISSUES:**

3.1 The risk assessment ensures that:

- Strategic risks are identified and monitored by the authority.
- Risk controls are appropriate and proportionate
- Senior managers and elected members systematically review the strategic risks facing the authority.

3.2 The risk assessment only covers High and Medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans.

3.3 Select Committees have already considered the content of the risk assessment at meetings in November and December 2014 alongside the emerging budget mandates. The risk assessment, including the wording of the risk matrix in appendix 2 has been updated to reflect feedback received at these meetings.

3.4 Risks will be signed off at Cabinet in March 2015. Prior to this, they will also be examined by Council on 22 January to inform the budget discussions that will take place at that meeting.

3.5 The risk log is a living document and will evolve over the course of the year as new information comes to light. This is reflected in the circular diagram given in appendix 2 which shows some of the information that informs the authority's knowledge of risks at different points in the year.

3.6 An up-to-date risk log will be accessible to members on The Hub. This will ensure that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

**4. REASONS:**

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

**5. CONSULTEES:**

SLT  
CYP Select  
Adults Select  
Strong Communities Select  
Economy and Development Select

**6. AUTHORS:**

Policy and Performance Team

**9. CONTACT DETAILS:**

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telephone: 01633 740733



Whole Authority Strategic Risk Assessment 2014/15

Appendix 1

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
1	Some services may become financially unsustainable as a result of reducing budgets and demographic pressures.	<ul style="list-style-type: none"> <li>- Year on-year budget reductions up 4.3% could potentially make the authority unviable with less staff</li> <li>- An ageing population and complexity of demand in children’s services will place increased pressure on services</li> <li>- Decision not to pursue early voluntary merger following Williams Commission recommendation could impact on some funding opportunities</li> <li>- As we move to new models of provision we may have to run two approaches side-by-side in some areas during transition period.</li> </ul>	2014/15	Unlikely	Major	Low	<ul style="list-style-type: none"> <li>- Assess carefully the impact of the further savings that need to be made post 15/16</li> <li>- Consider how best to use capacity fund and any external funding sources to supplement the change programme required</li> <li>- Ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed</li> <li>- Undertake quarterly budget monitoring of savings proposals</li> </ul>	Joy Robson	Phil Murphy	All
2015/16	Unlikely	Major	Low							
2016/17	Possible	Major	High							
2	Uncertainty whether income targets within the 2014-17 Medium Term Financial Plan can be achieved and this could lead to unplanned changes in other	<ul style="list-style-type: none"> <li>- Ambitious plans and new, more commercial, ways of working carry an inherent risk</li> <li>- Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild</li> </ul>	2014/15	Possible	Moderate	Low	<ul style="list-style-type: none"> <li>- Monitor the delivery of budget proposals agreed as part of the 2014/15 budget</li> <li>- Agree proposals to balance the MTFP 2015/16 to 2018/19 taking into account the need to match the expected performance targets with adequate resources.</li> <li>- Develop principles and underpinning guidance on income generation</li> </ul>	Joy Robson	Phil Murphy	All
2015/16	Likely	Substantial	Medium							
2016/17	Likely	Substantial	Medium							

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
	services to balance the budget						including on marketing services			
3a	Potential that the authority is unable to deliver its new schools capital programme due to capital receipts not generating the required income	<ul style="list-style-type: none"> <li>- Capital receipts from disposal of assets are not generating the required income</li> <li>- Reduction in capital budget</li> <li>- Ambitious 21<sup>st</sup> Century Schools programme and need to provide Welsh medium education</li> <li>- The core programme has been constrained in order to enable the new schools programme to be funded</li> </ul>	2014/15	Possible	Major	Medium	<ul style="list-style-type: none"> <li>- Implement the Asset Management Plan as the structure to effectively manage property assets that the Council owns or occupies aligned to key corporate priorities and service needs</li> <li>- Ensure resource is available to maintain sale of assets</li> <li>- Development of the strategic use of Community Infrastructure Levy when available</li> <li>- Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked</li> </ul>	Deb Hill-Howell	Phil Murphy	<ul style="list-style-type: none"> <li>Economy and Development</li> <li>Strong Communities</li> </ul>
		2015/16	Possible	Major	Medium					
3b	Pressure on capital budget from 21 <sup>st</sup> Century schools programme will impact on other areas requiring capital investment.	<ul style="list-style-type: none"> <li>- A number of significant pressures are documented that are not currently funded</li> <li>- In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget</li> </ul>	2016/17	Possible	Major	Medium				
4	Potential that negative findings from pending CSSIW and Estyn inspections will divert energy from an ambitious transformation programme.	<ul style="list-style-type: none"> <li>- Cases considered by CSSIW in Spring 2014 identified some concerns about outcomes</li> <li>- Unable to evidence good performance against some key performance indicators in children's social services</li> <li>- Education services currently remain in special measures,</li> </ul>	2014/15	Almost Certain	Major	High	<ul style="list-style-type: none"> <li>- Evaluate and reflect on our practice to ensure that any problems are identified and acted upon</li> <li>- Manage our actions in response to Estyn and CSSIW via the directorates' service plans and the consolidated action plan led by Children's Services</li> </ul>	Simon Burch & Sarah Mc-Guinness Tracey Jelfs	Geoff Burrows  Liz Hackett-Pain	Adults CYP
		2015/16	Possible	Major	Med					
		2016/17	Unlikely	Major	Low					

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
		although feedback from the Monmouthshire Recovery board is positive								
5	The authority does not achieve a positive outcome from the corporate assessment	- Self assessment highlighted a number of issues that need to be addressed including: i) Ensuring alignment and planning of resources to deliver priorities and programmes. ii) Ensuring staff are appropriately supported - WAO Annual Improvement report highlighted “It is uncertain whether the Council is likely to make arrangements to secure continuous improvement for 2014-15”	2014/15 2015/16 2016/17	Unlikely Possible Possible	Major Major Major	Low Med Med	- Deliver the action plan emerging from the Self-Evaluation. - Continue to roll-out a new employee performance framework and ensure we have the right people in the right jobs - Continue to improve the way we manage the performance of our services and tie this into continued effective financial management of the organisation.	Tracey Harry  Will McLean	Peter Fox	All
6	Potential for significant harm to vulnerable children or adults due to factors outside our control.	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk	2014/15 2015/16 2016/17	Possible Possible Possible	Major Major Major	Medium Medium Medium	- Continually monitor and evaluate process and practice - Deliver actions set in service plans for POVA and Safeguarding - Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse	Tracy Jelfs/ Julie Boothroyd	Liz Hackett Pain  Geoff Burrows	CYP Adults
7	Possibility that needs and capabilities of learners are not	- Gap in attainment between ‘all pupil’ and Free School Meals cohort - Variation in standards across	2014/15 2015/	Likely Likely	Major Major	Medium Medium	- Ensure delivery of the actions identified in the Chief Officers annual report - Continue to self-assess and deliver	Sarah Mc-Guinness	Liz Hackett Pain	CYP

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
	sufficiently addressed and consequently, they do not achieve to their highest potential	schools - To date we have not in all cases appropriately supported pupils with additional learning needs - poor assessments in some schools due to leadership, management, capacity and performance issues - unsustainable provision to meet the demand for Welsh Medium education provision	16  2016/ 17	Possible	Major	Medium	effective responses to the Estyn inspection recommendations - Ensure that the Additional Learning Needs review delivers a sustainable, adequate and appropriate support to pupils with Additional Learning Needs - Ensure the commissioned arrangements with the EAS address the authority's concerns in challenging and supporting schools - Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities			
8a	Potential that council services, including schools do not have the necessary ICT infrastructure to maximise their offer to service users	- The ongoing SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies. - Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs	2014/ 15  2015/ 16  2016/ 17	Likely  Likely  Possible	Substantial  Substantial  Substantial	Medium  Medium  Medium	-Work with the SRS Board to implement the findings of the review specifically around: finance and the core service, governance and cultural and identity  -Produce a 'commissioning document' that informs the nature, cost and schedule of services MCC wishes to procure from SRS. Keep the relationship business focused and reinforce the client-contractor split.  - Revise the ICT programme board as the digital programme board to improve and strengthen governance	Peter Davies	Phil Murphy  Bob Greenland	Economy and Development
8b	Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic	- Broadband notspots remain in the county and despite Monmouthshire being in the next tranche for roll-out of Superfast Cymru; around 4-6% of our most rural areas, which are								

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
	disadvantages	<p>already more isolated, will not be impacted.</p> <ul style="list-style-type: none"> <li>- Welfare reform increases requirements for internet access and suitable digital skills for some of the most vulnerable in our society</li> </ul>					<p>arrangements</p> <ul style="list-style-type: none"> <li>-Deliver the I County digital road map which has three main areas of focus:                             <ol style="list-style-type: none"> <li>1) internal systems, processes, data and infrastructure</li> <li>2) community, economic, business and education dimensions</li> <li>3) opportunities for commercialisation</li> </ol> </li> </ul>			
9.	Our workforce do not have sufficient development opportunities to drive change, spur innovation and improve performance	<ul style="list-style-type: none"> <li>- Our people are central to the success of our council and county.</li> <li>- Continued economic constraint and local government reform can impact on staff morale and service objectives.</li> <li>- Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it.</li> <li>- Corporate self-evaluation identified we need to do more to support staff and at the staff conference people indicated that the values of the authority are not always practiced.</li> </ul>	<p>2014/15</p> <p>2015/16</p> <p>2016/17</p>	<p>Possible</p> <p>Possible</p> <p>Unlikely</p>	<p>Substantial</p> <p>Substantial</p> <p>Substantial</p>	<p>Medium</p> <p>Medium</p> <p>Low</p>	<ul style="list-style-type: none"> <li>- Engage with staff and communities to finalise the People and Organisational Development Strategy. This will ensure the strategy is focussed on addressing identified needs.</li> <li>- Once finalised, take forward the activities in the programme plan of the strategy which will bring together the many facets of people and organisational development we run to provide support and development for people whether they are inside or outside of our organisation</li> </ul>	Peter Davies	Phil Murphy	Strong Communities

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
10a	Not all volunteers we engage and work with align their contributions closely enough to achieving our shared objectives for communities	To respond to the challenges we face we need to fully utilise and support the talent that exists inside our organisation and out, which includes volunteers, community organisations and social capital. This will require new ways of working which in themselves carry an inherent risk.	2014/15	Possible	Substantial	Medium	To develop a means to clarify the council's key objectives to volunteers engaged in community work, to help them to understand their contribution so we can achieve a higher potential for joined up success, for instance introducing a volunteer co-ordinator	Kellie Beirne / Will McLean	Phil Murphy	Strong Communities
	2015/16		Possible	Substantial	Medium					
	2016/17		Possible	Substantial	Medium					
10b	We do not have a clear strategy for drawing on the social capital in communities and this poses risk in overloading the same volunteers					To provide a community governance review that will enable clarity to both the council and the community on delivering a localised set of shared aims and objectives, including a shared understanding of governance structures, effective participation and robust decision making				
11	Potential that Monmouthshire will not have a prosperous economy that supports enterprise and sustainable growth	Average gross weekly wage levels have declined in the County in the three previous years up to 2013 to £427, the fifth lowest in Wales. In 2014, wage levels have increased to £466, equal 9 <sup>th</sup> in Wales.  A large element of the Monmouthshire workforce are out commuting.	2014/15	Possible	Substantial	Medium	- Implement the Monmouthshire Business Growth and Enterprise Strategy action plan which has a specific focus to support business growth, encourage inward investment and growing entrepreneurs.  - Complete the Vale of Usk Local Development Strategy, following consultation with wider partners, which will inform how the Rural	Peter Davies	Bob Greenland	Economy and Development
	2015/16	Possible	Substantial	Medium						
	2016/17	Possible	Substantial	Medium						

## Agenda item 6

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level				
		<p>Whilst there is action we can take to help mitigate some of the risk, the economy in Monmouthshire will be impacted on by external market conditions that are outside of our control which increases the likelihood of the risk.</p> <p>Availability of assets which enhance the tourism offer, an important part of the Monmouthshire economy, is a risk with continuing financial constraint</p>					Development Plan funding for the 2014-2020 period will be spent to coordinate action to maximise results across the Vale of Usk rural areas.			

## Risk Management – A summary of key points

### Purpose

The County Council is a large and complex organisation that needs to be looking continuously at how it can be more efficient and effective in everything that it does. Risk management is an indispensable element of corporate governance and good management. The aim of this approach is to anticipate, calculate and manage risks pro-actively in advance rather than having to deal with consequences once risks have happened.

### Information about Risk

Our approach to risk management is informed by a range of information that flows into and within the organisation throughout the year (see diagram below). The risk log will be updated throughout the year using the latest intelligence, including reports from all regulators including CSSIW and Estyn. It will be made available on the Hub.





**Risk Tolerance**

Good governance and accountability does not need to lead to an option of carrying the lowest short-term risk. Sticking with the status quo may carry an opportunity cost, which is the foregone opportunity to use our resources differently to radically improve services. Transforming public services needs innovation and this may carry an uncertainty of outcome and therefore an element of risk. The council’s risk tolerance needs to reflect this.

**Describing Risk**

Risk need to be recorded in a structured format covering the cause, event and effect. Some examples are below:

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

Cause	Event	Effect
Because of... As a result of... Due to...	An uncertain event may occur	Which would lead to [effect on objective]

**Assessing Risk**

Risks are assessed by the level of:

- likelihood of occurrence
- impact/severity of the consequences

Both factors need to be assessed to pin point the seriousness of risks.

The Council uses a ‘traffic light’ system of Red/Amber/Green associated with High/Medium/Low to record risk.

major	Low	Medium	High	High
substantial	Low	Medium	Medium	High
moderate	Low	Low	Medium	Medium
minor	Low	Low	Low	Low
	Unlikely	possible	Likely	Almost certain

Likelihood

**Monitoring Risk**

The Risk Register is a living document and must be regularly reviewed and updated. It will be signed off by Cabinet on an annual basis – alongside the medium term financial plan. It will be timetabled for scrutiny 6 months into every business year but can be examined by select committee at any point in time at the determination of the chair and committee members.

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
REPORT	Pollinator Policy Update	Report on response to community concerns.	Alison Howard	Performance Monitoring
29 <sup>th</sup> January 2015	Risk Management	Monitor and challenge performance in relation to mitigating risks to ensure the Council achieves its outcomes and improvement objectives for communities, and delivers statutory plans/operational services - Challenge of Cabinet Members and Officers on key risks within the remit of the Select Committee.	Richard Jones	Risk Management
	Whole Place and Town Centre Regeneration	Joint scrutiny of Whole Place following WAO Review and department restructure, to include town centre regeneration and rural area plans.  Progress on recommendations of WAO Report	Deb Hill Howells	Performance Monitoring
Special Meeting 10 <sup>th</sup> February 2015	Outline Business Case Heads of Valleys	Detail TBC	Rachel Jowitt	Pre-decision scrutiny
	Anaerobic Digestion Project	Detail TBC	Rachel Jowitt	Pre-decision scrutiny
	Modernising Trade Waste Services	Detail TBC	Rachel Jowitt	Pre-decision scrutiny
12 <sup>th</sup> March 2015	Month 9 Capital and Revenue Budget Monitoring Report	Review of finance position for directorates, identifying risks/trends in underspends and overspends.	Mark Howcroft	Budget Monitoring
	Final People and Organisational Development Strategy	Return of the final strategy.	Peter Davies Lisa Knight-Davies	Pre-decision scrutiny

## *Monmouthshire's Scrutiny Forward Work Programme 2015*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
	<b>Local Flood Risk Management Strategy</b>	Strategic Environmental Assessment and Habitats Risk Assessment to return to the committee for scrutiny.	Dave Harris Tim England (National Resources Wales)	Performance Monitoring
<b>30<sup>th</sup> April 2015</b>	<b>Annual Complaints Report</b>	Committee requests a discussion on the annual complaints report in respect of regeneration and culture directorate.	Annette Evans	Statutory Reporting

**Meeting Dates to be confirmed for:**

- × **GAVO**
- × **Partnership Activity**
- × **Local Area Coordinators**
- × **Burial Provision**



## Council and Cabinet Business – Forward Plan

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

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

Subject	Purpose	Consultees	Author
<b>18<sup>TH</sup> DECEMBER 2014 – COUNCIL (meeting postponed to 22<sup>nd</sup> January 2015)</b>			
Community Infrastructure Levy and Affordable Housing		SLT Cabinet	Martin Davies
Cabinet Member Report	Report of Cabinet Member with responsibility for Social Care and Health		Councillor G. Burrows
Welsh Index Multiple Deprivation/Anti-poverty	To set out the Councils strategic approach to addressing poverty and disadvantage in the county	Cabinet SLT	Kellie Beirne / Will McLean
<b>7<sup>TH</sup> JANUARY 2015 – CABINET</b>			
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Proposed 50mph maximum speed limit penpergwm	To consider the proposed Order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	SLT Cabinet	Paul Keeble

Subject	Purpose	Consultees	Author
Review of Public Protection	To review the arrangements for public protection implemented in March 2014 to ensure the service is fit for purpose.	Cabinet Members Leadership Team Appropriate Officers	Dave Jones/Graham Perry
Revenue & Capital Budget proposals for public consultation (if required)	To present revenue and capital budget proposals following receipt of final settlement	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Changes to waste collections	Approval of Waste Collection Changes Mandate for 2015-16 budget		Rachel Jowitt
Future Generations Bill – what it means for Monmouthshire	To set out implications of Bill for the County	Cabinet SLT	Kellie Beirne / Will McLean
Oracle License Compliance audit	To consider the need to draw on the ICT reserve to cover compensation costs for non-compliance	Cabinet SLT	Sian Hayward
<b>14<sup>TH</sup> JANUARY 2015 – INDIVIDUAL DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2015/16 as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
<b>28<sup>TH</sup> JANUARY 2015 – INDIVIDUAL DECISION</b>			
New Social Services Complaints policy		SLT Cabinet	Annette Evans
Renewable Energy SPG		SLT Cabinet	Martin Davies
Whole Place Evaluation		SLT Cabinet	Deb Hill-Howells
Sale of Land Ysguborwen			Scott Ramsay
Restructure of Disability Services	To seek approval for the deletion of the kitchen assistant post at the My Day My Life Hub at Tudor Street.	SLT Cabinet	Ceri York
20 mph Caldicot		SLT Cabinet	Paul Keeble

Subject	Purpose	Consultees	Author
Local Transport Plan		SLT Cabinet	Roger Hoggins
M460 Woodstock Way		SLT Cabinet	Paul Keeble
Proposed 20mph Speed Limits, Thornwell Area, Chepstow	To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
<b>22<sup>ND</sup> JANUARY 2015 – COUNCIL</b>			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme Adoption	The purpose of this report is to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Wendy Woods/Ruth Donovan
<b>4<sup>TH</sup> FEBRUARY 2015 – CABINET</b>			
Financial Position Assessment			WAO
Month 9 Revenue Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
Developing a Business Improvement District in Abergavenny	To seek endorsement of a new BID in Abergavenny town centre	SLT Cabinet	Deb Hill Howells
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
Changes to school funding formula – Job evaluation and threshold payments	to recommend an alternative method of distribution for the above two elements of the formula	SLT Cabinet	Nikki Wellington
Changes to the schools funding formula – ALN lump sum	to recommend an alternative method of distribution for the lump sum element for ALN following the withdrawal of ACORN data	SLT Cabinet	Gwen Phillips

Subject	Purpose	Consultees	Author
Community Contact Centres/Hubs		SLT Cabinet	Rachel Jowitt/Deb Hill Howells
Whole Place review and next steps	To provide detailed review update as per WAO report recommendation	SLT Cabinet	Deb Hill-Howells
Community Education – options for the future	To set out future development options for community education	SLT Cabinet	Deb Hill-Howells
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
CMC <sup>2</sup> Strategic Review and Year 4 Business Plan	To endorse the review of CMC <sup>2</sup> and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Major Events Strategy	To set out a Major Events Strategy through which to co-ordinate all local community and organised events in the county	SLT Cabinet	Ian Saunders
Monmouthshire Crowdfunding platform	To seek approval for the development of a crowdfunding platform that together with Authority loan finance will support business growth and job creation	Cabinet SLT Member Seminar Pre-scrutiny	Peter Davies
Broadband in Monmouthshire	To provide and overview of the likely implications to the County of the roll-out of Superfast Cymru and to seek endorsement of the proposed options for moving forward	Cabinet SLT	Peter Davies
Vibrant and Viable Places Loan Funding	To seek member approval for VVP Loan opportunities	Cabinet SLT	Deb Hill Howells Colin Phillips
Sevenside 3G		Cabinet SLT	Ian Saunders
Sale of County Hall site Croesyceliog		Cabinet SLT	Roger Hoggins
Raglan – Proposed Community Hall	To inform members of the progress that the Raglan Village Hall Association has made in developing plans for a new village hall within the Raglan Community	Cabinet SLT	Deb Hill Howells
WAO Financial Position and Action Plan		Cabinet SLT	Will McLean



Subject	Purpose	Consultees	Author
<b>18<sup>TH</sup> FEBRUARY 2015 – SPECIAL CABINET</b>			
<b>25<sup>th</sup> FEBRUARY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Amendment of the Council's No Smoking Policy	To seek approval to amend the councils existing no smoking policy to include electronic smoking devices	Cabinet Members Leadership Team JAG	David Jones
<b>26<sup>TH</sup> FEBRUARY 2015 – COUNCIL</b>			
Final composite council tax resolution	To set Budget and Council Tax for 2014/15	Cabinet SLT	Joy Robson
Treasury Management Strategy 2014/15	To accept the Annual Treasury Management Strategy	Cabinet SLT	Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
Engagement framework evaluation report		Cabinet SLT	Will McLean
WAO Stage 2 Improvement Plan		Cabinet SLT	Will McLean
<b>4<sup>TH</sup> MARCH 2015 – CABINET</b>			
Month 9 Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 5 held on the 22 <sup>nd</sup> January 2014		Dave Jarrett

Subject	Purpose	Consultees	Author
Modernising trade waste services			Rachel Jowitt
Waterless UK			Peter Davies
Play sufficiency audit report			Nicola Bowen / Ian Saunders
S106 Chepstow Area			Cath Sheen
S106 Planning agreements	To seek approval for the introduction of an administrative charge to recover costs for the administration and monitoring of S106 planning agreements	SLT S106 corporate working group Planning committee Cabinet	Jane Coppock / Phil Thomas
<b>25<sup>th</sup> MARCH 2015 – INDIVIDUAL CABINET MEMBER DECISION</b>			
			Martin Davies
SPG report of consultation and adoption	Update existing SPGs on Replacement dwellings and extensions in the Countryside; conversion of agricultural buildings; assessment of re-use for business purposes in relation to countryside building conversions, new SPG on green infrastructure	SLT Cabinet	Martin Davies
<b>15<sup>TH</sup> APRIL 2015 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 6 held on the 26 <sup>th</sup> March 2015		Dave Jarrett
People and Organisational Development Strategy (Final)			Peter Davies
<b>MAY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Draft supplementary planning guidance (SPG) Primary Retail Frontages	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
<b>JUNE 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			

Subject	Purpose	Consultees	Author
Draft supplementary planning guidance (SPG) Landscape	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
<b>SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
<b>SEPTEMBER 2015 – CABINET</b>			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock
<b>SEPTEMBER 2015 - COUNCIL</b>			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock





## REPORT

<b>SUBJECT:</b>	<b>WAO Review of Whole Place - Update</b>
<b>MEETING:</b>	<b>Strong Communities</b>
<b>DATE:</b>	<b>29<sup>th</sup> January 2015</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

### 1. PURPOSE:

- 1.1 To update members on progress of the Whole Place agenda following the WAO review reported to Strong Communities on 10<sup>th</sup> July 2014.

### 2. RECOMMENDATIONS:

- 2.1 To note the content of the Whole Place update report and to consider and discuss specific progress in relation to the attached: Draft Whole Place Evaluation, Draft Whole Place Strategy and Community Governance Review.

### 3. KEY ISSUES:

- 3.1 In January 2014, the Welsh Audit Office undertook a review of the progress to date in the delivery of the Councils Whole Place agenda. The resulting report was presented to Strong Communities in July 2014.

- 3.2 The report concluded the following;

“Whilst officers and members are enthusiastic about Whole Place, the lack of a single agreed purpose, inconsistent understanding and slow progress to date mean that the Council is, as yet, unable to demonstrate added value from the approach”

- 3.3 WAO’s report made 3 recommendations as to how the approach could be improved which are outlined in Appendix 1. Following the review the Council has made significant strides to address these concerns, albeit that the we remain at the early stages of this journey and therefore acknowledge that

there is more work to do, particularly around outcome development and measurement.

- 3.4 It is not intended to develop the Whole Place approach into the Lower Wye and Central Monmouthshire areas until the programme is sufficiently embedded within Severnside and Bryn y Cwm. The attached Evaluation, 'Single Strategy' and proposal to review Community Governance structures are key steps on our journey to scaling up the approach.
- 3.5 A Whole Place team is in the process of being appointed, there are now clear reporting and governance arrangements in place and the Partnership Programme Boards are operating effectively in both Severnside and Bryn y Cwm. In addition, our internal 'Place' Programme board is key to providing the co-ordination and alignment necessary within the Council.

#### **4. REASONS:**

- 4.1 Within the context of reducing financial and staff resources, the Whole Place agenda is the one of the key delivery agents for meeting the Councils Vision of sustainable and resilient communities.
- 4.2 At the time that the WAO review was undertaken there was no dedicated resource to support this agenda and the project was at the point of moving from plan production to implantation.
- 4.3 Work has moved at pace in the last 9 months as reflected within the creation of Partnership Programme Boards in both Severnside and Bryn y Cwm, the development of a Business Plan, agreement for the creation of a dedicated resource and the implementation of governance arrangements.
- 4.4 Whilst the Whole Place approach will continue to evolve to reflect changing financial circumstances, changes to local democracy and community needs the management framework in place will provide the continuity both in terms of governance, performance and accountability.
- 4.5 This report is intended to provide Strong Communities with the opportunity to review progress against the WAO recommendations, in particular around the reports and updates appended to this report and identify potential areas for further improvement.

#### **5. RESOURCE IMPLICATIONS:**

A new team is being established as a result of the report "Building the establishment and capacity for Enterprise "approved by Cabinet in December. There will be no additional costs as a result of the creation of this team with savings being made elsewhere within the Community Delivery Service area to offset any additional cost associated with the creation of this key team.

## **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS**

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

## **7. CONSULTEES:**

All Cabinet Members  
Leadership Team  
Head of Finance  
Place Programme Board  
Partnership Programme Boards

## **8. BACKGROUND PAPERS:**

1. Draft Whole Place Evaluation
2. Draft Whole Place 'Single Strategy'
3. Proposed brief for Review of Community Governance

## **9. AUTHORS:**

Debra Hill-Howells Head of Community Delivery  
Kellie Beirne, Chief Officer Enterprise  
Will McLean, Head of Policy and Partnerships

## **10. CONTACT DETAILS:**

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email: [Kelliebeirne@monmouthshire.gov.uk](mailto:Kelliebeirne@monmouthshire.gov.uk)  
email: [willmclean@monmouthshire.gov.uk](mailto:willmclean@monmouthshire.gov.uk)

## **Appendix 1 – WAO recommendations and progress made to address them.**

### **R1 The Council should clarify its approach to area regeneration by:**

- Establishing and agreeing the aims of Whole Place, what the programme consists of and plans for the future.
- Establishing and agreeing the role and aims of area plans as part of the overall Whole Place approach.
- Simplifying and agreeing terminology used to describe Whole Place.
- Outlining roles and responsibility in some detail, to include lead officers, select committees, area managers, town teams and corporate performance and improvement teams.
- Reviewing governance arrangements and clarifying and agreeing the relationship between Programme Boards and Area Committees if they are to continue.
- Communicating the approach so that there is a common understanding amongst all Council staff, members and local people.

In order to respond to the above the following actions have been undertaken:

- A draft Single Strategy has been developed – see attached
- An underpinning service ‘Business Plan’ has been written by the Whole Place team that clearly identifies the intended programme of implementation, outcomes and outputs, actions and responsibilities over the next 3 years.
- To date Whole Place Plans have been created for Severnside and Bryn y Cwm. No further plans will be undertaken until the existing Plans have been embedded within the local communities and local capacity is developed sufficiently to enable the delivery of local priorities with minimal support from Whole Place Officers.
- It is accepted that there was a change in the terminology from Total Place to Whole Place, which initially resulted in confusion. It was agreed as part of the Business Planning process that the terminology Whole Place would be adopted as the long term branding for the Councils approach to area planning and regeneration and all work on this agenda is consistently branded as such.
- There is now a consistency in the nature of the documentation being produced to facilitate the Programme Boards with agenda items being reported against workstreams within the respective Whole Place plan.
- The aforementioned Cabinet report will lead to the formal creation of a Whole Place team whose responsibility is to develop local capacity and engagement to enable the delivery of the existing and future Whole Place plans. The team will be made up of a Whole Place Manager and 3 Whole Place officers.
- The Head of Community Delivery has responsibility for the delivery of Whole Place with Chief Officer, Enterprise holding strategic responsibility within the Councils Senior Leadership Team.
- The deputy leader, Councillor Phylip Hobson has Cabinet responsibility for the Whole Place agenda with Strong Communities undertaking the scrutiny role.
- Town Teams are autonomous constituted companies who have responsibility for the delivery of various aspects of the Severnside and Bryn y Cwm Plans.



There are clear governance arrangements in place for the allocation of public funds to these bodies and both teams provide progress updates into their respective Programme Boards. At present both Town Teams receive support from Whole Place Officers, albeit that this will be reduced as their capacity develops.

- There are clear terms of reference for the operation of both Partnership Programme Boards, however a further piece of work needs to be undertaken to clarify the relationship between the Partnership Programme Boards and Area Committees and the issue of Community governance. A review is to be commenced shortly and a proposed brief is to be presented to this Scrutiny Committee – see attached
- Web pages have been developed to provide consistent and up to date information.
- Whole Place officers are currently developing a short animation to convey the purpose of Whole Place, how it is delivered and its intended outcomes.

### **R2 The Council should build on the new momentum that exists by:**

- Reviewing and evaluating progress to date, identifying and addressing barriers to progress.
  - Clarifying leadership and management arrangements for Whole Place, including detailed roles and responsibilities.
  - Developing clear and agreed arrangements for the future of the programme in the two pilot areas and the remainder of the Borough if the approach is to be rolled out..
- 
- An evaluation has been undertaken on the work undertaken to date, which is being reported to this meeting – see attached
  - The lessons learnt from this evaluation will be applied to the implementation of Whole Place within Lower Wye and Central Monmouthshire.
  - The Whole Place team is in the process of being appointed with clear reporting lines and accountability.
  - The Whole Place Business Plan outlines the teams priorities in terms of actions, outputs and outcome.
  - Further refinement is required in terms of the generation of additional outcome measures and other areas of practice are being reviewed.

### **R3 The Council should put mechanisms in place to assess the added value that the**

#### **Council is getting from Whole Place by:**

- Developing measures of success for the Whole Place approach and two area plans that include broad outcomes, added value and community wellbeing.
- Improving programme management arrangements, to include performance, project progress, finances and risk.
- Developing an approach to systematic review and evaluation to inform the future of the programme.

- Measures have been incorporated within the Whole Place Business Plan, however further outcome measures need to be agreed to reflect local outcomes and the added value of this approach.
- The Whole Place Business Plan considers the wider issues of risk, finance and project progress. Individual Partnership Programme Boards undertake progress reviews of the priorities / workstreams within their respective plans.
- Place Programme Board has overarching responsibility for overseeing the delivery of the Whole Place agenda within its widest context, including implantation of the Asset Management Plan, 21<sup>st</sup> Century Schools, Town Teams and Community developments.
- Governance arrangements have been discussed and agreed at both Partnership Programme Boards.
- Data is collected by Whole Place officers regarding their consultations, interactions and any local capacity building that is undertaken to ensure that we have quantitate data which can be used to assess local impact and value added.

# Whole Place – Evaluation and Next Steps Delivery Framework

## Executive Summary

'Whole Place' planning and delivery provides our view into and connection with our communities, shaping new priorities, relationships and services.

It is about focussing on what really matters; acknowledging and embracing the diversity and distinctiveness across our towns and villages, guiding the way in which we must flex and adapt to meet changing community needs and expectations.

It is about unlocking; the passion, enthusiasm and qualities we know exist in abundance within our communities - the ideas, assets, skills and social capital. This is important in its own right, but more so when our financial resources are shrinking so dramatically.

It is about community leadership; marking a new way of working for the council and community, creating a culture of genuine shared endeavour. Not just developing policies that are fit for the county, but making decisions from the bottom up, that address fine grain local issues.

It is about transparency; breaking the monolith, encouraging local roles and responsibilities and promoting the need to share risk, responsibility and reward.

It is about removing; blockages and barriers to getting stuff done, removing duplication and 'silo' thinking and ensure the work we enable, promote and do in communities, adds demonstrable value

It is about investing in communities; to build their own resilience, in order that they have the best chance of becoming truly capable, resourceful and sustainable.

In short, 'Whole Place' is a **primary** means of delivering **sustainable and resilient communities** in the face of serious economic constraint and public funding cuts, which is why it overarches all of the key plans and policy frameworks that underpin operation of the Enterprise directorate

But 'Whole Place' is still in its infancy and we are still learning.

A WAO review of the 'whole place' approach (April 2014) provided a timely reminder of how far we are yet to travel along the 'whole place' journey, and how we need to continually measure and evaluate the process, as we roll it out across the county.

Whilst the review has proved useful, the timing and focus meant that in some instances, we feel that some of the judgements were perhaps slightly premature. It has however provided a clear opportunity to appraise progress to date and outline next steps for the whole place strategy. That is the purpose of this paper.

The conclusion of this report is that whilst significant progress has been made and added value evidenced, we have still a considerable distance to travel.

In taking the next steps and rolling out the Whole Place approach we need to adjust our work to address lessons learnt, during our first two years in Bryn y Cwm and Severnside. These can be summarised as follows:

- a. **Consistency within Diversity** – Whilst we celebrate diversity, an ‘organic’, bottom up, approach needs to underpin future roll outs of whole place in other areas, starting with community ownership of the plan consultation and formulation process.
- b. **Variation in Social Capital** – Whilst passion and enthusiasm for getting involved is consistent across the county, our experience is that resource, knowledge and confidence levels vary. We need to be aware of resource needs and develop support programmes to assist those becoming involved.
- c. **Engendering Trust** – Any significant cultural change such as ‘whole place’ can only be achieved by engendering Trust from the outset. We need to be aware of the need to reinforce that the process is genuine, and long term.
- d. **Resource** – It is implicit that if we are to ensure the transition to new and innovative partnerships we need to **invest** in our communities. Primarily, through the establishment of the Whole Place Team, but also through targeted resource of all service areas.
- e. **Duplication** – In establishing new partnerships there is always a danger of duplication and inefficiencies. We also need to be mindful of governance, complication, inefficiencies and potential discord.
- f. **Short Term Action/Long Term Vision** – Whole place involves a huge, cultural, shift externally within our communities and internally within MCC. As such, it is a journey that requires purpose, but also perspective. In truth, whilst we have made significant progress, we have only taken the first steps on that journey.
- g. **Service realignment** – We know that our communities expect more from their core services, whilst resources are diminishing. The whole place approach enables us to shape the discussion in a way that provides a positive option for future service provision through the use of Community Hubs.
- h. **Value Added Monitoring** - We need to measure it more consistently. Our challenge is to demonstrate outcomes not just through numbers and statistics, but through rich stories that evidence impact.

### **The Story so far...**

The Whole Place Strategy emerged from a recognition that regeneration strategies adopted by the council in the past had been narrow and overly ‘town centric’.

Whilst these had been informed by wider strategies such as the ‘Three Towns Initiative’ and associated action plans, they were predominantly town centre based, physical regeneration projects, missing the opportunity for wider social and economic regeneration needs and opportunities.

## Small Steps.....

Our first plan, 'Seven for Severnside' (2012) marked our initial attempt at developing a 'whole place' regeneration strategy that focussed on identifying core interventions that together would improve the 'quality of life' for those living, working or visiting the area.

The seven core initiatives that then formed the document were:

- 21<sup>st</sup> Century Schools,
- Caldicot Town Centre Regeneration
- Enterprising Severnside,
- Welcome Severnside,
- Better Homes for Severnside,
- Making a Better Severnside
- Strategic Opportunities for Severnside

As a major 'cultural' change working in a pilot area, the Plan was slow to be adopted. However, the pace quickly picked up in 2013 with the establishment of one of Wales' first **Town Teams** in Caldicot, a new governance structure led by the **Severnside Programme Board** - together with multiple sub 'task and finish' groups on the priority themes identified for the area.

The Town Council have also established a 'localism group' to work with the Council and Programme Board on identifying opportunities for localist approaches and in particular, community-led service delivery. Wider successes to date include:

- Town Team membership now stands at 89 members and is a registered Community Interest Company
- 150 volunteer marshals stepped up in 2013 to help the Town Team and Council host a Fireworks event attended by over 1200 people
- A further 80+ Town Team-affiliated volunteers assisted with the 2014 fireworks event which was attended by over 9,000 people
- Caldicot Town Team establishing premises in the town - taking over the old 'Shop mobility' unit
- Caldicot Town Team organising a community engagement event (pre-Asda) – including consultation on the Town Centre Linkage scheme which saw some hundreds of people take part
- Recent linkage 'shaping' (post Asda) community engagement evoked 83 written responses
- Securing funds for a Town Centre wi-fi scheme and signing up 10+ businesses to the Super Connected Cities voucher scheme
- Caldicot Town Team Development of the 'Severnside' magazine.
- Support for a series of local major events at Caldicot Castle – including the Town Team's Town Centre ticket scheme for Fortress Wales event.
- Development of a series of major events at the Castle, led by the Council's new Events Team - Remembrance Concert, Gwent Music Support Event and Christmas Markets
- Establishment of an Incredible Edibles Group – led by the Town Team
- Creation of a three-way working group (Council, Community Council and Magor and Undy Sports and Leisure Association) to guide the development of the Three Fields site in Magor and Undy as a local community recreation and resource centre.

- Negotiation with Interserve to develop Targeted Recruitment and Training Practices to ensure local people are trained and employed through the construction of the new Caldicot Comprehensive School, via Y-Prentis
- Delivery of the ASDA Supermarket development scheme.

With immediate plans to extend the network of volunteers, 'deliver' the linkage scheme and provide a free Wi-Fi network through the Town Centre – progress to date has enabled us to demonstrate significant in-roads into the delivery of the 'Seven for Severnside' plan.

Adding value through local employment opportunities provided through existing MCC schemes such as Y-Prentis will also enable us to develop more meaningful impact .

### **Bigger steps....**

In Bryn-y-cwm, there has been a comparable level of progress over a shorter period of time and in many cases, of a totally different order and magnitude.

This can mainly be attributed to the backdrop of higher levels of engagement and participation including: a very active and effective Civic Society; the existence of an active Business Club; existing community ownership schemes (Borough Theatre Trust, Park Street Community Project, FOALS and so on) and robust tourism and economic brands.

The four project strands of the whole place plan 'A Better Bryn-y-cwm' are:

- Town Centre Regeneration
- Education to Enterprise
- Nobody gets left behind
- Building a Sustainable Settlement.

Wider successes include:

- The establishment of the Abergavenny Town Team in 2014.
- The establishment of the Bryn Y cwm Programme Board which has met three times.
- Securing Vibrant and Viable Places funding to test the feasibility of establishing a Business Improvement District
- Establishment of the BID structures and frameworks alongside engagement activities.
- Feasibility feedback is strong and indicates the potential inclusion of some 550 business and the opportunity to generate c£250k per year over 5 years
- Support for Abergavenny to secure status as host for the 2016 Eisteddfod
- Abergavenny becoming the successful host town (via competitive tender) for the prestigious 2014 National Road Race Championships, bringing 40,000 people into the area and generating a ROI of £2.76m
- Stage 3 of the Tour of Britain brought to Monmouthshire, with the finish of the stage, on the Tumble in Abergavenny and a ROI of £715k
- Abergavenny Town Team, with the support of MCC, securing £60k from Welsh Government for Town Centre Partnerships with a focus on 'e-commerce'
- A successful partnership bid being made for Town Centre Regeneration scheme under the VVP loan fund scheme for £1.25m
- Abergavenny Town Team has already established four priorities to deliver against over the next twelve months.
  - Events - Create an Events group who would look to exploit the facilities in the Town, create an annual programme of events, enlist the help of the Tourism

Ambassadors, create a publicity source and encourage collaboration between agencies.

- Connect with ACE, Community Coordinator, 50+ Group and others to follow up on the “No-one gets left further behind” objective. This would include looking at transport issues around Abergavenny and District in conjunction with local Community Councils.
- Link with School and Business Community, including Young Entrepreneurs opportunities and training needs for work in local businesses.
- Work on Town Centre Environment and railway station to improve appearance and welcome, with Civic Society, Abergavenny in Bloom and BID Group

In addition, recent work commissioned by the Civic Society in conjunction with the Programme Board and Town Team delivered the ‘Abergavenny Towns Alive Benchmarking Report 2014’. The report concluded that the town was thriving with low town centre vacancy rates; high footfall; high business confidence and a strong ‘recommended visit’ response

Whilst this shows good progress on the priority for Town Centre regeneration and confidence, and naturally translates to objectives around enterprise, sustainability and ensuring nobody gets left behind, this does not imply complacency and negate the recognised need for more targeted action in these areas.

There are also other opportunities which will be very relevant to the progress of the frameworks in Severnside and Bryn-y-cwm, in particular the new Local Development Strategy for the new Rural Development Plan which is due to commence in 2015. The two key priorities identified through community engagement are especially resonant: exploitation of technology and reinforcing local identity through culture and heritage.

### **And Beyond...**

Outside of the Bryn y Cwm and Severnside areas, work is also ongoing in other key settlement areas to complement the process of Community-led planning which has been co-ordinated with RDP funding.

To date plans are underway in Raglan, Llandogo Pennalt, Coed-y-Paen, The Narth, Llantilio Crosseny, St Arvans, Llanbadoc, Llanelly Hill, Mathern and Shirenewton, Warren Slade and Llanover.

Some targeted work has also been done by the team in relation to specific issues and identified deficiencies in Raglan and Usk. In the case of the former, the absence of a central community facility with a growing population has come to the fore and we are working with a community-led task group to undertake the feasibility and preparatory work to inform funding bids for such a facility.

In Usk, we are working to pilot the first ‘Community Hub’ bringing together youth service, community education and library provision. This serves to highlight the potential for evolution of whole place and the opportunity to demonstrate positive symbols and icons of ‘what it means’ in the community. This is discussed further below.

## Where & What is the Added Value of Whole Place?

We know from our experiences to date that the 'whole place' approach is enabling activities, services and projects to fruition where the risk of non-occurrence would be high. There are also projects which may already be ongoing or initiated by others, which are receiving significant added value through the 'whole place' approach.

We are starting to connect different groups and organisations, to share resources and more importantly to get the best output from volunteer time when they are all working to a common goal. In many cases we are finding that it's as much about providing confidence and removing obstacles than direct financial assistance.

Some examples, small and large, are provided below

**EXAMPLE 1 - Llangybi Allotment Group** - In Llangybi, low interest loan funding was secured by a group of local residents from the Welsh Government to purchase land for a community allotment.

Members of the Whole Place Team provided advice on the risks and process of setting up an allotment facility and helped with drawing up tenancy agreements. Officers also arranged for the land to be turned over using larger pieces of equipment though MCC.

With support, they have formed a formal allotment association and subsequently raised funds to put in a water supply.

A great community resource has been created with just advice and guidance. The group leaders are now also involved wider in the community and the group also meets socially, improving social cohesion.

**EXAMPLE 2 - Rogiet Post Office/Shop** – Whole Place Officers have met with a group of 4 residents from Rogiet who have got together to “make a difference”, in the wake of the post office/shop being sold, resulting in a lost asset to the settlement.

With assistance and guidance from Officers, they are now enquiring with a housing association to see if they could amend forthcoming house building plans to incorporate a community shop with social housing above. Discussions are also ongoing as to whether the premises can be used as a volunteer run shop by day and a community meeting place in the evenings. They also have plans to promote healthy eating, sell local produce and allow people to use the shop as a Wi-Fi base.

If proposals for such a community facility come to fruition, it will be a significant achievement for the community

**EXAMPLE 3 – Monmouth Railings** - In Monmouth, a resident wanted to re-paint the railings around the town's war memorial for the remembrance centenary celebrations. The railings are in a prominent position within the town and were not deemed a priority for highway repair given funding restrictions.

Whole Place Officers assisted the resident in removing conservation hurdles and he has subsequently painted the railings from his own pocket. A small but important example, of the



important role that officers can play in removing barriers to the involvement of community members.

**EXAMPLE 4 - Usk Community Hub** –2013/14 Budget Consultations in the town of Usk had raised the possibility of closure of the Towns Library.

In recognition of the strength of feelings, proposals for a relocated library within a new community hub took place but with a very angry community that felt they didn't have any say or control over what was happening to their library.

Whole Place Officers led consultation over plans for a new hub and in the process succeeded in turning a negative situation into a positive one.

Residents became more appreciative of the dilemma over time, with one remarking of the consultation "I came in here dreading the worst case scenario and have left so much happier and confident about what you are doing"

More importantly, the process was robust in securing 318 surveys with 70 indicating that they would help with helping out with the new facility.

**EXAMPLE 5 –Bryn Y Cwm Plan Delivery** – Whole place delivery is about establishing new partnerships and enabling our communities to deliver the priorities they establish.

One of the strongest examples of this process is in Bryn y Cwm, where the community not only established the priorities for the emerging plan, but are also apportioned roles and responsibilities.

Under the Bryn y Cwm Programme Board, the key groups involved in the town have agreed the following leads for the priority themes:

<b>Theme</b>	<b>Lead</b>
<b>Town Centre Regeneration</b>	<b>Abergavenny Town Team</b>
<b>Sustainable Settlements</b>	<b>Transition Towns</b>
<b>Nobody gets left behind</b>	<b>Abergavenny Town Team</b>
<b>Business and Education Links</b>	<b>Bryn Y Cwm Community Forum member</b>

By harnessing the skillsets and enthusiasm of community volunteers to deliver the wider plan the agreed process has begun and will continue to deliver a wider range of initiatives that could never be undertaken by the authority itself.

It is not just about volunteer hours, it is about the skillset to deliver. As one officer commented recently after a sub group meeting ' I have never been in such a meeting where I knew least about the subject matter and felt I was playing *catch up* with volunteers in the room'

**EXAMPLE 6 – National Cycling Championships** – Having succeeded in winning the right to host the prestigious 2014 National Road Race Championships, Abergavenny’s newly established Town Team set about engaging the town’s business community to embrace the opportunity.

The Town Team arranged for businesses to work together to dress the streets with bunting and all businesses were visited and encouraged to adopt a cycling related theme for the duration of the event. A total of 35 businesses participated in this initiative contributing to the event being a huge success for the town and county - bringing 40,000 people into the area and generating a ROI of nearly £2.76m.

The involvement of ‘whole place’ in establishing a Town Team, enabled the town to add direct and indirect value to the event, maximising the benefit to the town. It also enabled the Town Team to ‘cut their teeth’ on a significant national event that establishes their credibility in the town and enhances their confidence and ability to undertake other challenges.

**EXAMPLE 7 – Ambassadors** – One of the big success stories of the ‘whole place’ approach has been the launch of the ambassador initiatives across the county. In the past, the use of volunteers to provide services has been dismissed as unrealistic, however the experience of the past year shows that this is not the case.

The involvement of Tourism ambassadors, in particular, has uncovered the depth of pride and potential that exists amongst our communities to be involved in assisting and promoting the county’s assets.

A total of 210 Tourism Ambassadors have received training since the programme was launched less than a year ago, providing not only the opportunity of maintaining opening of facilities under financial pressure, but also enabling us to expand opportunities to promote new county’s assets .

For example, the recent improvements to the historic Monnow Bridge & Gate, completed with RDP monies, have enabled the regular opening of the structure for the first time in generations.

The response has been fantastic with residents who’ve lived in Monmouth for as long as 71 years visiting their heritage icon for the first time.

This would not have been possible without the commitment of volunteer ambassadors who provide guided tours every Wednesday. A total of six regular volunteers have recorded a total of 30 hours volunteer time to date, with volunteers recently agreeing at a review meeting to look at improving opening times and exhibition material, when the tourism season recommences in the spring.

The success of Ambassadors has enthused the Bryn Y Cwm Town Team to arrange and fund training for ‘Abergavenny Ambassadors’ to inform and enhance the visitor experience in a similar way.

**Example 8 – Caldicot Town Centre Regeneration** – Caldicot Town Team was one of the first Town Teams to be established in Wales and has been instrumental in consulting the business and shopping community on the regeneration needs of the town.

Volunteers in the Town Team have assisted in a consultation event that attracted over 600 visitors to a consultation exercise that included asking what linkage the community would like to see between the proposed ASDA store and the Town.

Through its own website and Facebook page the Team regularly updated the town on progress and development of the ASDA store to ensure that there was no misinformation, resulting in smooth progress of works.

Faced with cutbacks on non-essential services the authority would not have been able to have conducted such a thorough consultation and information sharing exercise had it not been for the volunteer activity of the town team.

The priority for the team is now to prepare and agree an action plan (similar to Bryn y cwm) that enables them to focus and pool resources on the next priorities for the town.

## **Measuring the difference**

It is recognised by all those involved that the scale of change sought through working in this way and investing in communities to enable them to build their own resilience is significant; requires adaptive leadership, patience, endurance and a commitment to long-term over short term results.

However, whilst it is this kind of deep seated generational change which is required, we must also put in place the measures which enable us to understand if we are on the right path or not.

As can be seen from the examples in the previous section, there are numerous examples of where value has been added as a result of the 'whole place' approach to regeneration and the provision of services.

However, whilst some outputs can be tangibly measured i.e. volunteer hours, some other outputs can be more subjective i.e. empowerment to undertake a greater role.

Nonetheless we need to establish more robust means of measuring the value added by whole place planning and delivery.

Therefore, the measures we have in place currently comprise some more 'traditional' measures and some newer 'quality of life' indicators that aim to tell richer stories about the changes taking place. These are:

<b>Number of Severnside Programme Board meetings</b>
<b>Number of Bryn y Cwm Programme Board meetings</b>
<b>The number of engagement events held or supported by the Whole Place team</b>
<b>The number of virtual visitors to the Whole Place webpages</b>
<b>Level of funding that the team has help to or achieved to support community groups</b>
<b>Level of Funding acquired from S106 or similar funding streams</b>

<b>Numbers of people who contribute to decisions in the Severnside locality. (engagement events, programme boards, town teams etc)</b>
<b>Numbers of people who contribute to decisions in the Bryn y Cwm locality. (engagement events, programme boards, town teams etc)</b>
<b>The number of community groups supported by the Work of the Whole Place team to build capacity in local communities</b>
<b>% confidence in future business growth - Bryn y Cwm</b>
<b>Percentage of people who agree they can influence decisions affecting local area</b>
<b>Percentage of people who have a feeling of belonging to the local area</b>
<b>Footfall in Abergavenny Town Centre</b>
<b>Footfall in Caldicot Town Centre</b>

The measures are not set in stone and must continually develop and seek to respond appropriately to the ‘How do we know we’re making a difference?’, ‘How do we know these things wouldn’t have happened anyway?’ and ‘what is the value added?’ questions.

## **Self-evaluation**

In their 2013/14 review of Whole Place arrangements, WAO concluded that whilst there was a lot enthusiasm and energy around whole place, the difference was yet to be felt in terms of value added.

The review also stated that the ‘lack of a single strategy’ contributed to this.

This is now being progressed to enable a sense of consistency and to continue to support the diversity and sense of distinctiveness so central to the Whole Place approach. To further derive a sense of strategic consistency and to establish direction of travel, we have re-purposed the Place Programme Board to oversee, co-ordinate and align internal arrangements.

In the annual Chief Officer, Enterprise Report for 13-14, Whole Place delivery arrangements were evaluated as ‘adequate’. This recognises the fledgling nature of the work, the WAO review feedback and also the difficulty in terms of attributing successful outcomes to ‘the Council’ especially since whole place is an enabling as opposed to direct provision function.

As we have embarked upon the process of establishing Programme Boards, Town Teams and other working groups, we have continually sought feedback and input and recorded views, observations and feelings. We have done this through post-meeting surveys, post-event evaluations and through capturing stories and anecdotes that we feel convey key messages and learning points.

## Lessons Learnt

There is no doubt that despite its infancy, the 'whole place' approach has delivered significant progress and added value, but the diverse experience in the two 'pilot' areas has provided some core experiences that inform future roll out and potentially retrospective action in the areas already underway.

These can be summarised as:

- f. **Consistency within Diversity** – The experience in Severnside and Bryn-y-Cwm to date, has highlighted the diverse nature of communities and settlements across the county.

In rolling out whole place to Lower Wye and Central Monmouthshire we need to be sensitive to this, but develop a consistent 'approach' around best practice to date.

For example, at this point, the emerging structures and community involvement in Bryn y Cwm appear stronger than in Severnside, and have greater momentum. There are many reasons for this, but it is believed that it is due, in large part, to the process adopted at the outset when developing the whole place plan in Bryn y cwm – arguably more 'organic' and 'bottom up' than in Severnside.

Whilst there was consultation in Severnside, the feeling amongst the community was that the direction always came from above with the Council and key partners identifying the emerging themes. Whereas in Bryn y Cwm, it was the community developing and agreeing the themes.

An 'organic', bottom up, approach needs to underpin future approaches in other areas starting with community ownership of the plan consultation and formulation process.

This is true, not just of towns, but of smaller rural settlements.

- g. **Variation in Social Capital** – Whilst enthusiasm and passion of our communities to get involved have been found to be consistent across the county, it is clear from our experience to date that the capacity for getting involved and ultimately leading significant initiatives or programmes of work may vary from settlement to settlement.

In Bryn y Cwm, there is a longstanding tradition of community groups independent of formal structures such as the County, Town & Community Councils that provide a significant resource, knowledge and confidence base. In Severnside, this is less evident with groups such as the newly formed Town Team providing an opportunity for participants for the first time.

Whilst, in part, this is a reflection of the need to broaden the involvement of the Town Team in Caldicot, it also highlights a need to be aware of resource gaps requiring the development of support programmes and networks to assist the needs of those becoming involved ie project management, evaluation and monitoring etc.

- h. Engendering Trust** – Any significant cultural change such as ‘whole place’ can only be achieved by engendering Trust from the outset.

This is the case across a number of levels and a particular challenge where new organisational roles and responsibilities appear to cross over with existing organisations ie between existing county and town council responsibilities and newly established Town Teams.

We need to be sensitive of local dynamics and roles and pre-empt areas of risk to minimise misunderstanding that could impact upon the momentum that ‘whole place’ can bring.

Where these barriers have been overcome, we still need to be aware of the need to reinforce that the process is genuine, and long term.

For example, in Bryn y cwm, there is a tangible enthusiasm amongst Town Team members about progress to date, but often a recurrent hesitancy with participants constantly seeking reassurance of the councils commitment to devolving roles and responsibilities is real and long term.

- i. Resource** – The recent report approved by cabinet – *‘Building the Establishment and Capacity for Enterprise* – recognised the importance of investing in the Whole Place initiative to ensure consistency and efficient delivery.

It is essential that if we are to ensure the transition to new and innovative partnerships, we need to **invest** in our communities. Primarily, through the establishment of the Whole Place Team, but also through targeted resource of all service areas.

This issue is in the process of being addressed, subject to due process.

- j. Duplication** – Our experience in Bryn y Cwm has drawn observations from Welsh Government that there is a danger of duplication and inefficiencies arising from multiple organisations being involved in shared initiatives ie Abergavenny Town Team, BID group, Partnership Forum etc.

It is a ‘good problem’ to have, in that it reflects the growing involvement of volunteers in their communities, but we also need to be mindful of governance, complication, inefficiencies and potential discord.

We believe that the risk of duplication can be mitigated by the establishment and direction of the relevant Programme Boards, but acknowledge that it is an area that requires review. We accept the issue but don’t yet know the solution.

- f. Short Term Action/Long Term Vision** – Whole place involves a huge cultural shift externally within our communities and internally within MCC.

Inevitably, emerging structures and plans will be driven by short/medium term activities and outputs, but we should not lose sight of the fact that it is as much about the long term process and vision as it is the immediate needs.

The ultimate purpose of whole place is to enable our communities to become sustainable and resilient in rapidly changing times. To adjust the dependency upon traditional structures and funding streams and be innovative in the delivery of locally agreed objectives.

As such, it is a journey that requires purpose, but also perspective.

In truth, whilst we have made significant progress, we have only taken the first steps on that journey.

- i. **Service realignment** – We know that our communities expect more from their core services. They expect 24-7 access, virtual channels and the ability to tell us what matters and shape services.

But the reality is that impending budget cuts have set the parameters for the discussion with the stark choice in the case of local front line services being realignment or removal of services.

However, the whole place approach enables us to shape the discussion in a way that provides a positive option for future service provision through the use of Community Hubs.

The experience of Usk Community Hub consultation has shown how a negative situation can be turned into a positive outcome, by positioning the authority as part of the community and that the budget reductions are for the community, not just the council, to resolve.

In placing the question thus, it increases resident awareness of the situation and involves them in the solution. In the Usk case with a positive response to community hub proposal and a willingness amongst many to actively assist with its establishment.

- j. **Value Added Monitoring**

By its very nature, the benefits of whole place planning and delivery, are multiple and complex. Some are readily measurable through traditional indices i.e. footfall, turnover, volunteer hours, but others are less so i.e. how to we measure increased confidence to be involved, feeling empowered etc.

We can see, feel and experience the benefits that the whole place approach is delivering, but we need to measure it more consistently.

Our challenge is to demonstrate outcomes not just through numbers and statistics, but through rich stories that evidence impact upon the quality of lives of our communities.





## Draft Whole Place Strategy v1.0

### Introduction and the context

'Whole Place' planning and delivery provides our view into and connection with our communities, shaping new priorities, local relationships and services.

We favour a 'local' approach because our county is large, predominantly rural and very diverse. This means our ways of delivering services, regeneration and planning should look and feel different in different places because communities' needs and aspirations *are* different. Whole Place therefore enables a focus on what matters locally; acknowledging and embracing the diversity and distinctiveness across our towns and villages, guiding the way in which we must flex and adapt to meet changing community needs and expectations **in order to deliver improvement**. It is about unlocking; the passion, enthusiasm and qualities we know exist in abundance within our communities - the ideas, assets, skills and social capital.

Effective and sustainable local approaches rely on meaningful community leadership; marking a new way of working for the council and community, creating a culture of genuine shared endeavour. Not just developing policies that are fit for the county, but making decisions from the bottom up, that address fine grain local issues.

We believe 'Whole Place' relies on genuine partnership between Council and communities. It relies upon transparency; breaking the monolith, encouraging local roles and responsibilities and promoting the need to share risk, responsibility and reward. Within the Council, it requires us to ensure fairness, allocate resources and invest in capacity building. Within communities it needs local leaders to rise to the challenge and opportunities; to be enterprising and engage their wider communities and other stakeholders. The aim in all of our towns and communities in which Whole Place operates is to maximise community wellbeing through maximising the value of public expenditure; leveraging the impact of other strategic investments and, energising local communities and their inherent but sometimes latent human and physical assets.

We are in a period of severe austerity. For us, this provides a greater drive to take our place-shaping responsibility to the next level. Working differently and together is our best way of keeping the most valued local services going through reducing their cost and driving down demand for them before it is created. This means reaching out to communities and the wider public, business and voluntary sector; using our enabling and interventionist role to create social and added value outcomes. We want to ensure through influence, alignment, persuasion and leverage, we encourage everyone to contribute to their local improvement agenda.

This short strategy provides a simple framework to guide how we will go about investing in our communities in order to enable them to build their own resourcefulness. It comes at a time when we have two Whole Place 'pilot' plans in their infancy in Severnside and Bryn-y-Cwm with the first review and evaluation supporting and highlighting the importance of difference and diversity— and yet the need to position it within a consistent strategic framework. It therefore sets out the key purpose; core principles and potential benefits to the Council and local communities. As public funding continues its decline and yet the need for local public services grows, we continue to believe this approach provides the best chance for communities to become capable, sustainable and resilient.

## **The ambition and purpose**

Work that has taken place under the 'Total Place' pilots delivered across the UK from 2009 onwards resonates with our approach. Coupled with our experience of early delivery of Whole Place, results indicate real potential to deliver the kinds of outcomes communities really want to see as well as realise financial savings and benefits.

We want to align resources, co-ordinate efforts, investment and delivery and reduce duplication and share information more effectively in our localities. Whole place means much more than just partnership working. Partners, services and communities already work together to join-up approaches, realise benefits and share expertise. However Whole Place aims to provide a more systematic approach to area co-ordination and regeneration. It has more important components that reflect changing community needs and expectations, the context of severe funding cuts and demographic trends:

- Local 'Whole Place' Plans that provide a framework for actions, decisions and area outcomes;
- Local approaches to aligning and co-ordinating service delivery – connecting services and functions to the context in which they are delivered;
- Locally owned, led and delivered services – shifting from a central service provision to devolved and sustainable community delivery;
- Developing the capacity of local people to organise themselves to develop solutions to challenges;
- A clear community governance structure that provides for balancing freedoms and flexibilities with accountability and responsibility;
- Identifying new investment sources; opportunities for co-investment, crowd-funding and joining-up resources;
- Service redesign and reconfiguring spending around communities and people who use services – encourage more participation in budget setting and engagement in new models of service delivery;
- Bringing together partners and stakeholders to make strategic decisions that derive better outcomes for communities; and,
- Provide clear frameworks for place-based and consensual local leadership

## Principles underpinning Whole Place

Supporting delivery of the ambition and purpose are six central principles that will guide action, build engagement and trust and deliver improvement outcomes. These principles have been derived from the purpose and ambition, and in very practical terms, our experiences to date in delivering Whole Place on the ground:

1. Building services around the people and communities – making service user experiences and outcomes the starting point. This is embedded in our approach to ‘system reviews’ and working within communities to find out ‘what matters’;
2. Demonstrating ‘staying power’ and a focus on the long-term – working in communities is messy and contentious. It is important to develop and commit to a ‘we don’t want to run out of things we agree on, before we run out of opportunity’ principle;
3. Removing barriers for better outcomes and reducing costs – overcoming common difficulties such as working across organisational boundaries and workforce and communities can be overcome by forming more integrated ways of working
4. Building trust, engagement and supporting self-organisation – operating in an open, transparent and accountable way, breaks down barriers and builds relationships. Encouraging self-organisation and self-support enables communities to begin shaping their own destinies;
5. Supporting a framework for partnership working that promotes co-existence – working in parallel; co-operation – sharing information and knowledge; co-ordination – proactive alignment of needs; collaboration – willingness to make decisions at a pan-local level and co-ownership – pooling budgets and shared ‘equity’ in local mechanisms; and,
6. Developing and supporting bespoke local delivery and investment mechanisms that mirror the communities they serve – where budgets or services are devolved to local communities, the new models should be tailored to meet local needs. No two areas needs will look or be the same.

## Mechanisms for Delivery

There are many potential vehicles for delivery that span Council to community-led initiatives and delivery. Some of these may be within a different legal entity, whilst others will be about ‘softer’ mechanisms such as a commitment to share data and information and joint commissioning frameworks. Each place will develop its own structures and delivery mechanisms in accordance with the aims, needs, actions and priorities outlined in the Whole Place plan. It is unlikely that these will be fixed or inflexible mechanisms – as evolution and adaptation occurs – methods of delivery will need to bend and flex too. Drawing on the experience of others, our own work to date and the wider policy context, we have identified some of the following key mechanisms that can facilitate delivery of Whole Place:

- **Town Teams** – open groups of local residents, businesses and other interested parties focussed on driving continuous improvement in high streets. Formed on the back of the Mary Portas High Street review in December 2011, town centres must put in place a strategic and operational ‘management team’ in order to ensure a

sustainable and relevant offer for the future: 'Without highly competent, inspired and collaborative high street governance we are never going to get our high streets running effectively'. The specific recommendation around Town Team concludes that 'it is up to local areas to decide what works for them'. In Bryn-y-cwm and Severnside, the Town Teams that have formed share some core characteristics, but have taken slightly different approaches, tailored to the needs and priorities of the town. Beyond being simply 'teams' – Caldicot Town Team has incorporated as a Community Interest Company in order to be clear about its 'not for profit' social aims and Abergavenny is currently in the process of determining which structure will best suit its aims in the future;

- **Communities Interest Companies** – as stated above, at least one of our Town Teams is now incorporated as a fully-fledged CIC. CICs are incredibly useful mechanisms in this context as they operate in a very open, transparent and accountable way; with 'not for profit' objects and an asset lock. Whilst they have freedoms to trade and explore commercial opportunities, their actions and outcomes must pass the 'community interest test' and file an annual report outlining how they have delivered on their stated community aims, to the CIC Regulator;
- **Trusts and charitable enterprises** – similar to the above, charitable enterprises and trusts can take a number of forms. They can be organised as companies, incorporated and have legal personality and unincorporated and organised as trusts. In the case of charitable incorporated organisations and are supervised by the Charity Commission, with trustees that have general control of the management of the organisation. Advantages include the 'beneficiary principle'; taxation and related benefits and a clearly defined social purpose. In both Bryn-y-cwm in particular, a number of trusts exist with one example being the 'Borough Theatre Trust' established by the Council to oversee the strategic direction and running of the Borough Theatre. With work currently underway to appraise the options for the future operation of our cultural services, one key opportunity thus far, appears to be the establishment of local trusts to own and control local heritage assets;
- **Partnership boards** – partnership programme boards that include the public, private and voluntary or community sectors and have a central role to play in co-ordinating delivery across work streams and overseeing strategic direction and relevance of the Whole Place Plans. Importantly, these are not 'talking shops', but have a clear focus on specific changes. There is also a clear line of reporting to the Council's cabinet committee where a case is made for investment of public or quasi-public monies. The Partnership Programme Boards in Severnside and Bryn-y-cwm draw from across the local public, third and private bodies and are supported in the endeavours by a range of agencies at detailed work stream levels.
- **Town and Community Councils** – both town and community councils must be at the heart of Whole Place planning and delivery as chief advocates of a localist approach and seize the opportunities now available to them through the programme. Town and Community Councils play a key role in giving people closer to home, a real say over what happens and the power to make a difference. We have begun working

with community and town councils to develop 'community-led plans' that help 'infill' some of the areas not covered currently by Whole Place plans, thus joining-up the wider place-based planning framework. This should enable greater accountability, provide support for voluntary initiatives and promote community empowerment. In Severnside, the Town Council's Events Committee working in partnership with the Town team have coined a 'By the community, for the community' phrase and in both Severnside and Bryn-y-cwm, town councils have been quick to recognise the opportunity presented by Town Teams to open up community governance and accountability and are currently exploring ways in which they can work together to plan and deliver local services;

- **Data and evidence** – integrating and aligning services will only be achieved if local services agree to allow access to and share data about services. Whilst recognising the need to meet and comply with legal requirements, developing a more systematic and timely use of data is important. There are more innovative means to progress opening up data to consider – if we truly want to share problems and challenges with our communities, sharing information is critical to enabling them to develop real-time, real-world solutions. Monmouthshire's 'open data' licence is significant in this context and platforms like Monmouthshire Made Open present a local opportunity to share, co-develop and mobilise knowledge and good practice; and,
- **Joint commissioning** – creating joint commissioning frameworks and arrangements and 'single performance' programmes that span public sector and local agencies avoid silo thinking and cultures. Our Local Service Board has already engaged in this kind of activity in specific areas. As key advocates and supporters of Whole Place, the next phase of work is to systematise this approach and through links with the Partnership Programme Boards, embed it meaningfully at the local level.

## The Process

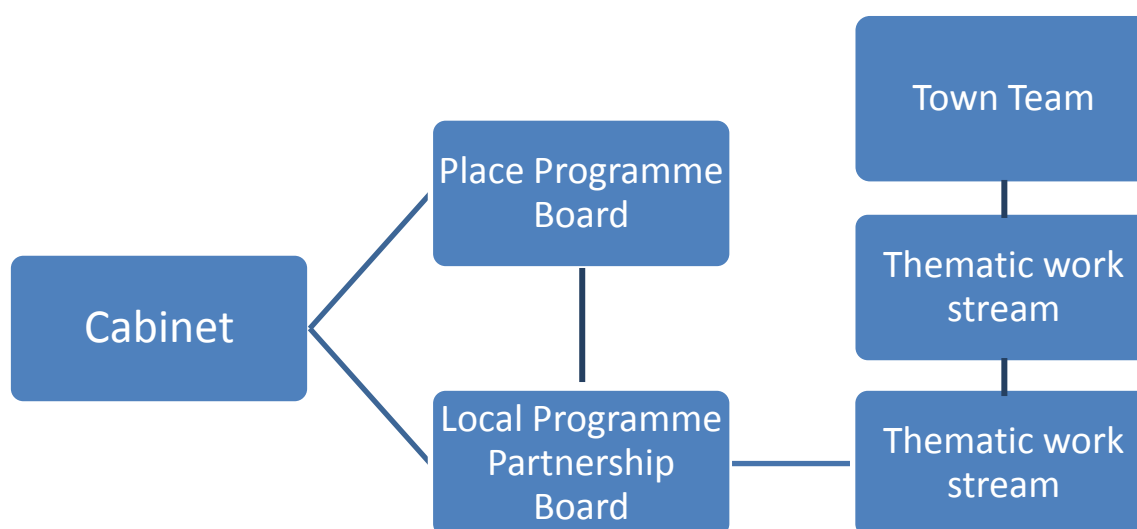
Building on the above, our work to date has involved the design of a core process – which although providing the flexibility for adaptation and modification according to local priorities – provides a consistent means of beginning, driving and operating Whole Place. There are five main points or key milestones that help provide some structure to the process. To build the necessary engagement and trust, as far as possible, these are shaped and informed by the community and so will not always happen in sequence; aspects will require some self-organisation and other parts will be driven in a more 'self-started' way:

1. **Engagement.** Prior to the formal plan process starting, time and energy needs to be invested in building relationships, raising awareness, bringing interested parties together and preparing the ground on which the plan will be built. At this stage, our experience shows that 'shadow' group structures will naturally form or will need to be encouraged and supported. In the early days these 'steering groups' may go on to become future programme boards and a core part of the future governance
2. **Commissioning the Plan.** Continuing the theme of engagement and involvement, the Council and the community representatives and stakeholders commission the plan preparation. This involves a whole process and more widespread engagement around strategy formulation; identification of local themes and priorities and

understanding the actions and objectives that best contribute to realisation of outcomes. Existing structures such as Town and Community Councils, steering group(s) and other emergent parts of the governance structure play in a key role at in providing a sounding board, local insights and enabling the community to guide and direct the process. Wider one-on-one engagement with individuals is also necessary to ensure a wide complement of views and perspectives.

3. **Signing-off and adopting the Plan** – the point at which the plan is agreed both within the community and Council is a significant one. Not only does it present the community with a clear plan and distinct priorities; it enables the steering groups and governance structures to move from ‘shadow’ to ‘real’ and signals the beginning of implementation and delivery.
4. **Developing and aligning the governance structures** - whilst parts of the governance structure will evolve out of necessity, process and sequence, others may evolve in a more organic and bottom-up way. It is important at this stage that governance structures are aligned, co-ordinated and operating optimally.
5. **Delivery and Evaluation** – action plans providing the detail of implementation are set out at this stage, providing the structures and processes to allow monitoring and implementation. Outcomes and outputs are defined and the milestones and stages at which review and evaluation take place.

## Governance



The diagram above illustrates the governance structure. Whilst Local Programme Partnership Boards have primacy within the community as the strategic ‘overseers’ of Whole Place; within the Council, there is a similar need to provide a strategic steer and a co-ordination and leadership mechanism. The internal executive-led Place Programme Board provides an apparatus for this essential alignment and joining-up within the Council.

The Programme Partnership Boards are autonomous bodies that have power to make decisions and chart the course for local delivery of Whole Place. However, where decisions

concern public money or quasi-public money such as the investment of S106 funds, then the Programme Board must make a recommendation for onward consideration of the Cabinet Committee. This provides for high levels of transparency and accountability.

Similarly, where the internal Place Programme Board makes a recommendation about a policy shift or change, then again, a Cabinet decision is required.

The task and finish groups, work stream groups and Town Teams have a role in contributing to the wider delivery of Whole Place and as such, have a line of reporting into the Programme Partnership Boards.

It is likely that the design of this core governance structure will develop and evolve. In both Bryn-y-cwm and Severnside in recent times, the nature of Town Council involvement has begun to change with conversations progressing as to how to extend involvement to community councils in the hinterland and make links across town-based Whole Place Plans and village-based Community-led Plans. Ensuring in-built frameworks for review and refinement of community governance will be critical in ensuring long-term effectiveness.

### **Community Involvement**

Meaningful, effective and continuous community engagement is vital to the success of Whole Place. Whole Place provides a real opportunity to embed 'Monmouthshire Engages'-style principles into every-day local service planning and delivery.

Monmouthshire's Engagement Framework, as adopted by all our Local Service Board partners defines consultation as a process by which 'policy makers and service providers ask for the views of interested groups and individuals. It further describes engagement as 'an active and participative process by which people can influence and shape policy and service that includes a wide range of different methods and techniques' and participation as 'people being actively involved with policy makers and service planners from an early stage of policy and service planning review'.

Whole Place aims to shift away from simply informing and consulting to real engagement and participation. As the process moves us towards genuinely co-produced and co-designed delivery models, our involvement work must consider the end outcome of 'sustainable and resilient communities' and allow that to shape and inform the kind of long-lasting and profound relationships needed to make it a reality.

For us, this means a core focus within Whole Place upon:

- Facilitating real community engagement and empowerment of citizens to be involved in design and delivery of local services, planning and functions;
- Using the collective experience and expertise of local organisations and service providers on the needs, expectations and aspirations of individuals and communities; and,
- As a large service enabler and provider in our right, making a practical contribution in our efforts to redesign and refocus services, to understanding user perspectives and 'what matters'. This means more active local participation in budget setting, establishing service priorities and developing the right mechanisms for local service delivery.

## Outputs, outcomes and evaluation

Whole Place represents a significant departure from traditional Council-led, whole-county service delivery. Whole Place is a long-term endeavour. Whole Place is less about the Council's leadership of place and more about genuine community-leadership of place. It follows therefore that measuring and evaluating the difference and outcomes achieved as a result, will be no easy or short-term task. Furthermore, results will not always be evident in quantifiable conventional measures and more open-ended, longitudinal and qualitative evidence will be required.

Meaningful annual evaluation will thus, be necessary, based upon the outputs achieved and the contribution they make towards our longer-term stated outcomes. A distinguishing factor that moves Whole Place beyond traditional partnership co-operation is the use of evidence and meaningful self-evaluation to make a robust case for continued time and investment in the approach. If we are to make strategic investments in new ways of working and devolving services and redesigning them based on local needs and priorities – then we have to have confidence that it is worth doing.

Our process of evaluation will seek to gather information; get outside perspectives; build trust and share data; focus on outcomes for people and communities and measure impact progressively, against these. Data on the impact is often difficult to obtain. Historically, services and organisations have tended to measure outputs rather than outcomes, often driven by externally imposed targets. Our approach sees us start to move away from single organisation outputs and shift towards outcomes that address the needs of the individual and the community.

In recognising the need for early-doors outputs that contribute to the longer-term attainment of outcomes, our approach aims to provide a balance of both:

### Outputs:

Number of Programme Board meetings
The number of engagement events held or supported by the Whole Place team
The number of virtual visitors to the Whole Place webpages
Level of funding that the team has help to or achieved to support community groups
Level of Funding acquired from S106 or similar funding streams
Numbers of people who contribute to decisions in the locality. (engagement events, programme boards, town teams etc)
The number of community groups supported by the Whole Place team to build capacity in local communities
% confidence in future business growth
Percentage of people who agree they can influence decisions affecting local area



Percentage of people who have a feeling of belonging to the local area

Footfall in Town Centre

**Outcomes:**

Effective new models of service delivery that drive demonstrable improvement and efficiencies

Local people say they feel a stronger connection to their place

Local people are able to demonstrate their influence upon local decision making

Vibrant and viable town centres, that report upturns in productivity and economic benefit

Local collaborative leadership that leverages community capacity and demonstrates clear examples of shifting power and responsibility to communities

New investment and service models that enable effective delivery, support system change and provide clear Returns on Investment

More core preventative approaches that reduce future demand on services

Reducing conflicting incentives across partners allowing progress to occur when rewards do not fall proportionately

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## **Community Governance in Monmouthshire**

### **What is Community Governance?**

Community Governance is not easy to define but in essence, it is the way in which local communities are represented and governed at local authority level. It is also the mechanisms through which the involvement of other statutory and voluntary agencies, community groups and by the efforts of local people themselves are held in an organized structure that facilitates engagement. It is also about the way in which individuals and groups within the community are listened to and able to influence decisions that affect them.

### **What does Community Governance in Monmouthshire currently look like?**

Community Governance in Monmouthshire is undergoing an evolution from a static model informed by the Council through a series of Area Committees to a more dynamic model reflecting local needs a new ways of working more closely to the community.

### **What is a Community Governance Review?**

A community governance review enables a principal council such as Monmouthshire County Council to review and put in place or make changes to community governance systems and structures.

### **Why is the Council doing this review?**

The aim of a Community Governance Review should be to bring about improved community engagement, more cohesive communities and result in more effective and convenient delivery of local services. It should provide clarity as to when, where and how local people can engage in discussions and influence decisions. It will also provide explicit clarification as to the responsibility for decision making in certain arenas and the accountability that flows from those decisions.

The Council also wants to understand what are the best ways of administrating the small amount of grant funding that is currently allocated through the Area Committees to ensure that this is being spent in the most appropriate way.

## **What are the criteria by which options for the future will be judged?**

The characteristics of good community governance to be considered in assessing the options when undertaking this review include:

- effective engagement with the local community
- strong leadership
- the ability of local authorities to deliver quality services economically and efficiently
- a strong, inclusive community and voluntary sector
- a sense of place – with a positive feeling for people and local distinctiveness
- a sense of civic pride and civic values

These characteristics will be considered when evaluating responses of interested stakeholders.

## **Current facets of Monmouthshire’s Community Governance**

### **What are Area Committees?**

Monmouthshire Council operates a system of four area committees; Bryn-y-Cwm; Severnside; Lower Wye and Central Monmouthshire.

These may be given authority to exercise some of the council’s powers. They are made up of the councillors representing the local area covered by the committee, and they may have other representatives “co-opted” to them. A co-optee is someone who has not been elected directly to the council, but who has a seat on the area committee to represent an organisation that has a legitimate interest in the way the area is governed.

The Area Committees have a small amount of capital grant monies to distribute (£5,000p.a.). This element of funding for 2015/16 will be in scope for the review.

Appendix 1 includes a copy of the current constitution of Monmouthshire’s Area Committee.

### **What are Area, Community or Neighbourhood Forums?**

These are sometimes set up and run by local authorities to give communities a say on local issues. They consist of people working or living in an area but not the councillors elected for the area. We currently have two Community Forums in Monmouthshire; Bryn-y-Cwm and the Rural Forum (Central Monmouthshire).

## **What are Community Associations?**

Members of a community set up community Associations locally. They usually have a democratically-elected management committee and they may include local councillors. They can influence the way local authorities and other organisations provide services in their area. They usually cover either a specific geographical area or a particular interest such as a sport or hobby. They do not have powers to raise money through a precept or the Council Tax, are often run by volunteers, and may be set up as a charity.

## **Town Teams**

Town team are a relatively new development in Community Governance and have become increasingly popular in recent times as the communities in a range of places have sought to become more involved in securing a viable future for their towns. These are outside of the control of the Authority and often have their own formal governance arrangements. The Caldicot Town Team is formally incorporated as a Community Interest Company, the Abergavenny Town Team is currently deciding the best governance arrangements for the group. The Abergavenny discussion is being informed by the current development of the Abergavenny Business Improvement District (BID).

## **Place Programme Board**

The Council has recently repurposed its internal Place Programme Board. Its revised scope covers:

- Whole Place Programme Boards (one for each of the 4 Monmouthshire areas)
- 21st Century Schools
- County Farms Working Group
- Accommodation Working Group
- Legacy projects (Regeneration Boards and SOAB)
- Community Coordination

## **Next Steps**

Working with key stakeholders (Councillors, Senior Officers, Community Representatives and the Community itself) a process for engage through a range of mechanisms to collect views and evidence.

Take decisions through proper democratic processes.

### **Appendix 1 - Article 10 of the Monmouthshire**

The Council may appoint area committees as it sees fit, if it is satisfied that to do so will ensure improved service delivery in the context of best value and more efficient, transparent and accountable decision making.

The Council has recognised the need to engage the community in Area Working which in its early stages has involved establishing 3 Area Committees with the following roles and functions:

1. To help the Council shape major proposals affecting the area and to advise the Council about the implications for the area of its objectives, plans and policies.
2. To lead the development of the local community planning process and produce a Community Plan for each area in a way which promotes the council's overall policies as well as safeguarding local interest.
3. To ensure properly co-ordinated services on a local level.
4. To encourage effective collaboration with public, private and voluntary sector partners locally to help the Council meet the aspirations of local people.
5. To provide a forum for views of local communities and to encourage discussions and debate on matters of particular relevance to the area including participating in the process of Best Value Reviews as a formal consultee.
6. To make decisions on matters within the area that have been delegated by the Executive provided those decisions are within the Council's overall policies and budgetary allocations and do not adversely affect other areas of Monmouthshire.

### **Additional Representation**

Each Area Committee may identify and agree 'communities of interest' within its area from which a representative may be invited to participate at meetings of the committee. Such invitees will not be co-opted members of the committee but may speak (not vote) on matters whenever the press and public are able to attend.