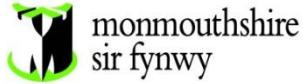


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 11 January 2022

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held on **Wednesday, 19th January, 2022, at 3.00 pm.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **DRAFT REVENUE BUDGET PROPOSALS 2022/23** 1 - 180
Division/Wards Affected: All

Purpose: To set out draft revenue budget proposals for financial year 2022/23.

To commence a period of consultation on the draft budget proposals for a four-week period to 16th February 2022.

To consider the 2022/23 draft budget proposals within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan.

Author: Peter Davies, Deputy Chief Executive / Chief Officer for Resources (S151 Officer)

Contact Details: peterdavies@monmouthshire.gov.uk
 - ii. **DRAFT CAPITAL BUDGET PROPOSALS 2022/23 TO 2025/26** 181 -
222
Division/Wards Affected: All

Purpose: To set out draft capital budget proposals for financial year 2022/23 and the indicative capital budgets for the three years 2023/24 to 2025/26.

To commence a period of consultation on the draft capital budget proposals for a four-week period to 16th February 2022.

Author: Jonathan Davies – (Acting) Assistant Head of Finance (Deputy S151)

Officer)

Contact Details: jonathandavies2@monmouthshire.gov.uk

- iii. **USK (& WOODSIDE) IMPROVEMENT MASTER PLAN** 223 -
Divisions/Wards Affected: Usk & Llanbadoc 354

Purpose: To formally receive and adopt the Usk (& Woodside) Improvement Masterplan (appendix 1).

Author: Jane Lee, Project Manager Regeneration & Placemaking

Contact Details: janelee@monmouthshire.gov.uk

- iv. **MONMOUTHSHIRE COUNTY COUNCIL'S 21ST CENTURY SCHOOLS PROGRAMME - OUTCOME OF STATUTORY OBJECTION PERIOD TO ESTABLISH AN ALL-THROUGH SCHOOL (3-19) IN ABERGAVENNY** 355 -
396

Division/Wards Affected: Cantref, Castle, Croseonen, Grofield, Landsdown, Mardy, Priory, Llanelly Hill, Llanover, Goetre Wharf, Llanwenarth Ultra, Llanfoist Fawr and Crucorney

Purpose: The purpose of the report is to provide members of Cabinet with the outcome of the statutory objection period that relates to the Authority's intention to establish an all-through school with a specialist centre for children with complex neurodevelopmental and learning needs in Abergavenny on the site of King Henry VIII Comprehensive School.

Members will be aware that agreement to proceed with the project and the associated funding are subject to a separate decision making. This report is to agree the school organisation route that will allow the creation of the school.

Author: Will McLean Chief Officer, Children and Young People

Contact Details: willmclean@monmouthshire.gov.uk

- v. **UK COMMUNITY RENEWAL FUND/UPDATE ON THE RURAL DEVELOPMENT PROGRAMME/FUTURE FUNDING OPPORTUNITIES** 397 -
Division/Wards Affected: All 418

Purpose: To receive an update following approval of the Council's £2.04M bid to the UK Community Renewal Fund.

To receive an update on the Vale of Usk Rural Development Programme which is due to cease in September 2022.

To seek approval to proceed with additional funded rural economic development programmes.

Author: Cath Fallon – Head of Enterprise and Community Animation

Contact Details: cathfallon@monmouthshire.gov.uk

vi. **WELSH IN EDUCATION STRATEGIC PLAN 2017-2020**

419 -

Division/Wards Affected: All

490

Purpose: The purpose of the report is to provide members of Cabinet with

Monmouthshire's first ten-year Welsh in Education Strategic Plan (WESP) 2022-31.

This report presents Monmouthshire's WESP 2022-31 to Cabinet and seeks their

approval to submit the plan to Welsh Ministers in line with statutory requirements.

Members should review the actions, targets and timescales proposed in the

Monmouthshire WESP 2022-31, in relation to all aspects of the local authority

corporate and strategic work. This is particularly relevant in the proposed expansion

of Welsh-medium education in both primary and secondary phases, school transport

arrangements, provision for Welsh medium learners with Additional Learning Needs

(ALN) and the Welsh language capacity of the workforce.

Author: Sharon Randall-Smith - Head of Service Children and Young People Directorate

Contact Details: SharonRandall-Smith@monmouthshire.gov.uk

vii. **WELSH CHURCH FUND WORKING GROUP**

491 -

Division/Wards Affected: All

506

Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group Meeting 7 held on the 22nd December 2021.

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

Contact Details: davejarrett@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Ward
Richard John	<p>Leader Lead Officer – Paul Matthews, Matthew Gatehouse</p> <p>Whole Authority Strategy and Direction Whole authority performance review and evaluation CCR Joint Cabinet & Regional development Regional working Government relations LGA, WLGA and Public Service Board lead</p>	Mitchel Troy
Sara Jones	<p>Cabinet Member for Economy, Deputy Leader Lead Officer – Frances O’Brien</p> <p>Economic resilience and growth Place-making and Regeneration Town Centre investment and stewardship Development Management and Building Control Public relations / communications / marketing Skills and Employment Community broadband connectivity</p>	Llanover
Robert Greenland	<p>Cabinet Member for Governance & Strategic Planning, Deputy Leader Lead Officers – Frances O’Brien, Matthew Phillips, Matthew Gatehouse</p> <p>Local Development Plan and Strategic Development Plan Council and Executive decision-making Constitution review and implementation of change Law, ethics and standards Democracy promotion and citizen engagement Community Hubs and Contact Centre Whole authority customer service and experience</p>	Devauden
Philip Murphy	<p>Cabinet Member for Resources Lead Officers – Peter Davies, Frances O’Brien, Matthew Phillips, Jane Rodgers</p> <p>Finance Digital and Information technology (including SRS) Human Resources, Payroll, Health and Safety Emergency Planning Strategic Procurement Land and Buildings (including - Estate, Cemeteries, Allotments, Farms) Fleet Management</p>	Caerwent

	<p>School and Community Transport (including commissioning and delivery) Property Maintenance Facilities Management (including Building Cleaning and Catering)</p>	
Paul Pavia	<p>Cabinet Member for Education Lead Officers – Will McLean, Ian Saunders</p> <p>Early Years education All age statutory education Additional learning needs / Inclusion Post 16 entitlement / offer School Standards & Improvement (incl Education Achievement Service commissioning) Community learning 21st Century Schools Programme Youth service / Outdoor Education Service / Duke of Edinburgh Award scheme</p>	Larkfield
Lisa Dymock	<p>Cabinet Member for Community Wellbeing and Social Justice Lead Officers – Frances O’Brien, Ian Saunders, Jane Rodgers, Matt Gatehouse</p> <p>Community inequality (health, income, nutrition, disadvantage, discrimination, isolation) Advancement of the Welsh language Housing Strategy, delivery / Homelessness prevention Trading standards / Environmental Health / Animal Welfare / Public Health / Licensing Community safety (including Police liaison) Registrars Service Physical activity (including Leisure centres, Sport, Active travel, Play) Countryside, biodiversity, public rights of way Tourist Information / Museums / Theatre / Attractions</p>	The Elms
Penny Jones	<p>Cabinet Member for Social Care, Safeguarding and Health Lead Officer – Jane Rodgers</p> <p>Children’s services Fostering & adoption Youth Offending Service Adult Services Whole authority safeguarding (children and adults) Disabilities Mental Health</p>	Raglan

Jane Pratt	<p>Cabinet Member for Infrastructure and Neighbourhood Services – Jane Pratt Lead Officer – Frances O’Brien, Matthew Gatehouse</p> <p>Whole authority climate change / decarbonisation lead Strategic Integrated Transport (including transport planning) Traffic network management (including road safety, car parking & civil enforcement) Public Transport Highways – County Operations / South Wales Trunk Road Authority (SWTRA) Waste collection / Recycling / Street Cleansing / Street Lighting Grounds Maintenance, parks, open spaces and public conveniences Flood alleviation, management and recovery</p>	Llanelly Hill
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Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

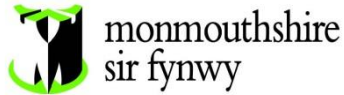
Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer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

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

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

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

Kindness: We will show kindness to all those we work with putting the importance of relationships and the connections we have with one another at the heart of all interactions.



SUBJECT:	DRAFT REVENUE BUDGET PROPOSALS 2022/23
MEETING:	CABINET
DATE:	19th January 2022
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To set out draft revenue budget proposals for financial year 2022/23.
- 1.2 To commence a period of consultation on the draft budget proposals for a four-week period to 16th February 2022.
- 1.3 To consider the 2022/23 draft budget proposals within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the release of its draft budget proposals for 2022/23 for consultation purposes.
- 2.2 That Cabinet approves that the consultation period, including the opportunity to present alternative proposals that have been assessed for Future Generations and equality implications, commences for a four-week period ending on 16th February 2022.
- 2.3 That Cabinet confirms that the draft budget proposals and the revenue budget for 2022/23 are wholly aligned with the priorities set out in both the Corporate Plan and latest iteration of its strategic aims and that looks to maintain focus on the longer term challenges facing communities, and calls on the Council's partners and partnerships to maintain such similar focus.
- 2.4 To update Cabinet on the implications arising out of the provisional settlement announcement of Welsh Government and to agree its proposed response as outlined in the letter shown in appendix 5.
- 2.5 That Cabinet recognises unavoidable service pressures of some £10.41 million and further pay pressures of £4.96 million that need to be provided for within the 2022/23 budget.
- 2.6 That Cabinet confirms its intention fund pay related pressures insofar as they impact schools and up to a threshold of a 3% pay award, and to accommodate significant demand pressures caused in particular by increasing numbers of looked after children and pupils with additional learning needs.
- 2.7 That Cabinet proposes a Council Tax rise of 3.95% for modelling purposes for financial year 2022/23 and over the medium term.

2.8 That Cabinet acknowledges the financial risks and uncertainties that remain and that unless mitigated through other means will result in further budget pressures needing to be managed.

2.9 That Cabinet recognises that whilst the draft budget proposals are presenting a balanced budget this includes a one-off contribution of £863k from the Council's limited general reserve (Council Fund). Efforts are to continue to mitigate as much as possible the level of reserve contribution supporting the budget proposals for 2022/23.

3. KEY ISSUES:

Overview

3.1 The last two years have been truly unprecedented, on the county and its residents, and also on the Council and where its finances have been and continue to be put under significant strain. The severe flooding that impacted the county in early 2020 was soon followed by the pandemic. The virus is still with us, and we are increasingly viewing it as something we have to live with, at least for the foreseeable future. And its impacts will continue through the current financial year and 2022/23 and beyond.

3.2 It is well trailed nationally that increases in local government funding have not kept pace with the demand and inflationary pressures and that it continues to face. Monmouthshire, in keeping with all other Councils in Wales has had to accommodate significant service pressures into its cost base to ensure that the service offer has remained relevant and appropriate for the citizens of the county.

3.3 For some years now the Council has successfully accommodated the ongoing and significant financial, demographic and demand-led pressures. This alongside its commitments to deliver the goals and objectives set out in its Corporate Plan and the Council's latest iteration of its strategic aims.

3.4 These budget proposals and the revenue budget as a whole for 2022/23 continue to support the priorities of the Administration and are wholly aligned with the priorities set out in both the Corporate Plan and latest iteration of its strategic aims. Notably this includes ensuring that resources are aligned to meet the plans for tackling the longer term challenges that communities and public sector organisations are facing of:

a) Transition towards net zero – where the Council will draw on existing resources and specific grant funding where available to continue to increase the pace at which it decarbonises its operations while developing guidance and support to help individuals and businesses reduce their emissions.

b) Health inequalities – we will continue the work that we have started, working with partners and through partnerships to and that look to narrow the differences in life expectancy in, and between communities. And to ensure that resources are suitably aligned to where need is greatest to reduce such inequality.

c) Social care reform – Services for children and adults are experiencing acute pressures from a combination of factors. We need to work closely with colleagues in Welsh Government and the NHS to ensure we have the right resources in the right places for the health and social care systems to work in equilibrium with vulnerable people supported in the most appropriate setting.

- d) Wellbeing of Children and Young People – That schools are sufficiently resourced to ensure children whose learning has been disrupted by the pandemic are able to make up for lost time, are not at a disadvantage in the long-term and ensuring that support is available to support their well-being.
- e) Mental Health – With one in four adults and one in ten children experiencing mental health problems in any given year this is a significant challenge and the Council will look to work with other public service partners to ensure the availability of information and resources so that people can protect and manage their own mental health and well-being.

3.5 In supporting these longer term strategic aims of the Council the draft budget proposals for 2022/23 will also specifically seek to recognise:

- a) All pay and pension related spending pressures in our schooling system, up to a threshold of a 3% pay award
- b) The increasing demand on schools and the Local Education Authority of pupils with additional learning needs
- c) The increasing complexity of cases being placed on our children's social services in respect of looked after children and for whom the Council acts as corporate parent
- d) The growing impact of an ageing population on adult social services and the challenges that result from a fragile and unsustainable social care market in Wales.
- e) Responding to the needs of the homelessness with housing related support
- f) Sustaining locally accessible services in the most effective and efficient way possible

3.6 Despite the impact and consequences of the pandemic the budget proposals see a continuation of our preparedness to challenge all services to sustain themselves rather than to see the closure of services that matter to citizens. There is an acknowledgement that when things close they never return and it is better to scale back rather than absolutely withdraw. This remains a key feature of the proposals as a whole and where significant pressures have had to be recognised to allow services to be sustained and maintained.

3.7 Despite the above average provisional settlement from Welsh Government this does not allow the full extent of the pressures accommodated into the budget proposals to be offset.

3.8 The budget proposals also highlight a number of potentially significant financial risks and uncertainties not factored into the budget pressures and that if they materialise and unless mitigated through further budget savings will result in the need for further one-off reserve funding to be considered. These risks are highlighted later in the report and relate to uncertainties around specific Welsh Government grant funding being received to meet ongoing pressures in homelessness, income shortfalls that might arise if footfall and membership in leisure centres not returning to pre-pandemic levels, and further cost pressures that might result from the fragility in the social care market.

3.9 The Council is grateful to Welsh Government for the significant level of funding it has provided through its COVID Hardship Fund to meet additional costs and income losses and that have resulted from the pandemic. However, with the COVID Hardship Funding

ceasing on 31st March 2022 and significant impacts continuing to be felt into 2022/23 the Council calls for Welsh Government to continue its financial support in meeting such one-off costs and impacts through 2022/23.

- 3.10 The pandemic aside the challenges facing the authority now and into the future should not be under estimated. The latest 2021/22 in-year forecast exhibits significant pressures within and across services. A recovery plan is in place and is looking to arrest the current non-COVID over spend on services such that it does not result in any unnecessary call on limited one-off reserves.
- 3.11 For 2022/23 and in overall terms there are some £10.41 million of new unavoidable service pressures that need to be accommodated as part of the 2022/23 budget and these are summarised in appendix 1 and detailed in appendix 2. The pressures significantly present themselves in:
- a) Commitment to paying the real living wage (RLW) in social care (£1.9m)
 - b) Children's social care (£1.3m)
 - c) Children with additional learning needs (£1.0m)
 - d) Adult social care (£1.0m)
 - e) Waste and street services (£1.5m)
 - f) Passenger transport unit (£0.6m)
 - g) Commercial property income (£0.8m)
 - h) Energy price increases (£0.5m)
- 3.12 We have thoughtfully reviewed our income budgets. It is never popular to increase charges for services but the reality is that we need to do so and where inflation is causing the cost of services to rise. However, we have limited any increases in charges as much as possible. Likewise increasing Council Tax is never popular but with national funding not keeping pace with demands on local authorities, local taxation is by default having to shoulder a greater proportion of our overall funding.
- 3.13 These budget proposals assume a council tax rise of 3.95% for 2022/23 for modelling purposes. For a current Band D property of £1,434 (Council only element excluding community council or Police levy), this would illustratively be an additional £56.66 a year or £1.09 a week for 2022/23.
- 3.14 The budget proposals are supported by a one-off contribution of £863k from the Council's limited general reserve (Council Fund balance). This reserve headroom and cover being put in place in the last two financial years through late Welsh Government grant received in 2020/21 and a significant one-off recovery of VAT in 2019/20. Efforts are to continue to mitigate as much as possible the level of reserve contribution supporting the budget proposals for 2022/23 as the reserve headroom is needed to also support the Council finances being put back on a sustainable footing over the medium term. The Council Fund balance provides limited cover for unforeseen future eventualities and where mitigating budgetary recovery action is unable to manage such pressures on the Council's budget.
- 3.15 The Council is also having to make a continued use of Welsh Government guidance and that allows local authorities in Wales to fund one-off revenue costs associated with service reform from useable capital receipts held. This in turn will impact on useable capital receipts available to fund future capital programmes. However, and similar to the need to draw on one-off reserve balances, it is a necessary measure to allow the 2022/23 budget proposals to be funded and without recourse to reductions needing to be made to frontline

services. The planning assumption is to work towards significantly reducing or removing reliance on this mechanism to support the revenue budget from 2023/24 onwards.

Purpose and Priorities

- 3.16 Monmouthshire County Council's Corporate Plan 2017-22 sets out the things we will be working on in the medium term. Our organisational purpose set in our Corporate Plan remains at this time one of *building sustainable and resilient communities that can support the wellbeing of current and future generations*. We share this core purpose with our Public Service Board and it is our guiding force in working towards the seven national Well-being Goals.
- 3.17 The five organisational goals described in the Corporate Plan incorporate the council's well-being objectives but go further in reflecting the need for a deeper organisational and council business focus. Setting our goals in this plan and the actions necessary to deliver on them enables us to identify the future we want.
- 3.18 The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan. The plan is supported by the 22 commitments to action we will make and the ways in which they will be measured. A mid-term refresh of the Corporate plan was approved by Council in March 2020. The plan continues to be delivered during the course of the current Council, which runs until the local elections in May 2022. And thereafter a new Corporate Plan will be adopted by the new political administration in Summer 2022.
- 3.19 The aspiration and objectives set for Monmouthshire by the PSB and Council are:

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

- 3.20 The council's strong record of delivery within a robust budget framework has enabled us to keep frontline services operating. We are clear that money should follow our core purpose of building sustainable and resilient communities and delivering the well-being objectives in the Corporate Plan.

- 3.21 At the outset of the Coronavirus pandemic Cabinet introduced a revised purpose and new strategic aims for the Council to provide clarity and ensure accountability through this period. The latest and fifth iteration of the revised strategic aims was agreed by Cabinet in December 2021 - 'Looking Ahead, Delivering Now: Our Strategy to Summer 2022'. Delivery of the strategic aims will continue to have significant resource implications, including increased costs to maintain current service delivery and demands in setting up new or amended services. Close financial and budget monitoring continues.
- 3.22 We continue to develop our Medium Term Financial Plan to support us as far as possible to continue to deliver the aims and aspirations set out in this Corporate Plan and our purpose. While the Council's medium term financial planning has been severely disrupted by the pandemic, we continue to aim to ensure our focus is not only on short-term response, but medium-term recovery and long term sustainability.
- 3.23 We recognise this is not without challenges and uncertainty. However, it will enable us to focus our finite resources on the areas that matter most to people and enable us to build a sustainable service offer for current residents and businesses as well as future generations.
- 3.24 Our Corporate Plan and strategic aims give us the framework to focus on the big challenges but we can never lose sight of the need to spend every pound wisely, nor the reality that the cumulative impact of many small changes can add up to a significant impact on some people within our communities and the need to ensure that there is some degree of mitigation against this for the most vulnerable.
- 3.25 Chief Officers in considering the proposals and strategy above have also been mindful of the whole authority strategic risk assessment.
- 3.26 The following table demonstrates the links at a summary level that have been made with the 5 priorities, Corporate Plan and the strategic risks:

Proposal	Link to Goals and Well Being Objectives in the Corporate Plan	Link to Whole Authority Risk assessment
Schools budgets will see a cash increase and pay pressures will be funded as they impact schools and up to a threshold of a 3% pay award. Education and school budgets will see additional resources going into the budget for children with additional learning needs.	Best possible start in life; Thriving and well connected County	Failing to meet the needs of learners, including vulnerable learners, and failing to promote pupil well-being within Monmouthshire's schools, which may result in children and young people not achieving their full potential.
Budget proposals that recognise the increasing complexity and demand being placed on our	Giving people the best possible start in life; Lifelong well-being	The robust delivery of the Council's corporate parenting responsibility and services related to vulnerable children

children's social services in respect of looked after children and for whom the Council acts as corporate parent		as a result of an increase in demand and complexity in cases
Budget proposals that recognise the growing impact of an ageing population on adult social services and the challenges that result from a fragile and unsustainable social care market in Wales.	Lifelong well being	The well-being of some of our most vulnerable residents will be affected due to an increase in demand, complexity in cases, and recruitment and retention issues affecting the robust delivery of the council's Adult Services
Budget proposals that recognise and responds to the increased needs of the homeless	Lifelong well-being	Changes in socio-economic conditions could impact on individuals and families, resulting in increased poverty and inequality in the county

Budget Process so far

3.27 Cabinet received a report on the budget process and timetable at their meeting of 1st December 2021.

3.28 The assumptions used in the construction of the budget proposals for 2022/23 and over the current modelling of the MTFP over the medium term were:

- 4.0% pay award for non-teaching staff (2.5% for 2023/24 and 2.3% for 2024/25 and 2025/26) in line with Office for Budget Responsibility forecasts, with the exception of schools where the increase in pay award for school based staff will be limited to 3.0%.
- 3.0% pay award for teaching staff with effect from September 2022 resulting in a blended rate for the 2021/22 year of 2.67%. And in applying the OBR rates across the medium term for academic years blended rates of 2.71% for 2023/24, 2.38% for 2024/25 and 2.3% for 2025/26
- 0% non-pay expenditure inflation
- 0% income inflation – price increases to be considered by service managers through the through the budget process
- 2% staff vacancy factor for services and a 0% staff vacancy factor for schools
- An employer's superannuation contribution rate of 24.1% for 2022/23 followed by 1% increases for the remainder of the MTFP period
- Beyond the now confirmed Welsh Government settlement for 2022/23 that AEF (WG core funding) tracks the indicative increases notified by WG of 3.5% for 2023-24 and 2.4% in 2024/25. Followed by a proposed increase of 2% in 2025/26.
- A 3.95% increase in Council tax for 2022/23 followed by reduced 3.95% increases in council tax for the remainder of the MTFP period – for modelling purposes only

3.29 The above assumptions and modelling have been recently revised upon and alongside the receipt of the local government provisional settlement. The consequence of the positive

provisional settlement has led to the budget gap being significantly reduced and which is welcomed. Modelling over the medium term still shows however a budget gap of £13.57 million needing to be managed over the medium term. Further work continues to be undertaken to assess service based pressures both in the current year budget and any new pressures arising. The limited scope for savings and income generation proposals have also being updated and reviewed in order to close the gap between available resources and demand for resources.

- 3.30 The Welsh Government published its draft budget on 20th December 2021. The overall increase in the Welsh Government draft revenue budget was £2.6bn (14%). Revenue spending will increase by £2.5m (15%) and spending on capital will increase by £122m (5%). The Welsh Government's Budget provides indicative figures for future years, which means we return to a regime of multiyear settlements. Indicative grants allocations for 2023-24 and 2024-25 will help future financial planning across the MTFP. Unlike in recent years where such indicative figures for future years have not been available.
- 3.31 On 21st December 2021 the Minister for Housing and Local Government published the provisional local government finance settlement. There is an average increase in the revenue settlement (Aggregate External Finance) of 9.4% for 2022/23 on a like-for-like basis and including transfers that for Monmouthshire only related to a proportion of the Social Care Workforce Development grant transferring into the AEF. The Welsh Government has increased AEF for local authorities in Wales by £437m.
- 3.32 The Council in fact saw an increase in its AEF of 11.2%, above the all-Wales average of 9.4% and the highest percentage increase of any Welsh local authority. On the one hand this was welcome news as it enables some of the pressures needing to be accommodated in the budget proposals to be offset. And was significantly ahead of the original and prudent modelling assumption factored into the MTFP. However, the Council still remains rooted to the bottom of the table for funding per capita (£1,176 per capita).
- 3.33 The Minister's letter sets indicative, Wales-level, core revenue funding allocations in subsequent years which equates to an uplift in 2023/24 of 3.5% and 2024/25 of 2.4%. As the Minister points out, these figures are indicative and dependent on estimates of NDR income over the multi-year settlement period, and UK Government decisions. This is, however, a welcome step forward as noted above.
- 3.34 Whilst a significant proportion of pressures have been funded by this settlement there is a question mark over the actual pressures that will arise for pay. Welsh Government has been clear that authorities' budget planning must accommodate the cost of pay awards and in light of the settlement.
- 3.35 Welsh Government also confirmed that the settlement includes funding to enable authorities to meet the additional costs of starting to pay the Real Living Wage (RLW) of £9.90 an hour to social care workers from April 2022. The Council already commits to paying its paid workforce at the RLW. For commissioned care it is anticipated that market providers are already having to pay staff above RLW and in light of the well publicised challenges with recruitment and retention and at a time when Welsh Government is removing the funding support through its COVID hardship fund. The funding included in the settlement remains unhypothecated within the settlement and therefore assists the Council in making further budget provision and contingency that allow the Council to suitably respond to challenges brought about by the fragility of the care sector and the current levels of unmet need.

- 3.36 Welsh Government have confirmed that the COVID hardship fund, that has met significant COVID pressures over the last two years, in the form of increased costs and income losses, will come to an end at the end of the 2021/22 financial year. The consequence of this is that the ongoing impacts of the pandemic, either directly or indirectly, will need to be met by the Council unless specific grant funding from Welsh Government subsequently allows for such impacts to be met. The budget proposals make reference to continued risks around further potential unfunded pressures with homelessness, social care and leisure centre income. And to the extent that these risks materialise then further budget recovery action will need to be taken in 2022/23. The Council will continue to engage both WLGA and Welsh Government directly to ensure that Monmouthshire's circumstances are both known and understood.
- 3.37 On a like-for-like basis specific revenue grants will increase from £1.142bn to £1.146bn across Wales which is a slight increase of about 0.4%. Many of the grants remain unchanged from 2021-22 figures, and some are yet to be finalised. As such specific grant funding still remains an evolving picture with many grant notifications still to be received. Further engagement with Welsh Government will continue such as to ensure that the final budget proposals are suitably refined to take effect of any further changes in specific grant funding that impact further on the draft budget proposals presented for consultation purposes.
- 3.38 A response to Welsh Government regarding the Provisional Settlement is attached at Appendix 5.
- 3.39 A high level summary of the draft proposals and the resultant budget shortfall to be funded by a one-off contribution from the Council's general reserves (Council Fund balance) of £863k is shown below. Service pressures of £10.41m and savings of £1.55m are summarised in appendix 1 and each is supported by a detailed mandate in appendix 2.

BUDGET PROGRESS TO DATE	£'000	£'000
Gross Expenditure		254,948
Specific service Pressures	10,413	
Pay pressures	4,623	
Full cost Pressures	1,299	
	16,335	16,335
Sub Total Expenditure		271,283
Gross Income		(254,948)
<u>Savings Proposals</u>		
Service efficiencies	(1,421)	
Welsh Government settlement funding implications	(10,792)	
Income generation increase	(133)	
Council tax additionality	(3,126)	
	(15,472)	(15,472)
Sub Total Income		(270,420)
Net Expenditure		863
Council Fund contribution	-	863
Net Expenditure		-

Pressures

3.40 The work on pressures has highlighted that a number of significant service pressures (£10.413m) need to be taken into account in next year's budget. A summary table of pressures is provided below and further information on the individual pressures is provided in summary in Appendix 1 and in detail in appendix 2. The main service pressures principally relate to areas outside of the control of the Authority, and most notably:

- Children with additional learning needs – £0.96m pressure resulting from increase demand for support for pupils and increases in placements costs. And that includes requirements to support pupils from an earlier age and pupils that are continuing their education into post-16. A proposal to delegate schools action plus funding will allow schools to have more flexibility around the support and funding for pupils and this will allow schools to better support the needs of the pupils.
- Funding Children's Services looked after children pressures (LAC) – £1.31m that includes residential placement costs, legal costs relating to court proceedings, staffing pressures and an increase in the kinship carers rate increase (in line with legislation).
- Sustaining the model of delivery within adult social care – £1.0m and that includes increased staffing costs in response to the demand for community-based care provision and the lack of externally commissioned care providers; and increased additional cost of commissioned care due to an increasing demand and demographic.
- Resulting from further funding introduced into the settlement by Welsh Government further budget provision and contingency has been made of £1.9m to support the Council in responding to the further challenges resulting from a fragile and unsustainable social care market and across adult and children's social services. A continued risk still exists around the required costs needed to meet need and as the sector grapples with issues around recruitment and retention and at a time when Welsh Government is removing the funding support through its COVID hardship fund. The Council will need to determine whether it steps in further as provider of last resort or works with the care sector more directly to set conditions for a path towards sustainability. Work will continue to refine budget estimates ahead of them being included in the final budget proposals and close monitored will continue to be undertaken throughout the financial year.
- Recycling and Waste – £1.22m of pressures from increased service delivery costs resulting from increased numbers of residents using recycling services, offset by savings from the retendering of waste management contracts.
- Passenger Transport Unit and Fleet – £644k pressures resulting from increasing operating costs both internally and externally as a result of increasing passenger numbers leading to additional contracts, some of which result in increased in-house provision due to contract hand backs where the external market has been unable to respond. A consequential increase in fleet maintenance and staffing has also been required.
- Grounds Maintenance – Increases in service demands have resulted in £273k of inflation, maintenance and manpower pressures
- Public Protection – When Test, Trace and Protect (TTP) was introduced by the Welsh Government, the management of this new service fell to Public Protection and we now recognise that once the pandemic is "under control", life will not return to that of the pre-pandemic state. Public Protection will need to be at the forefront of Public Health delivery and investment of £223k is proposed to ensure that future resilience of the service is in place.
- Income shortfalls – £781k of pressures that result from projected income losses from the Council's investment properties and that are either forecast as an indirect

consequence of the pandemic or that are deemed not achievable in 2022/23. Work is ongoing to mitigate the pressure both during and beyond 2022/23.

- Energy costs – despite continued progress in responding to the climate challenge by way of introduction of energy efficiency measures and renewable energy solutions current modelling suggests the Council will be exposed to energy price increases of £446k in 2022/23.
- Corporate costs – £272k of pressures resulting from increases in precepts and levies and that are subject to change as contributions are confirmed.

Pressures by Directorate	2022/23 £000
Children & Young People	1,038
Social Care & Health	4,599
Enterprise	2,536
Monlife	156
Resources	1,066
Chief Executives Unit	205
Corporate Costs & Levies	814
Core Funding	10,413

- 3.41 Previously agreed savings that have been identified as not achievable have also been recognised as pressures in the model together with significant current year budget overspends that look set to continue into 2022/23 and to the extent that they can't be mitigated. As a result of the pandemic and given the in-year challenges with savings being delivered by some service areas these significant demand-led pressures have again been prudently recognised in the budget for 2022/23 to mitigate this risk.
- 3.42 Beyond the service pressures summarised above a further significant budgetary pressure results from a revision to the pay award assumptions for 2022-23. The Council has revised its budget assumption for pay in light of forecasts for wage and pay growth by the Office for Budget Responsibility for 2022/23 and across the MTFP. However it is understood that actual pay awards will not be confirmed nationally by independent pay bodies until later in 2022/23 and therefore further consideration might need to be given in-year to adjust pay budgets at that time. A £4.62m pressure has therefore needed to be incorporated into the draft budget proposals based on the stated budget assumptions.
- 3.43 The element of the pay pressure relating to schools will not be delegated until such time as pay awards have been confirmed and have been capped at a threshold of 3% pay award. The rationale for this being that schools have benefitted significantly from Welsh Government specific grants during 2020/21 and 2021/22 and that has seen healthy school balances exist and regardless of investment plans put in place.
- 3.44 Further full-cost budget pressures of £1.3m notably result from the incremental impact of treasury and borrowing costs compared to those previously modelled, alongside corporate funding adjustments in relation to the treatment of reserve funding which necessitated the reinstatement of some service budgets following a requirement to repay reserve funding. The approach taken in updating and determining treasury budgets is outlined later in the report.

- 3.45 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. This has been exacerbated by the pandemic and where officer time has had to be diverted to the emergency response and ensuring vital services are delivered, and more recently to respond to the result increased demand on services. The in-year over spend, whilst being managed via a recovery plan, again sees significant service pressures carried through into 22/23 and with this already challenging backdrop has made the budget challenge even more acute.
- 3.46 The draft proposals in total bring forward savings of £1.55m. The notable savings proposals include:
- £856k savings in Waste and Recycling from the successful retendering of waste management contracts.
 - The opportunity to continue to make use of guidance from Welsh Government that allows the Authority to make flexible use of capital receipts to capitalise revenue costs relating to service reform (£442k).
 - Income generation resulting from anticipated increased income, new charges and increases in existing fees and charges (£133k) – any increases in charges have been limited as much as possible and in part are driven by increases in statutory charges as well as in responding to inflationary cost pressures.
 - Energy savings of £90k from Street Lighting following the completion of the LED replacement programme.
- 3.47 Work continues in parallel to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed.
- 3.48 All proposals have been considered and tested through an initial process of independent challenge by officers and Cabinet Members. A summary of all the proposals are shown in the table below. The savings proposals are contained in summary in appendix 1 and in detail in appendix 2.

Disinvestment by Directorate	2022/23 £000
Children & Young People	0
Social Care & Health	(120)
Enterprise	(959)
Monlife	0
Resources	0
Chief Executives Units	(33)
Corporate Costs & Levies	(442)
Totals	(1,554)

Treasury Impact

- 3.49 The draft capital budget proposals and MTFP are being considered as a separate report on this agenda and for the purposes of establishing the revenue impact of the capital MTFP, the current summary position in the capital report has been taken.
- 3.50 The Treasury budgets continue to be closely monitored throughout the year, and any changes in the following will be considered at final budget stage:

- A review of the current year underspend;
- The profile of capital expenditure and potential slippage;
- A review of maturing debt over the medium term; and
- The balance between the level of fixed and variable rate debt in the Council's portfolio.

3.51 The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

Council Tax

3.52 The Council Tax increase in the budget has been modelled as 3.95% for 2022/23 and a reduced 3.95% for the remaining three years of the MTFP as a planning assumption and for modelling purposes. Council tax will be set by way of approval of the final budget proposals at Council on 3rd March 2022.

3.53 The Council tax base report was approved via Individual Cabinet Member decision on 8th December 2021 and concluded an assessment of collection rates and growth in properties. Despite the impact of the pandemic the collection rate has been retained at 99.0%. Overall, the Council Tax base calculated for 2022/23 has risen by 1.41% compared to 2021/22. This increase takes into account the anticipated changes in dwellings and more recent forecasts have determined a further increase. The estimated total additional income, net of changes to CTRS (Council Tax Reduction Scheme), is £753,000 and these latest projections have been incorporated within the MTFP as part of the budget process.

Budgetary Risks

3.54 The last two years have been truly unprecedented, on the the county and its residents, and also on the Council and where its finances have been put under significant strain. The severe flooding that impacted the county in early 2020 was soon followed by the pandemic and that has remained with us since. And its impacts will continue through the current financial year and 2022/23 and beyond. As communities, businesses and the wider economy and society looks to move from the current emergency response, through mass vaccination of the population and towards recovery.

3.55 Welsh Government have confirmed that the COVID hardship fund, that has met significant COVID pressures over the last two years, in the form of increased costs and income losses, will come to an end at the end of the 2021/22 financial year. The consequence of this is that the ongoing impacts of the pandemic, either directly or indirectly, will need to be met by the Council unless specific grant funding from Welsh Government subsequently allows for such impacts to be met.

3.56 Where reasonable and reliable estimates of the budgetary impact of the pandemic on service demands has been able to be quantified then these have been incorporated into budget pressure mandates to the extent that they are not confirmed as being met by specific grant funding from Welsh Government.

3.57 However there are continued and identified risks around further potential unfunded pressures with homelessness, adult social care and leisure centre income:

- Homelessness – the Council quickly responded at the start of the pandemic and aligned to Welsh Government's policy position to ensure homelessness needs were being met. The consequence of the COVID hardship fund ceasing is that there

remains a level of uncertainty and risk around significant cost pressures currently being managed. These pressures result from the lack of suitable housing accommodation available and where the Council is having to reactively respond through increased levels of B&B provision, and which in itself introduces security costs and a result housing benefit subsidy shortfall. Officers are continuing to work with Welsh Government such as to be able to mitigate the pressures in 2022/23 through the use of specific grant funding that might become available. And whilst the Council continues to work in parallel to secure a greater supply of suitable accommodation to meet the increased demand.

- Adult and Children's social care – the Council has included a significant uplift in social care budgets for 2022/23 of £4.3m. In part these are caused by known and anticipated pressures of increased demand or complexity in adult and children's social care. And the consequences of both the pandemic and an ageing population. Notwithstanding these demand pressures further challenges result from a fragile and unsustainable social care market in Wales and to which Monmouthshire is certainly not immune. Welsh Government will be bringing to an end the significant funding throughout the pandemic through the COVID hardship fund to support social services and the care sector. Budget provision and contingency has been made as part of the draft budget proposals to assist in mitigating the continued risk that still exists around the required costs needed to meet need and as the sector grapples with issues around recruitment and retention.
- Leisure centre income – throughout the pandemic the Council has been able to recover monies from Welsh Government's COVID hardship fund for the net income loss brought about by leisure centres and other venues across MonLife where they have either been closed or where restrictions have naturally impacted on footfall and memberships. It is hoped that the current restrictions will soon be lifted and to allow leisure centres to return to normal operations and where footfall and membership can be reinstated at pre-pandemic levels. However, without the protection afforded by the COVID hardship fund in 2022/23, in-year budget monitoring will need to determine whether further budgetary support will be needed in-year.

3.58 To the extent that these risks materialise then further budget recovery action will need to be taken in 2022/23. The Council will continue to engage both WLGA and Welsh Government directly to ensure that Monmouthshire's circumstances are both known and understood. And to find suitable solutions to either mitigate or fund the resultant pressures.

3.59 Beyond the pandemic the Council is still facing significant demand led service pressures as is demonstrated by the £10.41m of pressures being accommodated in the draft budget proposals. Clearly these pressures are based on the latest estimates and forecasts and further increases in demand can cause rise to further financial pressure on the Council.

3.60 The Welsh Government provisional settlement has provided some welcome reprieve and significantly exceeded the Council's earlier MTFP modelling assumption. However, and as is the case at this stage of the budget process, clarification is still being sought on levels of specific grant funding. This will be closely monitored in the coming weeks and any known material impacts will be factored into the final budget proposals.

3.61 As noted earlier in the report uncertainty will remain around the pay awards for local government staff and teaching staff. As a result of the funding that Welsh Government has included in the settlement the Council has been able to revise its pay award assumptions in line with most recent forecasts from the Office for Budget Responsibility. It is hoped that

this will provide suitable and sufficient mitigation against any further pay pressures needing to be managed in 2022/23.

Reserves and Capital Receipts strategy

- 3.62 It can be seen that despite the positive provisional settlement from Welsh Government the continued extent of pay and demand pressures from services place a significant financial burden on the Council and where it does not have significant recourse to rely on reserves unlike other Councils across Wales.
- 3.63 Earmarked reserve usage, established for specific use and purpose, is projected over the MTFP period to decrease the balance on earmarked reserves from £10.11 million in 2022/23 to £9.73 million at the end of 2025/26. Taking into account that some of these reserves are specific, for example relating to joint arrangements, this brings the usable balance down to £6.41 million at the end of 2025/26.
- 3.64 Earmarked reserves were however bolstered at the end of the 2021/22 financial year as a result of significant additional grant funding provided late in the year by Welsh Government. In light of the unprecedented strain placed on the Council's finances and the pressures being faced in the current and future years this funding has been retained and earmarked to assist the Council in putting itself back on a sustainable financial footing over the medium term.
- 3.65 Furthermore the Council's general reserve (Council Fund balance) was increased by £1.8m as a consequence of an opportunity at the end of the 2019/20 financial year to fund costs associated with service reform from capital receipts and aided by a one-off VAT recovery that offset in-year service pressures. This created £1.8m headroom in the Council Fund balance above advised de minimus levels.
- 3.66 The Council is proposing to utilise £863k of this headroom to make a one-off contribution to support the draft budget proposals. The remaining balance is being reserved and if required to cover the following and where mitigating budgetary recovery action is unable to manage such pressures on the Council's budget:
- Any deficit at revenue outturn for the 2021/22 financial year – The M6 forecast reported to Cabinet in January highlighted a £1.94 million non-COVID forecast deficit
 - Any budget pressure in 2021/22 resulting from pay award announcements in excess of modelling assumptions applied
 - As a result of the budgetary risks noted above materialising and to the extent that they cannot be mitigated through corrective budget recovery action or otherwise
 - Any deficit at revenue outturn for the 2022/23 financial year
 - To allow for future reserve cover across MTFP and beyond
- 3.67 As part of its MTFP budget strategy the Council is continuing to make use of Welsh Government guidance and that allows local authorities in Wales to fund one-off revenue costs associated with service reform from useable capital receipts held. The Council is proposing to make further use of this mechanism for 2022/23 with a draw £2.65m from capital receipts as part of the budget proposals being proposed. Whilst the Council will have sufficient capital receipts to maintain this approach for 2022/23 and the near short-term it should be noted that it has two consequences. Firstly that it draws on limited useable capital receipts meaning that any significant capital expenditure needing to be funded from the Council's resources will have a direct impact on the level of borrowing

needing to be considered. And secondly that this is a short term strategy and its removal as a funding source in future will have an impact on the level of budget shortfalls needing to be managed. As such the Council will need to move towards a more sustainable budget strategy over the medium term and therefore a significant reduction and subsequent removal over the medium term is planned.

- 3.68 2020/21 was clearly also an unprecedented year for schools who received several significant Welsh Government grants to support them and their pupils during a period of significant disruption to learning, and alongside this sustained periods of enforced closure during the financial year resulted in spending on core budgets being significantly curtailed. This resulted in the majority of schools bringing forward significant surplus balances into the 2021/22 financial year of £3.42m.
- 3.69 The Authority required schools carrying significant surplus balances that were above levels guided by Welsh Government (£50k for a Primary, £100k for a Secondary) to provide investment plans setting out how they intended to spend the significant balances being held. These plans have subsequently been completed and assessed and has informed the budget monitoring process, with schools forecasting at M6 to draw on £1.56m of balances during the year, reducing balances to £1.86m. Welsh Government has however provided further additional specific grant funding support since the M6 position was reported and this will be reflected in the M9 forecasts.
- 3.70 Irrespective of the significant one-off funding given to schools, it is clear that the inherent structural budget deficits that have led to a significant number of schools being in deficit over the past few years remain and these will require resolution regardless. It is expected that the additional funding made available to those schools will allow a period of transition and as to allow those underlying budgetary issues to be rectified without impacting on educational standards.
- 3.71 The previously approved Reserves strategy sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used to the best effect and impact on one off areas of spend to help the authority transform itself within the new resource levels available to it. The final budget report will contain an assessment of the adequacy of reserves.

Budget Summary and MTFP Considerations

- 3.72 The underling MTFP budget model has been updated to take account of the updated budget assumptions in 3.28 of this report, and that includes revision of:
- Pay award assumptions in line with Office for Budget Responsibility forecasts over the medium term;
 - Council tax increases have been reduced to 3.95% for modelling purposes over the medium term to fall in line with the modelled increase for 2022/23
 - AEF assumptions have now been adjusted to align with the indicative increases confirmed by Welsh Government as part of the provisional settlement, but that are noted as being subject to change
- 3.73 The 2022/23 budget proposals are balanced but rely on a one-off contribution from the Council's general reserves (Council Fund balance) of £863k, if all the pressure and savings proposals summarised in appendix 1 and detailed in Appendix 2 are approved. Efforts are to continue to mitigate as much as possible the level of reserve contribution supporting the budget proposals for 2022/23.

3.74 When the draft proposals and the revised assumptions are applied the MTFP budget model the effect is illustrated in the table below and highlights a budget gap that grows over the medium-term to a shortfall of £13.57m in 2025/26 and that if assumptions hold true will need to be addressed through additional income and funding or through savings achieved by way of efficiencies or cost reduction measures.

Services	Adjusted Base 2021/22 £000	Indicative Base 2022/23 £000	Indicative Base 2023/24 £000	Indicative Base 2024/25 £000	Indicative Base 2025/26 £000
Children & Young People	56,550	58,975	60,334	61,465	62,596
Social Care & Health	52,643	58,696	59,508	60,188	60,996
Enterprise	21,241	23,874	24,461	25,181	25,952
MonLife	3,968	4,464	4,708	4,943	5,185
Resources	6,066	7,435	7,695	7,903	8,116
Chief Executive's Unit	6,819	7,423	7,478	7,688	7,904
Corporate Costs & Levies	24,237	24,685	31,563	36,410	41,414
Sub Total	171,525	185,552	195,748	203,780	212,163
Transfers to reserves	195	188	63	63	63
Transfers from reserves	(172)	(294)	(88)	(88)	(88)
Treasury	6,417	7,300	8,123	8,586	9,168
Appropriations Total	6,441	7,194	8,098	8,561	9,143
Total Expenditure Budget	177,966	192,747	203,846	212,340	221,306
Aggregate External Financing (AEF)	(101,483)	(112,275)	(116,205)	(118,993)	(121,373)
Council Tax (MCC)	(60,078)	(63,204)	(65,701)	(68,296)	(70,993)
Council Tax (Gwent Police)	(13,451)	(13,451)	(12,980)	(12,669)	(12,415)
Council Tax (Community Councils)	(2,954)	(2,954)	(2,954)	(2,954)	(2,954)
Contribution to/(from) Council Fund	0	(863)	0	0	0
Sub Total Financing	(177,966)	(192,747)	(197,840)	(202,912)	(207,737)
(Headroom)/Shortfall	0	0	6,006	9,428	13,570

3.75 There are currently a limited number of service pressures and savings identified for years 2 to 4 of the MTFP against service directorates. Whilst it is common for them to be recognised closer to the year in question and through the budget process further work will need to be undertaken in developing the MTFP strategy and plan. This needs to be borne in mind when considering the remaining gap in the MTFP. Provision of £5m is currently made in the MTFP, for modelling purposes, for “unidentified pressures” in each of the remaining years of the MTFP based on the level of pressures that have historically presented themselves and been accommodated as part of the budget process. However, most recent years have seen a level of net pressures needing to be accommodated in excess of £5m.

3.76 As a result of the Local Government elections in May and a new political administration outlining its priorities for the forthcoming term a MTFP strategy and plan will be presented alongside or subsequent to the new administration’s Corporate Plan and strategic aims being confirmed. Work will continue alongside the 2022/23 budget process and to ensure that the Council puts plans in place to allow it to be put its finances on a sustainable financial over the medium term.

Next Steps

- 3.77 The information contained in this report constitutes the draft budget proposals that are now made available for formal public consultation and member scrutiny, and that includes the formal requirement to consult businesses. The formal consultation period will run for a period of four weeks ending on 16th February 2022.
- 3.78 Cabinet are interested in consultation views on the draft proposals and the underlying budget strategy adopted. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council on 3rd March that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has also been set as 16th February 2022.
- 3.79 In the past extensive community engagement had been undertaken around the budget. However, such a large scale public engagement will not be undertaken as budget proposals that see substantive or material service developments will have already undergone their own consultation process.
- 3.80 Furthermore, the pandemic and the current lockdown restrictions places an additional challenge on being able to adequately consult with residents. As a result the Council will be looking to:
- a) Launch a dedicated page on the Council's website containing the draft budget proposals, a video blog by the Cabinet Member for Resources and an online feedback form;
 - b) Making use of social media linked to press releases, the website and online forms to ensure that there is optimal reach to allow residents to become aware of and respond to the draft budget proposals.
- 3.81 There will however be an opportunity for the community to provide consultation responses via virtual online meetings with various consultative fora outlined below and via the website and social media where details of the proposals and consultation events will be published.
- School Budget forum – 20th January 2022
 - My Mates group – 27th January 2022
 - Unions Joint Advisory Group (JAG) – 24th January 2022
 - County wide budget engagement livestream – 27th January 2022
 - Head Teachers conference – 28th January 2022
 - Engage to Change (young people) – 27th January 2022
- 3.82 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:
- Adults – 24th January 2022
 - Strong Communities – 25th January 2022
 - Children and Young People – 31st January 2022
 - Economy and Development – 3rd February 2022

3.83 Final budget proposals following consultation and receipt of the final settlement will go to the Cabinet meeting on 2nd March 2022 and approval of Council Tax and final budget proposals will then take place at Full council on 3rd March 2022.

4 OPTIONS APPRAISAL:

4.1 Directorates are required to consider and outline the options that have been considered for each of the budget savings proposals and pressures identified in this report. The detail is contained in the budget mandates available under appendix 2.

5 EVALUATION CRITERIA:

5.1 The means of assessing whether the final budget proposals for 2022/23 have been successfully implemented is undertaken throughout the year via regular budget monitoring and periodic reports to Cabinet and then to Select committees for scrutiny.

5.2 Since the start of the pandemic and throughout financial years 2020/21 and 2021/22 the Council has been reporting on both COVID and non-COVID budget deficits, with the former being funded by Welsh Government to date through the COVID Hardship Fund. Given the Hardship Fund will cease on 31st March 2022 the Council's budget monitoring will revert back to a more standardised form of budget monitoring in 2022/23.

5.3 Alongside the Corporate plan the Council continues to iterate and develop its Coronavirus strategy, its fifth iteration (Looking Ahead and Delivering Now) approved by Cabinet in December 2021. Regular monitoring of the performance of the Council against service business plans, the Corporate Plan and the Coronavirus strategy takes place. Taken together these arrangements enable the Council to evaluate its success and progress against its longer term plans within the resources available.

6 REASONS:

6.1 To agree the draft revenue budget proposals for 2022/23 for consultation purposes.

7 RESOURCE IMPLICATIONS:

7.1 As identified in the report and appendices.

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

8.1 The future generation and equality impacts of the savings proposals have been initially assessed per budget saving and pressure mandate in appendix 3. An overall future generation and equality impact evaluation of the all the proposals has also been undertaken and is contained in appendix 4. This overall evaluation is an early one, applying to budget proposals only at this pre-consultation, pre-decision stage. This analysis will continue to evolve and be updated throughout public consultation and scrutiny.

8.2 The impact on services has been kept to a minimum. The assessment shows some proposals have identified a negative impact and mitigating actions have been considered, identified or are in place. Consultation requirements have been identified and are ongoing. The assessment also identifies some of the pressures to support services have potentially a mostly positive impact on equalities and Future Generations.

8.3 The actual future generations and equality impacts from the final budget report's recommendations will also be reviewed and monitored during and after implementation.

9. CONSULTEES:

SLT
Cabinet

10. BACKGROUND PAPERS:

Appendix 1: Summary of budget savings and pressures
Appendix 2: Directorate savings and pressure proposals
Appendix 3: Future Generations Evaluations
Appendix 4: Future Generations Evaluation for the overall budget
Appendix 5: Proposed letter responding to Welsh Government's Local Government provisional settlement

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Ref	Pressure/Saving by Directorate	Draft Pressure £000	Draft Saving £000
CYP	Children & Young People	1,038	0
SCH	Social Care & Health	4,599	(120)
ENT	Enterprise	2,536	(959)
MonLife	MonLife	156	0
CEO/P&G	Chief Executives Unit/People & Governance	205	(33)
RES	Resources	1,066	0
CORP	Corporate Costs & Levies	814	(442)
	Totals	10,413	(1,554)

Ref	Children & Young People	Final Pressure £000	Final Saving £000
CYP1	Non pay - SENcom contract inflation	37	
CYP2	Additional learning needs - Independent placements	277	
CYP2	Additional learning needs - Out of County placements	138	
CYP2	Additional learning needs - School action plus	298	
CYP2	Additional learning needs - Shortfall in recoupment income	244	
CYP2	ALN related transport	15	
CYP3	Monmouth Comprehensive rates	29	
	CYP Totals	1,038	0

Ref	Social Care, Health & Safeguarding	Final Pressure £000	Final Saving £000
SCH1	Children's services - high cost residential placements	500	
SCH1	Children's services - kinship carers rate increase in line with legislation	272	
SCH1	Children's services - legal fees relating to court proceedings	238	
SCH1	Children's services - agency staffing increase	295	
SCH2	Adult social care - additional staff required to meet care demands	1,004	
SCH4	Additional Animal Health Officer	40	
SCH5	Public protection - environmental health staffing	223	
SCH6	Fees & Charges		(120)
SCH7	SCWS grant reduction	124	
SCH8	Real living wage impact	1,903	
	SCH Totals	4,599	(120)

Ref	Enterprise	Final Pressure £000	Final Saving £000
ENT2	PTU staff and contracts	306	
ENT3	Fleet maintenance	338	
ENT4	Waste services - increase in demand offset by service efficiencies	1,222	(856)
ENT4	Grounds Maintenance - Increases in service demand (offset by street lighting energy savings)	273	(90)
ENT5	Placemaking, Regeneration, Highways & Flooding Civil Parking Enforcement Service Pressure (£75k) Traffic & Road Safety - Safe Routes to school post (£29k) Other Staff pressures within unit (£23k)	128	
ENT6	Schools catering income	72	
ENT6	Non pay - Catering contract	68	
ENT8	Strategic Operations Team - Additional posts	67	
ENT9	Building Cleaning - Deep Clean team staffing	62	
ENT10	Discretionary Fees & Charges		(13)
	ENT Totals	2,536	(959)

Ref	MonLife	Final Pressure £000	Final Saving £000
ML1	MONLIFE - Contract inflation	49	
ML2	MONLIFE - Staffing pressures (Play Co-ordinator, Rights of Way officer, Youth Officer)	87	
ML5	Car parking Charges at Caldicot Castle	20	
	MonLife Totals	156	0

Ref	Chief Executive's Unit/People & Governance	Final Pressure £000	Final Saving £000
CEO1	Community Hubs - Shortfall in library and room hire Income (£36.5k) Contact Centre - Temporary Staff Uplift to cover increase in call demand. (£44k), will come back out in 23-24	81	
PCEO0003	Reversal of previous pressue - GOVDEMSUP - Contact Centre - Additional staff to cope with booking system at HWRC		(33)
P&G1	Democratic Services - Uplift in Members Allowance	124	
	CEO Totals	205	(33)

Ref	Resources	Final Pressure	Final Saving
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		£000	£000
RES2	Rental income - NLP & Castlegate	650	
RES2	Rental income - Magor	100	
RES2	Rental income - Markets	31	
RES6	Property services - Capital fee income	139	
RES8	Housing Benefit - Shortfall in Subsidy claimable for Rehabilitation unit.	32	
RES9	Revenue & Benefits Shared Service - Increase in staff costs and TCBC contribution	34	
RES10	ICT - service & insurance pressures	80	
	RES Totals	1,066	0

Ref	Corporate	Final Pressure £000	Final Saving £000
CORP2	Non pay inflation - Energy	446	
CORP3	Fire precept - estimated increase	188	
CORP4	Employers national insurance contribution	96	
CORP6	Coroners levy	24	
CORP7	Archives levy	14	
CORP8	Reduction in Crematorium service dividend	46	
CORP5	Increase in Capitalisation directive		(442)
	CORP Totals	814	(442)

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2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	SENCOM	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP1	Operational Lead Officer:	Jacky Elias
Version No:	1	Directorate:	CYP
Date:	12 th November 2021	Section:	ALN

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

1. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

SENCOM is a shared service for Hearing and Visually impaired pupils and it is hosted by Torfaen. In recent years the contribution paid by local authorities has not covered the full costs of inflation for the service.

2. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Accounts and information from Torfaen. Discussions with directors and finance managers.

3. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
SENCOM	285	37	0	37				37

4. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Nil		

5. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

6. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
None		

7. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For future years the contribution will include inflation.

8. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

9. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

10. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Chief Officers	Meeting to discuss service	Sept 2021
Finance Managers	Meetings to discuss service	Sept 2021

11. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

12. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

13. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, Staff and Customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25

14. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	

Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Additional Learning Needs	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP2	Operational Lead Officer:	Jacky Elias
Version No:	0.1	Directorate:	CYP
Date:	10-11-2021	Section:	ALN

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

15. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The budget for Additional Learning Needs has seen a substantial pressure in demand for support for pupils. This demand includes requests to support pupils from an early age and pupils continuing their education into post 16.

The pressure are detailed below:

	2021-22 Budget	2022-23	Pressure
Independents	£1,849,551	£2,126,244	£276,693
Out of County	£1,381,403	£1,519,780	£138,377
Recoupment	(£945,699)	(£701,757)	£243,942
School Action Plus	£5,439,632	£5,737,634	£298,002
Total	£7,724,887	£8,681,899	£957,017

None of the above budgets include inflation which could be as high as 5%.

The pressure for independent schools is a combination of increases in placement costs and the number of pupils attending these settings. While the majority relates to compulsory years there are a number of pupils that have remained in post 16 education.

Placemen costs for the other Local Authority schools have also increased and again this pressure relates to both pupil numbers and an increase in costs. As with the independent provision a number of these pupils are remaining in school for post 16 education.

ALN colleagues have worked with Monmouthshire schools to look at the resources available and the provision, examples of this is a small group provision as opposed to one to one support where appropriate. School are already required to use 5% of their delegated budgets to support pupils with additional learning needs and this pressure is in addition to this.

ALN related transport is also facing a pressure of £14,892 due to an expected increase in direct recharge for transport costs due to increased cost of provision.

16. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The pupil numbers are discussed monthly at DMT, increase in placement costs are circulated to be relevant colleagues to review and build into future forecasts. In addition a clear forecasting model has been developed and this has been used to forecast the budgets above.

Currently there is a working group looking at the School Action Plus budget with an aim to delegate this to schools to allow them more flexibility to support pupils with ALN. This is due to go out for consultation with the aim to gain Cabinet approval prior to implementation in April 2022.

17. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
Independents	1,850	277	0		277			277
Out of County	1,381	138	0		138			138
Recoupment	(946)	244	0		244			244
School action Plus	5,440	298			298			298
ALN related transport		15			15			15

18. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified? N/A

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

19. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

20. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

21. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

All applications for additional funding in our schools are subject to a panel review to discuss the costs and any alternative savings that can be made to reduce the cost burden.

The panel also considers the placement for pupils attending out of other LA schools and independent schools. This is to ensure that the placements can meet the need of the pupils and to consider any costs involved.

The proposal to delegate the school action plus funding will allow the schools to have more flexibility around the support and funding for pupils and this will allow schools to better support the needs of the pupils.

22. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	More staff could be employed to support pupils.
Will this project have any legal implication for the authority?	N	

23. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

24. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
None		

25. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk costs will continue to increase.	Operational	Budget pressure in recent years	high	Challenge of budget pressures. Working with schools to maintain support in schools. Train and up skill staff to provide that support. Working with schools to look at greater delegation to give flexibility and stability.

26. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	This assumes that the pupil numbers in the forecast model do not change significantly with pupils moving in or out of county.	
Placement costs	No increase for inflation has been factored in and this could be 5%.	

27. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, Staff and Customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25

28. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	

Will this project benefit from digital intervention?	N	
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2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Rates for Monmouth Comprehensive School	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP3	Operational Lead Officer:	Nikki Wellington
Version No:	1	Directorate:	CYP
Date:	07-12-2021	Section:	ISB

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

29. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Monmouth Comprehensive School is a brand new build school which was built under the Band A future schools programme from Welsh Government. The school opened in September 2018. The final rates assessment was not received for the school until the current financial year, this had been complicated as during the build there was a period of time that there were a number of temporary buildings on the site which actually resulted in a lower assessment for rates. The assessment for rates for the new build is £299,600 with the previous school being £143,920. During 2019-20 a pressure of £85,000 was added to the budget but this has been exceeded with the current valuation.

30. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Rates assessment for the previous and current school.

31. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
Rates	271	29			29			29

32. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
N/A		

33. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

34. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
N/A		

35. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

None

36. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

37. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/A		

38. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
N/A		

39. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
N/A				

40. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

N/A		

41. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, Staff and Customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
N/A					

42. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Children's Services Pressures	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH1 - Children's Services	Operational Lead Officer:	Jane Rodgers
Version No:	1	Directorate:	SCH
Date:	3 rd Nov 2021	Section:	Children's Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

43. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

A pressure of £1,305,000 within children's services is being proposed comprising:

Placements: £500,000
Kinship Carers: £272,000
Legal Fees: £238,000
Agency Staffing £295,000

44. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

PLACEMENTS

There has been a slight decrease in overall numbers for Children Looked After. To date the majority of children leaving care have done so from less costly placements. At the same time, children entering care have required more costly placements due to the complex nature of their needs. In the current year to date 6 children have entered residential care, creating a pressure within the system of £500,000.

KINSHIP CARERS

A recent legal case in another Local Authority has resulted in the requirement to pay foster kinship carers on an equal footing to generic foster carers. This has created a pressure of £272,000 base on the current cohort of kinship carers.

LEGAL FEES

The cost of legal fees and expenses, including barrister costs remains a significant pressure for children's services at £238,000. This includes a previous budget mandate saving of £100,000 which was not achieved.

AGENCY STAFFING

Increased referrals and volume of preventative cases within children's services, together with maternity and sickness leave have created staffing pressures. Added to this is a national shortage of qualified child-care social workers meaning that there are often delays in being able to recruit to vacancies that arise through normal staff turn-over. In order to ensure that the LA's statutory responsibilities are fulfilled agency social workers are employed. These factors have created a pressure of £295,000

45. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	
Children's Services	£16,500	£1,305		£1,305				£1,305

46. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

47. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Best possible start in life Lifelong wellbeing
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	Y	
Will this proposal require any amendments to MCC policy?	N	

48. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Provision of placements that meet need children's needs	Children and families	positive
Kinship carers are paid at the required level	Children and families	positive
Costs of care proceedings are met	Children and families	positive
Permanent workforce establishment is aligned with need and additional workforce resilience is created	Children and families	positive

49. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>PLACEMENTS Further expansion of MyST to deliver step down from residential services Implementation of the fostering recruitment strategy under the auspices of Foster Wales On-going development of preventative services</p> <p>KINSHIP CARERS Further work to convert kinship carers to special guardians where this is safe to do so Further work to increase SGO as outcome from Care proceedings</p> <p>LEGAL On-going implementation of preventative approaches to divert from care proceedings Embedding DPS for the procurement of independent assessments within care proceedings</p> <p>WORKFORCE Review of establishment to reduce agency usage where directly employing under Monmouthshire County Council would be better value for money, and to ensure sufficiency within the workforce to meet demand and remain resilient.</p>
--

50. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Recruitment to MCC staff rather than agency
Will this project have any legal implication for the authority?	Y	Will ensure that the LA meets its statutory responsibilities for children looked after, safeguarding and prevention under the SSWBA Wales 2014

51. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

52. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

53. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

The underlying upward trend within CLA continues or accelerates	Op	Data shows a recent decline but an underlying upward trend.	MEDIUM	Well developed preventative services are in place Foster Wales is launched to drive forward recruitment of foster carers
A new cohort of children with complex needs continue to require placements	Op	There are at least 6 children with complex and escalating needs whom we are attempting to maintain within current placements through intensive support and increased support plans	HIGH	MyST is in place to increase opportunities for step down and develop specialist fostering provision
A permanent workforce at the required level cannot be achieved	Op	There is a nation shortage of child care social workers	MEDIUM	Recruitment strategy and workforce planning is embedded within the operations of the service

54. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

55. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Customer	Numbers of children looked after and distribution of placements				

56. Additional considerations:

Question	Y/N	Comments/Impact

Will this proposal require procurement of goods, services or works?	N	Not new
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Adults Operational pressures	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH2 (AS 22/23)	Operational Lead Officer:	Eve Parkinson
Version No:	1	Directorate:	SCH
Date:	31/10/21	Section:	Adults

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

57. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

- **Partnership development at Newport Road, Caldicot - £84,000 cost**

This is a development to create a facility within the community for 3 individuals to live independently, but with some care provision to allow for support to enable them to live their own lives. This is a partnership arrangement with Melin who are planning to purchase and convert the property, with the Authority providing the care provision.

- **Staffing (to include In house Homecare) - £685,000**

Due to the demand for community-based care provision and the lack of externally commissioned care providers, the Authority has engaged in a recruitment campaign and recruited additional in-house carers to service the demand and provide the identified care to clients. These carers have already been employed and are "over and above" current budgeted establishment.

- **Increased demand/demographics - £235,000**

Where care can be provided by the external market, the increase has been in the need for 24-hour care provision in the home environment, at present we have 14 at an annual cost of £500,000. The cost is being offset, in part, by use of temporary funding.

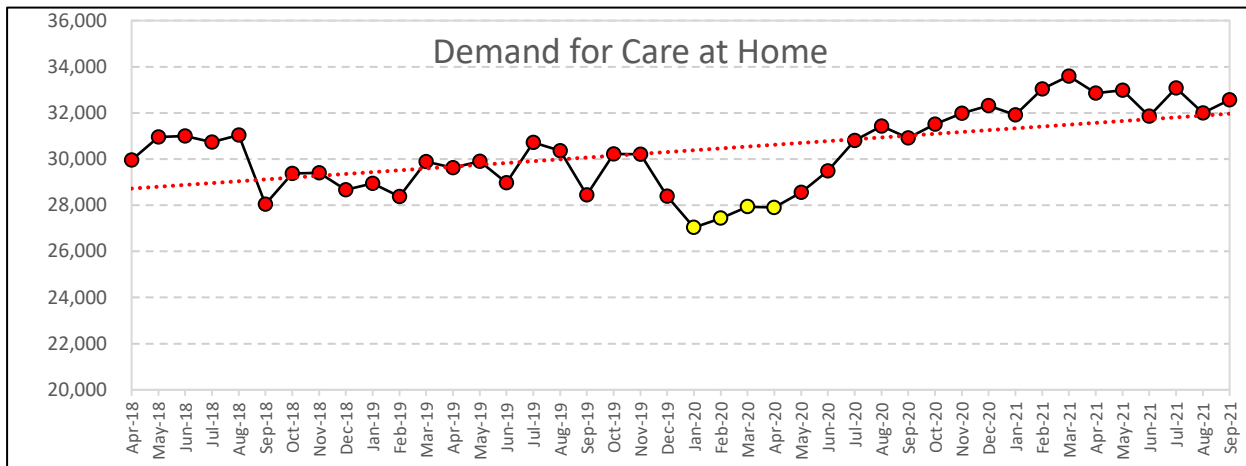
58. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Newport Road development – full cost £187,000 but we can divert funds for services already being received costing £103,000, so its only the difference being requested of £84,000 to fully fund this scheme. If approved this scheme can offer cost avoidance is the region of £156,000 by avoiding expensive residential placements which will be out of county, taking vulnerable clients out of their familiar surroundings/families/friends.

Staffing and increased demand/demographics

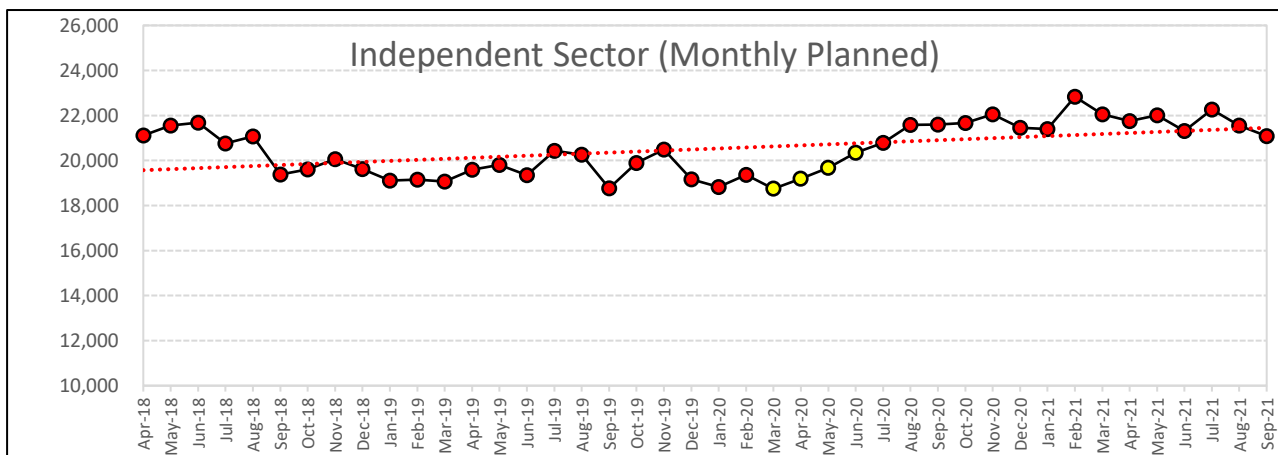
The below graphs show the increased demand, especially since the COVID 19 pandemic, mainly for community based care provision which has resulted in the need to over recruit for in house carers, and for external domiciliary care provision the need is for 24 hour care packages.

- Demand for care**



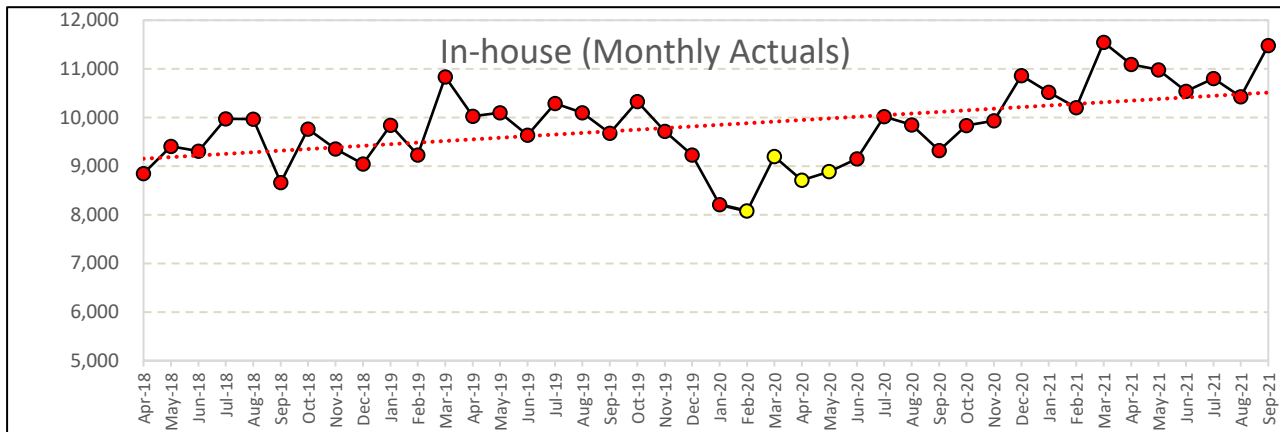
The above graph shows the upward increasing trend on demand for care provision.

- Independent Sector**



This graph shows an increased trajectory on the external market for care, but also shows that the external market cannot always service demand hence the need to ramp up in house carer staffing to accommodate (see below graph)

• **In house Care at Home**



This graph illustrates the increased trajectory for in house care provision which demonstrates not only an increase in overall care demand, but also in house to service that demand if the external market cannot accommodate.

59. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Adults	34,600	1,004		1,004				1,004

60. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
ABuHB	Integrated Care Fund	To terminate 31 st March 2022, awaiting outcome for its replacement. If no replacement, then this pressure will increase by a further £200,000

61. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

62. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Newport Road development	Younger Adults with Learning Disabilities	Positive – will allow these clients to live as independent life as possible in their community
Staffing	Current staff employed over and above establishment	Positive – Enhance our in-house care provision to service client assessed care needs
External care provision	Adults with identified care needs	Positive – Having the financial resources to meet identified care needs

63. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

We have reduced the cost of this pressure to reflect the current use of temporary funding through the Integrated Care Fund.

We are embarking on a care strategy of aligned based care and also shifting Commissioning approach to market intelligence to understand the changing needs of Social Care and how markets can be aligned to reflect our needs and demands.

64. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Give financially assurance that the over recruitment will be met
Will this project have any legal implication for the authority?	Y	Allow us to meet the identified care needs

65. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

66. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

67. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk	Both	That the replacement to the Integrated Care Fund will not be adopted	High	Our voice is heard at ABuHB/RPB/Welsh Government

68. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Integrated Care Fund	Assume that the funding afforded at present will be adopted by the new scheme replacement	ABuHB/RPB

69. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	In year forecast monitoring				
Customer	Meeting care needs and what matters to the client				

70. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	
Will this project benefit from digital intervention?	N	

2020-21 Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete the forms. Please use a separate form for each pressure.

The information provided in this pressure proposal will be used to enable consideration of whether to include the pressure in the MTFP and to assist with further mitigation of the pressure.

Pressure Title:	Animal Health Service Delivery	Lead/Responsible Officer:	Gareth Walters
Your Ref No:	SCH4	Directorate:	SCH
Version No:	2	Section:	Trading Standards
Date:	5 th November 2019		

1. Pressure Description

Why is this pressure required?

Originally animal health was made up of two full-time posts and the support of a senior trading standards officer whose duties included the oversight of the animal health function. Following the Foot and Mouth Disease Outbreak in 2001 additional central Government funding enabled this to be increased to 5 full-time posts plus a dedicated support officer post. This supported the Authority to meet the minimum standards that were laid out in the Animal Health & Welfare Framework and in some areas develop good or even best practice.

Over a number of years this funding diminished and finished at the end of 2014. During this time austerity had kicked in and where a member of staff requested to reduce their hours the remaining half of the post was lost as part of the contribution to the wider Public Protection savings target (this was on top of the trading standards posts lost to timely retirements).

As Chair of the Wales Animal Health Panel and Wales Heads of Trading Standards (now Trading Standards Wales) strategic lead for animal health and feed I have been developing the key relationship between Welsh Government and additional funding provided through the Animal Health & Welfare Partnership Delivery Programme. To the advantage of Monmouthshire this enabled me to create a regional coordination position linked with the vacancy following the departure of the part-time post holder in December 2016.

Unfortunately this new post which started in June 2018 coincided with the sudden ill-health of our one remaining experienced Animal Health Officer (this lasted 12 months before retirement) and shortly before our temporary, Feed and Animal Health Officer suddenly resigned. An emergency appointment was made to fill the temporary feed post in August 2018. This was a significant loss to the service from an experience and local knowledge perspective but also has led to the identification of significant problems which has created additional work which has required some very difficult decisions, led to confrontational situations and created conflict both internally and externally. The problems identified to date are across the animal health remit not just certain aspects and possibly have not yet been fully established.

It has also meant that the regional coordination post has been almost fully dedicated to Monmouthshire work instead of the wider duties associated with her role although some of these issues are replicated across Wales so this work serves to support and address the wider concerns.

Current Position = 1.4fte Monmouthshire funded posts:

1 fte Animal Health Officer (due to start on the 4th November 2019 – has enforcement experience but will require appropriate training and development to be able to fully function independently).

0.4 fte Senior Animal Health Officer (MCC funded element of a joint-funded post)

0.6 fte Regional Coordinator

Temporary 1 fte Feed Officer (funded for 18 months ending 31/03/20 – currently on long-term work related stress sick leave).

Proposals for the Future

Recent job interviews for the Animal Health Officer identified a number of potential applicants that would be assets to the animal health function, MCC and wider regional/national animal health progression. This would increase the establishment posts from 1.4fte to 2.4fte - funding is held to enable the appointment of an additional post for an initial two year period (currently held in N995 and N996 cost centres). In two years this would require approx £40,000 including on-costs to sustain with an assumption of pay increases as per the last two years.

Recognition that Trading Standards and especially Animal Health were already in a high risk position before considering the implications associated with EU Exit led to conversations with the Chief Executive and Chief Officer covering EU Exit, Frances

O'Brien. This provided verbal corporate support for addressing concerns over sustainability and direction was given to channel through the Medium Term Financial Planning process. This is crucial even if the potential EU Exit implications are not realised.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

Inability to currently respond to all complaints and deliver aspects of a statutory function. Available reserves generated through animal health and feed work undertaken, enable's an initial appointment of 1 fte animal health officer for two years but unable to sustain beyond.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Trading Standards	346,503	40,000				40,000		40,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

Enable the continued employment of an additional animal health officer

Expected positive impacts

Enable better service response to meeting statutory requirements
Also enable regional coordination through Welsh Government funding to generate additional opportunities
Allow existing Officers to return their substantial duties

Expected negative impacts

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

		Associated equipment and ppe.

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
Paul Matthews	CEO	18 th September
Frances Williams	CO Enterprise	15 th October
DMT	SCH	13 th November

Will any further consultation be needed?		
Name	Organisation/ department	Date
Tyrone Stokes	Finance Manager, SCH	18 th November

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Demand	Operational	Current inability to respond to all service needs in a timely and appropriate manner.	High	
Impact on Local Economy and wider community	Strategic and Operational	Disease control is of significant concern and FMD has shown this.	High	
Resilience	Operational	Currently there is no resilience and the service has been relying on one member of staff.	High	

8. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Workforce Planning for Public Protection	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH5 - PP 22/23	Operational Lead Officer:	Dave Jones
Version No:	1	Directorate:	SCH
Date:	2/11/21	Section:	Public Protection

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

71. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Since the COVID 19 pandemic Public Protection have been at the forefront of service delivery for the last 18 months. In addition to dealing with day to day operations they have absorbed increased public health involvement through delivering our local Track, Trace and Protection (TTP) service. When TTP was introduced by the Welsh Government, the management of this new service fell to Public Protection and we now recognise that once the pandemic is "under control", life will not return to that of the pre-pandemic state. When we do move forward from the legacy of COVID 19 and TTP, Public Protection will need to be at the forefront of Public Health delivery. As a result, this mandate sets out the future resilience required in the Public Protection workforce, as set out below: -

New posts	Annual cost
1. 1.4 FTE within Environmental Health (Commercial)	£83,000
2. 1 FTE within Environmental Health (Public Health)	£59,000
3. 0.5 FTE Enforcement Officer - Licensing	£22,000
4. 1 FTE Trading Standards Officer	£59,000
TOTAL COST	£223,000

The proposed addition to the workforce has been RAG rated to indicate the importance of the posts, RED being essential, AMBER desirable.

5. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

In relation to (1) to (4) above –

1. The EH Commercial team are responsible for food safety, occupational health & safety, communicable disease control and have delivered our TTP response since May 2020. The latter service has been hugely successful, not only delivering a first class TTP service, but also responding to those cases to prevent further viral spread. EH have linked superbly with Education and Social Care colleagues to ensure spread is minimised in vulnerable settings. Our well-established links with ABUHB and PHW, through managing the pandemic, also need to be built on to deliver better public health outcomes for our residents.

Their day-to-day work has continued, with a reactive response to service requests – food complaints, infectious disease notifications, etc. Service requests (SR's) in this section have increased from typically 1400 pa to 1741 in 12 months to September 2021, a 24% increase. Also the backlog of 1370 food safety inspections needs to be addressed, which will take a couple of years to catch up on. The added capacity of 1.4 FTE's - delivered via 2 existing Officers (one currently part-time TTP funded, other 0.6 FTE) – will ensure more resilience built-in and ensure statutory duties met, reducing risk to the Authority.

2. The EH Public Health team, currently 6.6 FTE's, has struggled for a number of years to deal with increased SR's, dealing with statutory nuisances, private sector housing enforcement, air, land & water quality and other public health matters. In the last 3 years, SR's have increased from 1873 in 17/18 to 2462 in 20/21, and increase of 31%. No increase in staff numbers has mirrored the increase in demand. An additional 1 FTE will ensure (a) existing strain on Officers eases to more realistic levels and (b) there is a return to proactive work, eg. housing enforcement, to protect many of the most vulnerable in society.
3. Again Licensing struggle to cope with current demands. Although SR increase less dramatic, 12% increase in 20/21 compared to previous year, (922 SR's in 20/21), they often deal with complex issues such as licensing for large events, eg. Abergavenny Food Festival. A 0.5 FTE increase will give much needed added capacity – from 4 FTE to 4.5 FTE – to deal with range of issues – licensed premises, gambling, taxi licensing, etc. All have public health impact and MCC Licensing would seek more joint working with Police colleagues, eg. safe management of the night-time economy.
4. Trading Standards have seen a surge in SR's, (1018 in 20/21) representing a 86% increase from year before. TS in recent years has become almost entirely reactive, so reacting to problems only. Limited business support and advice proactively leads to further problems down the line, with higher non-compliance and time consuming investigations. Doorstep crime, scams, rogue traders target our most vulnerable members of public, so 1 FTE will provide some proactive capacity to address these increasing problems.

6. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Public Protection	1,541	223		223				223

7. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

8. **Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Improving lifelong well-being – protecting some of our most vulnerable members of society, including young people in licensed premises, those living in poor standard housing, elderly being scammed, workers not adequately protected in their workplaces. Thriving economy – all PP sections work with local businesses giving timely and supportive advice, provide a level playing field, ensure public safety. Natural & built environment – EH monitors and enforces adequate air, land and water quality. Deals with enviro-crimes, prosecutes fly tippers, etc. Future focused – all PP work is to protect the public, visitors and local businesses, and provide public health gain
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

9. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
Continued support to schools and care homes in communicable disease/viral spread control.	Schools & care homes	Positive
Better service to the public, improved responsiveness	All Monmouthshire residents	Positive
More proactive role with local businesses, providing timely advice and guidance	Local businesses	Positive

10. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

While evaluating the proposal some other requests were withdrawn. Following a budget “deep dive” PP were able to “consume some of our own smoke” in terms of extending the current Commercial Services Officer to a full-time post, and introduction of a Graduate EHO Trainee post to assist in bringing on new talent.

In addition, the proposal was RAG rated to show the importance of the posts outlined in this Pressure Proposal Form.

11. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Increase the workforce
Will this project have any legal implication for the authority?	Y	Allow the Authority to safeguard against not being legally compliant e.g. Food Hygiene, Health & Safety enforcement, Private Water Supply Regulations, etc. and satisfy a number of Governing Bodies.

12. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

13. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Paul Matthews		
Peter Davies		

14. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

15. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

16. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Service Delivery	Measures currently within our Business Plans, plus Performance Indicators dictated by Governing Bodies, for example, Food Standards Agency and Drinking Water Inspectorate. Increase in proactive work, inspections etc. will be apparent.				

17. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	As per 5.1, some additional capacity will enable further collaborative working with Public Health partners, including addressing obesity and excess alcohol consumption.
Will this project benefit from digital intervention?	N	PP software system currently being upgraded to assist in inputting data whilst on site visits, freeing up time to focus on service delivery

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Passenger Transport Unit – Service budget pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT2	Operational Lead Officer:	Deb Hill-Howells
Version No:	2	Directorate:	ENT
Date:	14.12.21	Section:	Passenger Transport

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

72. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Passenger Transport – Service Demand Pressures £306k

The Passenger Transport Service is responsible for the provision of Home to School transport, our community demand responsive service, Grass Routes and 3 scheduled services that are not commercially viable. The Service manages 192 external home to school contracts and undertakes 34 school runs, transporting up to 2,916 passengers daily (up from 2,667 in 2020). The demand on the service has increased in recent years resulting in a projected pressure on the base budget of £306k for 22-23.

73. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

There are varied reasons for the fluctuations in expenditure and income but the budget pressure can be attribute to 3 main areas :-

	Indicative Budget 22-23	Projected service cost 22-23	Budget Pressure
	£	£	£
Internal Operations Employee Costs	1,561,085	1,619,476	58,391
Internal Operations Vehicle Costs	855,340	890,000	34,660
External Operators Costs	3,441,709	3,654,618	212,909
Total Service Pressure			305,960

Internal Operations Employee Costs

- The cost of the in-house operations arm has increased this year as we have had to increase the workforce to deal with increasing school runs due to external contractor hand backs. This is expected to impact on next year's budget by £58k.

Internal Operations Vehicle Costs

- Vehicle costs are projected to be above available budget in 22-23 by £35k, the pressure includes inflation for fuel and spare parts but it also includes increases in borrowing costs for replacement vehicles and the costs of maintaining a larger service.

External Operator Costs

- External operator costs are projected to increase by £213k. The increase in passenger numbers results in the need for additional contracts, this not only causes a cost pressure, but also reduces our ability to generate an income through concessionary and Post 16 passengers (107 in 2021, 149 in 2020). The majority of the contracts are due to be re-tendered next summer and we anticipate that rates will increase due to fuel and manpower inflation, we have built in a £100k contingency into the pressure to cover this but members need to be aware that we won't know the outcome of this exercise until September 2023 and there is a risk that actual pricing could exceed this.

Other factors contributing to net pressure :-

- BES ramp up funding will cease in July 2022, which will result in a loss of grant funding, albeit that the services will continue to be provided.
- Changes to legislation have resulted in a reduction in our ability to generate private hire income and moving forward we will no longer be able to undertake any work for third parties that does not fall within the permitted rules of S19 and S22 permits, this has impacted on external body income but we are projecting to increase our internal income base in 22-23 as school trips and activities re-commence following the pandemic.

74. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Passenger Transport	5,003	306		306				306
Total	5,003	306		306				306

75. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
We are seeking grant funding to support the replacement of vehicles with ULEV alternatives	Welsh Government	Awaiting details of the funding available and the financial viability of business cases.

76. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Providing home to school transport to enable young people to access learning. Providing community demand responsive and public bus routes to provide transport for community members that do not have access to a car.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	It is proposed that a review of the Councils current home to school transport policy is undertaken post May 2022.

77. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
It will enable the service to be undertaken in a cost neutral manner and manage external	Users of the home to school and Grass routes services, external	The funding of the pressure will be largely neutral, however the

pressures arising from increased operator costs, changing passenger numbers and the loss of grant as well as internal pressures from increased fuel, vehicle and staff costs.	operators, and internal service providers.	replacement of vehicles with ULEV alternatives will be positive.

78. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Opportunities to generate income in alignment with our permits will be sought and it is forecast that this will increase from the current year's budget target.

We will continue to identify grant funding opportunities for replacement fleet and to mitigate operating costs.

The PTU operations team is being re-structured to align working patterns with service demands.

79. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	If the pressure is agreed.
Will this project have any legal implication for the authority?	N	

80. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

81. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

82. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

When tenders are undertaken next summer, external operator costs will be higher than forecast.	Operational	Running costs continue to increase which operators will seek to recover.	High	When tenders are undertaken, PTU operations are asked to provide the costs for them operating the contract. This gives us a baseline figure and if the tendered costs are higher, the PTU will be asked to undertake the route, subject to capacity and resources.
Income projections are lower than forecast	Operational	School activities are slowly resuming following the pandemic	Medium	Colleagues are working with schools and ensuring all covid mitigation measures are in place.
Fuel and vehicle costs continue to escalate	Operational	The costs of fuel have seen a significant rise in the last few months	Medium	Conversion to electric & hydrogen fuelled vehicles will assist in the longer term. Reducing journeys and maximising the use of bulk purchasing.

83. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Statutory passenger numbers remain constant or increase	Passenger transport data evidences an increase in demand for statutory home to school transport	CYP/PTU

84. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff, and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budgets	The service is delivered within budget				

85. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Fleet Maintenance – Service Pressures	Senior Responsible Officer:	Deb Hill-Howells
Your Ref No:	ENT3	Operational Lead Officer:	Deb Jackson
Version No:	1	Directorate:	ENT
Date:	12.11.21	Section:	Transport

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

86. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The council's vehicle fleet is growing and there is a need to increase the staff and maintenance budgets to offset the recurring budget burden. Current numbers are now at 405 (incl hire), this is an increase of 50 since 2019-20 and they are projected to increase by a further 27 in 22-23. Such an increase in fleet size requires investment in :-

- More staff - a new structure has been proposed to bring in the correct levels of resource, this is estimated to cost an additional £82k and will be tasked with ensuring compliance to health and safety and driver policies as well as managing the accident reporting and investigation process.
- Additional maintenance budget – the maintenance budget has been under pressure for some time and has overspent in recent years, the further growth in fleet size plus the inflation increases on spare parts & tyres means we need to uplift the transport budget by a further £256k to offset the projected budget shortfall.

Out of the additional £338k budget pressure it has been identified that £63k could qualify for capitalisation directive.

87. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Fleet Repair & Maintenance Pressure

Anticipated 22-23 maintenance shortfall **£256,000**.

	2019-20	2020-21	2021-22 (Forecast)
Budget	- 448,050	- 441,292	- 413,482
Outturn	- 393,455	- 199,721	- 213,482
Variance	54,595	241,571	210,000

2. Increase in Staffing

	£
Current Manpower Cost	620,782
New Structure Cost	702,543
Variance to Budget	81,761

88. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Fleet Maintenance Pressure		338		338				338
Total		338		338				338

89. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Fleet transition to ULEV vehicles	WG	Awaiting grant application details

90. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	Y	Revised driver handbooks and accident reporting procedures will be required. In addition, we will be seeking to implement drug and alcohol testing for drivers and update the policy on tracker information and when this can be used to support investigations as well as utilisation and driver behaviours.

91. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?

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92. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

We will continue to work with operational teams to rationalise the fleet by increasing utilisation rates, this will necessitate the service areas reviewing and changing operational practices.

We are working on the transition of the fleet to EV vehicles, which does result in a higher cap ex cost for acquisition but reduced operating costs. Where possible we will use grant funding to mitigate the costs of acquisition and support the implantation of EV infrastructure.

Taking a proactive approach to the investigation of accidents and management of driver behaviour will mitigate increasing accident damage and subsequent repair bills.

In the longer term we would like to rationalise the maintenance service into a single new depot location which will mitigate overheads and provide opportunities for external income generation.

93. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	The creation of 2 new posts
Will this project have any legal implication for the authority?	Y	WG has put in place legal guidelines for the transition of the public sector fleet starting with a ban on purchasing fossil fuelled cars and LGV from 2025. We need to ensure that our colleagues have the skill sets to drive and maintain these vehicles and that operational practices are adjusted to align with the range of the vehicles.

94. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
monitoring, driver training, utilisation, and fleet transformation	2 additional posts	

95. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

96. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

That operational services resist changes	Strategic	There has been a reluctance by Services to relinquish vehicles	Medium	Attending and informing DMTs and colleagues. Using data to evidence opportunities to change practices. Work with colleagues from other authorities to learn from best practice

97. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

98. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff, and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Cost neutral				
Fleet Number	Is decreased or any additional vehicles are evidenced by a proven business case				
Carbon footprint	Is reduced as we reduce journeys and transition to ULEV vehicles				

99. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	Y	Transition to ULEV fleet is underway and incorporated with the team.
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Opportunities to share practice with other authorities and in the longer term possibly share vehicles.
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Neighbourhood Services – Service Pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT 4	Operational Lead Officer:	Carl Touhig
Version No:	2	Directorate:	ENT
Date:	07.12.2021	Section:	Neighbourhood Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

100. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Waste Service Pressures 22-23 - £366k

Increased numbers of residents using recycling services at the kerbside have increased costs for collection that are not entirely covered by reduced contract costs. This has helped increase recycling, reduced potential for fines and reduced the carbon impact of 1000's of individual vehicle journeys to the HWRCs.

The roll out of polypropylene will result in additional costs during 2022/23 but will improve quality and value of recycle when fully completed. This is likely to be summer/autumn 2022 given current issues with vehicle delays and staffing levels and recruitment challenges.

The pressures reflect the current relative stability of the recycling market but it remains difficult in predicting future costs of reprocessing and market values for materials.

2. Grounds Maintenance Service Pressures 22-23 – £273k

Increased workload in grounds and cleansing to support the additional workload associated with climate change and nature emergency projects to plant additional trees and hedges and ongoing maintenance. Apprentice programme to cover additional workload and include succession planning for aging workforce.

External income generation opportunities are maximised locally and stretching existing workforce further will detract from MCC core internal service delivery.

Grant funding relating to town centre improvements for Covid and café culture did not attract an ongoing maintenance budget and require budgets for planting and repair/renewals where necessary.

Additional funding to appoint a Tree safety officer who will be responsible for surveying authority's green infrastructure to identify dangerous trees (including those affected by Ash Die Back) and work with officers across the authority to determine a safety management and removal plan. Capital pressure included to cover improvements and large maintenance projects where identified.

3. Street Lighting – Energy Saving – (£90k)

The completion of our LED replacement programme has resulted in a reduction in our KWH output, this has generated savings against our electricity budget.

101. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Waste Service Pressures

	22-23 Indicative Budget	22-23 Service Cost	Variance	Notes
Employees	3,232,052	3,902,556	670,504	Increased kerbside collections and new service delivery model requires additional HGV drivers and loaders.
Premises	48,500	100,500	52,000	Depots are insufficient capacity for existing fleet and staff and a new depot in the South of the county is required. Increase includes a new lease and portacabins for a depot in Caldicot. Working with property services to improve office and welfare facilities for frontline staff in the North depots.
Transport	1,507,081	1,842,883	335,802	Increased fuel costs over 2021 and additional vehicles required for new service delivery
Supplies & Services	434,000	529,000	95,000	Additional costs relating to Polyprop roll-out, potential to capitalise.
Third Party & Contracts	4,251,345	3,395,000	- 856,345	Waste mgt contract savings & dry recycle contract set at zero cost/income
Total Exp	9,472,978	9,889,939	296,961	
Income	- 2,247,923	- 2,129,076	68,847	Reduction in sustainable waste management grant and revised pay mech for new HWRC contract
Total Inc	- 2,247,923	- 2,129,076	68,847	
Net Total	7,225,055	7,760,863	365,808	Includes £202k of potential capitalisation budget to improve service delivery and quantity and quality fo recycle.
			202,273	Potential Capitalisation

2. Grounds Maintenance

	£
Indicative Base Budget 22-23	1,565,830
Projected Service Cost 22-23	1,838,830
Budget Shortfall	273,000
Main Causes	
- Uplift in manpower costs including 4 apprentices	91,000
- Fuel inflation	42,000
- Increase in maintenance requirement for town centre regeneration installations and maintenance of new hedgerow and tree planting schemes for climate change and green infrastructure	97,000
- Appointment of Tree Safety Officer to identify dangerous Trees	44,000

3. Street Lighting – Energy Saving

	2019-20	2020-21	2021-22 (Forecast)	2022-23 Projection
Electricity Cost	287,798	237,167	201,068	201,068*
Electricity Budget	390,159	355,659	300,950	300,950
Variance	- 102,361	- 118,492	- 99,882	- 99,882
Maintenance Inflation				10,000

Potential Saving				- 89,882

*Energy increase accounted for corporately

102. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Waste – Service Pressures	7,176	1222	(856)	366				366 (incl. 202 capitalisation investment)
Grounds – Service Pressures	1,545	273		273				273
Street Lighting - EnergySaving	853		(90)	(90)				(90)
Total	9,574	1,495	(946)	549				549

103. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
None identified. Potential for regeneration town centre grants to maintain and improve street scape. Waste and circular economy grants to improve quality and quantity of recyclate.	WG	n/a

104. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Recycling and improvements to local environment are key to climate change and naure emergency priorities .
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	All service changes proposals have been agreed and WFGAs completed.
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

105. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Improved environment and feeling of well-being	All	positive

106. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Market testing for contract for processing dry recyclate identifies potential savings but full roll out of polyprop required to test quality and quantity prior to achieving any income growth.

Working with Town and Community Councils to support the maintenance of areas designated for café culture and planting for regeneration of TCs following Covid lockdowns.

107. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional staff
Will this project have any legal implication for the authority?	Y	Failure to hit recycling targets due to decline in quality and quantity of recycling would result in fines of £200 per tonne.

108. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Roll out of polyprop will require one off additional costs of £200K (included above as capitalisation directive)	Capitalisation directive	no

109. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Cabinet and Strong Communities select	All projects have been approved by Cabinet following Scrutiny reviews. Waste review on service delivery proposed for Summer 2022 Review of Grounds and Cleansing projects supporting Climate and nature Emergency proposed Winter 2022	2018-2020 Summer 2022 Winter 2022

110. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Markets for recycle	both	Volatility of recycle market is well documented. Current global market following Brexit and Covid still emerging.	Medium	Continue to improve quantity and quality of recycle offered to the market. Continue to operate a short term pain/gain spot price solution to remain responsive to market conditions and to de-risk market fears of long term liability contracts.

111. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Increased costs	Collectively the waste and grounds budget is +£10m, with inflation at 3.25% costs would have increased by £325k to stand still and not improve service delivery or climate change approach.	Carl Touhig

112. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Manage budget and no overspend 2022/23	0	<1%	<1%	<1%

113. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	In house delivery
Will this proposal impact on the authorities built assets?	Y	Fleet/depot space required in south prior to new depot being developed corporately
Will this proposal present any collaboration opportunities?	Y	Dangerous trees work will be shared across authority and offered to partners including MHA, Aneurin Bevan Health and Heddlu Gwent Police as existing commercial customers.
Will this project benefit from digital intervention?	Y	Working with digital team to improve customer communication

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Placemaking, Regeneration, Highways and Flooding	Senior Responsible Officer:	Mark Hand
Your Ref No:	ENT 5	Operational Lead Officer:	Craig O'Connor, Paul Keeble
Version No:		Directorate:	Enterprise
Date:	12/11/2021	Section:	Placemaking, Regeneration, Highways and Flooding

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

114. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

£128k revenue pressures in Placemaking, Regeneration, Highways and Flooding comprising £110k in Highways and £17k in Planning.

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs and a reduction in the income target;**
- 2) **£29k revenue pressure in Highways to enable the creation of a Safer Routes and School Travel Plan Officer post in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans;**
- 3) **£6k revenue pressure in Highways due to job evaluation regrading a post from band E to band F;**
- 4) **£17k revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE.**

115. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs (vehicles, IT and equipment £49k) and a reduction in the income target (£26k). This team was established in 2019 but no revenue budget was provided for essential equipment or vehicles resulting in a consistent annual overspend of £49k. The team has a demanding income target of £350,000 from previous car park enforcement (£150k) and new civil enforcement duties (£200k). The latter was identified by a consultant advising the Council on the introduction of civil enforcement duties. To date, the Council has consistently come well short of that income target, however there are multiple contributory factors including an initial set-up period, vacancies and sickness absence, and covid-19 which collectively mean the team has been fully staffed and fully operating for approximately 4 months since July 2019. A slightly lower income target is now proposed, and achievement will be carefully monitored over the coming year;**
- 2) **£29,415 revenue pressure in Highways to enable the creation of Safer Routes and School Travel Plan Officer post (expected to be Band D) in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans. Improvements identified by this additional post has the potential to reduce expenditure by the PTU although it is not yet possible to quantify that potential saving. The post's findings will inform future grant funding bids for Safer Routes in Communities funding and, where applicable, aligned with Active Travel funding, but could result in capital budget pressures which will need to be managed in the normal way. The post will cover the following work:**

- Provide support to schools to develop and complete school travel plans.
- Develop action plans with schools, based on the school travel plan, to help ensure road safety is a priority.
- Promote and develop Active Travel to and from school through identifying safer routes to schools.
- Advise schools on safer travel to and from school
- Advise Transport team in completing school route assessments.
- Promote and develop safer travel initiatives

- Develop and maintain excellent communication links with schools, pupils, colleagues, community groups and other clients.
- Work collaboratively with the wider Highways and Traffic, PTU and Active Travel teams to highlight/identify areas of development.

- 3) £6,000 revenue pressure in Highways due to job evaluation regrading a post from band E to band F (SCP13 to SCP18 at top of grade = £29,415 to £32,476 including on costs = £3,061). A resources report was approved in July 2021 and is being implemented. A new post has been created to resource issues with trees and hedges affecting the highway network and the implications of ash dieback;
- 4) £17,412 revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE (top of grade including on costs). The current postholder is retiring in December 2021. This post deals with enquiries and proposals affecting trees on private land including protected trees and development proposals. The post carries a significant workload and ash dieback is expected to increase that over the coming 2-3 years. The Council's established green infrastructure policies and the Climate Emergency will continue to see additional tree planting in new developments and further workload. In addition, the new postholder will spend time reviewing and digitising current records to enable some customers to self-serve, for example queries about whether or not trees are TPOd.

116. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Highways (Traffic and Road Safety)		105		105				105
Highways (Asset Management)		6		6				6
Planning (Development Management)		17		17				17
Total		128		128				128

117. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Ash dieback funding (#3 and #4)	WG	uncertain

118. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Ensuring a safe and efficient highway network, supporting and promoting the transport hierarchy to reduce reliance on car journeys to contribute to addressing the Climate Emergency. Supporting and protecting tree provision throughout the county, contributing to green infrastructure policies and addressing the Climate Emergency.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	

Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

119. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
#2 creation of Safer Routes and School Travel Plan Officer	Active Travel and PTU teams Schools Communities	Positive – alignment workstreams with potential savings for PTU in school transport costs if safe routes can be provided eliminating the need for free school transport Negative – additional work for schools to fulfil their duty in completing School Travel Plans Positive – safer routes provided where possible to enable children to walk, cycle or scoot to school
#3 and #4 tree-related posts	Communities	Positive - additional resource to address the challenges of ash dieback and increase public access to information on protected trees

120. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

None – previous budget mandates have identified all potential budget savings and shrunk services and increased income targets to challenging levels.

121. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional opportunities (#2 and #4) and job evaluation findings implemented (#3)
Will this project have any legal implication for the authority?	N	

122. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

123. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
#1 Traffic and Road Safety team, Finance, Enterprise DMT	Issues raised by budget manager and agreed by finance colleagues, informing this mandate	September 2021
#2 Traffic and Road Safety team, Enterprise DMT, SLT, PTU, MonLife	Discussion about ways of improving school travel options and reducing budget pressures for the PTU	August 2021
#3 Highways Asset team, Enterprise DMT, People Services	Highways resources agreed, job description subject to job evaluation process	July to September 2021
#4 Planning Tree Officer, Planning Team, Chief Officer, Enterprise	Discussion about future resource needs	October 2021

124. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

125. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

126. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget monitoring					

127. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	With schools regarding School Travel Plans
Will this project benefit from digital intervention?	Y	Digitising of tree information held in Planning

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Schools Catering – Operational Pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT6	Operational Lead Officer:	Deb Hill Howells
Version No:	1	Directorate:	ENT
Date:	12.11.21	Section:	Schools Catering

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

128. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Schools Catering are anticipating a budget pressure in 22-23, this is due to 2 main issues :-

- 1. Reduction in Paid Meal uptake (£71,553)** – Turnover is expected to be down due to a reduction in paid meals, this is attributed to an increase in Free School Meal eligibility and an increase in pupils choosing to have a packed lunch. The impact of Covid is a major factor in the drop off in paid meals, the limited menu affected uptake and we anticipate it will take some time for meal numbers to return to pre-pandemic levels. Our estimates have been based on a 7.5% reduction on 19-20 meal numbers. We have however now reverted back to a full-menu and take up is increasing in line with expectations.
- 2. Ingredient Price increase (£67,637)** – Early estimates predict a 20% uplift in material prices for next year.

The service will not be increasing the price of school meals this year and so will remain at £2.50. This price hold will affect the ability to recover an element of the operational pressures above.

129. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. School Meal Income Reduction.

	£
Meal Income Received 2019-20	- 954,034
Estimated 22-23 Income @ 92.5%	- 882,481
Estimated Reduction in Income	71,553

2. Ingredient Price Increase

	£
Number of Meals Served 2019-20	478,948
Assume 7.5% Reduction for 2022-23	443,027
Cost Per Meal including 20% uplift	1.20
Estimated Total Cost 22-23	531,632
Available Budget 22-23	463,995
Variance to Budget	67,637

130. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Catering Income Pressure		72		72				72
Catering Expenditure Pressure		68		68				68
Total		140		140				140

131. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
N/A		

132. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

133. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
None		

134. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Meal prices could be increased to counteract inflationary increases. A 10p increase in meal price would bring in circa £40,000 in extra income, although any price increases will affect uptake and may place additional financial burdens on households.

135. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

136. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/A		

137. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
N/A		

138. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
The uptake of school meals does not increase in line with expectations	Operational	The changes to the operation of the service during the pandemic have had a negative impact on take up and families who have now started providing packed lunch, may consider this	Medium	The service is marketing its service and menu's. All meals are scratch cooked on a daily basis and comply with the healthy eating agenda.

		a more suitable and affordable alternative, so pre-pandemic levels are not achieved.		
The supply chain continues to struggle to meet commitments and material costs escalate	Operational	We have already experienced problems with supplies which is impacting on menus and has required centralised delivery with supplies then being disaggregated and delivered to venues by non catering and catering staff.	Medium	We are working with suppliers to mitigate the problems in the supply chain including lack of drivers and raw materials. We are developing alternative solutions in the event of shortages of specific products
Proposed changes to free school meal entitlement will increase the need for supplies and increase capital and revenue expenditure	Operational	WG have advised that they will be making a statement in December regarding increasing access to fsms.	High	Until the announcement is made we are unable to mitigate the risk as we are unaware how many more children will become eligible, the resulting uptake, resources required to deliver it or implementation dates.

139. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the take up of school meals increases and represents only a 7.5% reduction on pre-pandemic levels.	Meal take has increased since the full menus were introduced in October.	Pauline Batty

140. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Budget is cost neutral				

141. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Resourcing the Strategic Operations Team	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT 8	Operational Lead Officer:	Cath Fallon
Version No:	2	Directorate:	ENT
Date:	12 th November 2021 – Revised 9 th December 2021	Section:	Enterprise & Community Animation

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

142. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Strategic Operations Team Restructure - £66,914 Pressure

In December 2020, an alignment of the Enterprise Directorate was approved, which included the establishment of a new Strategic Operations Team, designed to address a deficiency in management and administrative support and also to provide strategic and operational leadership analysis and insight for the Chief Officer Enterprise and Heads of Service that form the Enterprise Directorate Management Team.

The Team currently consists of:

- 1 x Strategic Operations Manager;
- 1 x Systems Assurance and Process Review Officer; and
- 1 x Systems Support Officer

The team are currently undertaking a strategic analysis and review of operational arrangements, processes and outcomes to inform and improve the effective running of the Directorate systems and programmes, ensuring they are fit for future purpose. The team is designed to enhance the decision-making process of the Enterprise Directorate and to ensure the individual departments comply with internal and external reporting, policy and procedural requirements. The team are also tasked with identifying service deficiencies with a view to rolling out a programme of service efficiencies to improve the service and budgetary position of the Enterprise Directorate.

Analysis of internal audit and operational review reports have identified that current systems deficiencies within the Enterprise Directorate are having a detrimental impact on resources within other Directorates which is impacting on the efficiency of the organisation as a whole. It is therefore proposed that to address risk and improve productivity a further two posts should be integrated into the core staffing budget of the Strategic Operations Team:

- 1 x Health and Safety Officer; and
- 1 x Systems Support Officers

143. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Strategic Operations Team Structure - £66,914 pressure

Health and Safety Officer

As a result of internal audit reports received, the Chief Officer is mindful that a number of health and safety concerns have been raised and the creation of a Health and Safety Officer has been stipulated as a recommendation, to ensure compliance with statutory duties, policies and procedures, particularly in relation to passenger transport, fleet, etc.

The purpose of the role will be to provide strategic and operational support for Workforce Development, Health and Safety and Well Being and to ensure that the Directorate is complying with its internal and external reporting, policy and procedural and statutory requirements. Activities will include developing suitable and appropriate policies, risk assessments and guidance with relevant managers, monitoring health safety and wellbeing; developing training plans and acting as a central resource to support all leaders and managers in the implementation of best practice leadership and workforce safety management.

It is therefore felt that the creation of this Health and Safety Officer role for the Directorate, will mitigate future risks and ensure the Authority's statutory duties are met whilst also proactively addressing the causes of sickness absence and creating a health and succession workforce plan, to ensure services have a robust and well-planned future.

Systems Support Officer

A recent research paper produced for the Customer Demand and Responsiveness Working Group, identified a rise in the volume of calls received into the Contact Centre over the past five years and a doubling of the average time customers have to wait before speaking to an operator. The analysis identified that an increasing proportion of these calls were about waste and recycling, along with transport and highways issues. Although around 80% of people self-serve when booking waste recycling appointments, the Contact Centre have still experienced a three-fold increase in the number of people telephoning about waste issues. Analysis of data from My Council Services also shows a significant increase in missed bin reports and there is a correlation with a lack of internal knowledge and information sharing an example being relating to road closures.

It is therefore proposed that a Systems Support Officer role will be created which will focus on where customer demand is highest, with a view to improving and linking existing systems. The Officer will take a user centred design approach to existing digital systems such as My Monmouthshire and Monty in order to improve information efficiency, increase productivity, reduce callers and improve customer service delivery. This work will improve both the service for the customer and improve frontline service delivery.

Costs:

Band	Job Role	FTE	Total Salary Cost
Band E Scp 14-18	Systems Support Officer	1.00	30,794
Band J Scp 35-39	Enterprise Health & Safety Officer	1.00	52,634
	Total Staff Cost	2.00	83,427
	Available Operational Team Funding		(16,513)
	Budget Shortfall		66,914

Total Pressure for Enterprise & Community Animation £66,914

144. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Strategic Operations Team	157	67		67				67

145. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
n/a		

146. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Future Focussed Council – continuing to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	N/A
Will an option appraisal be required?	N/A	Previously undertaken
Will this proposal require any amendments to MCC policy?	N	No changes needed

147. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
The Strategic Operations Team has been designed to recognise service efficiencies and deficiencies. Where improvements are required steps will be implemented to improve service delivery and extend good practice.	Enterprise Directorate	Positive

148. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The purpose of the Strategic Operations Team is to identify service efficiencies which are likely to lead to budget savings however it is difficult to quantify the savings at this time.

149. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

150. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/a		

151. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Enterprise DMT/SLT	Report presented by Chief Officer for Enterprise	December 2020

152. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk – not deploying the additional Officers	Strategic and Operational	Service deficiencies will continue and valuable service efficiencies will remain unidentified.	Medium	Recruitment of the additional posts

153. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
As Enterprise is a heavily operational Directorate, service deficiencies are being reported which means that service efficiencies need to be made.	Comments and complaints are being received via the Council's Contact Centre regarding the efficiency of some of the Enterprise Services.	Chief Officer for Enterprise

154. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Customers	Service efficiencies recognised and implemented. Performance Framework to be established.				

155. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?		Potentially
Will this project benefit from digital intervention?	Y	Relationships are being built with the Council's Digital Design and Innovation Team

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Cleaning Service Pressure	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	ENT 9	Operational Lead Officer:	Jan Davies / Anthony Berrington
Version No:	1	Directorate:	Enterprise
Date:	16.11.12	Section:	Fleet & Facilities

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

156. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Council's cleaning service undertakes services in fixed locations such as schools and operational depots as well as providing mobile services to clean public conveniences. During the pandemic, there has been an increasing pressure on the service as demands for additional cleaning and deep cleaning have increased. The existing workforce has a very flat structure with limited management support which has made it difficult to respond to the extra demands and respond to changing requirements and resulting issues at each site. The base budget is derived from income from SLA agreements as well as a core budget to undertake cleaning in establishments such as museums which has not seen any uplift for a number of years and the costs of providing the service now exceed the allocated budget. The service needs to respond to the structural changes driven by the pandemic and therefore it is proposed to re-align the service through the creation of Head Cleaner posts in 18 of our larger site, which will result in an additional annual revenue cost of £10,873. In addition, we propose to create two new mobile cleaner posts who will respond to deep clean requests and also support sites that have staff shortages due to illness or vacancies. The cost of these posts, including vehicle hire is £36,232.

Finally, the unavoidable consequence of the additional cleaning requirements is additional equipment and consumables. It is forecast that the annual additional cost is £14,600. Therefore, there is a resulting cumulative pressure of £61,705.

157. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Currently some staff are regularly working more than 12 hour shifts to be able to meet the increasing requests for additional cleaning and cover staff vacancies / sickness. This situation is impacting on the welfare of staff and impacts on the quality of the service that we are able to provide. The proposed re-structure will align resources to demand and enable service quality and resulting issues to be managed at a local level and dealt with promptly. An example of where the current resourcing issues is County Hall, where sections of the building have had to be closed until the lack of staff resources can be resolved. Whilst this is achievable in offices where staff are being asked to work from home, this approach is not available to school or other front-line operational establishments. In line with current regulations cleaning is enhanced to undertake regular cleaning of high touch areas and there is no prospect of this requirement changing in the short to medium term.

The use of cleaning products has increased in line with increased cleaning demand as well as the need for PPE and increasing costs associated with the supply chain.

158. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Cleaning	216	62		62				62

159. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
The costs of cleaning public toilets are part funded by Town and Community Councils which are reviewed annually	Town and Community Councils	Annual SLA agreements

160. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

161. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
Improved service provision	Schools & MCC service areas	Positive

162. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

SLA agreements are reviewed on an annual basis and costs are regularly reviewed. Cleaning hours are evaluated to reflect the needs of the client, however the additional cleaning requirements associated with covid regulations have resulted in increased demand which have fettered our ability to decrease hours.
Vehicle usage is being reviewed to ensure that the fleet is fully utilised and where possible vehicles will be reduced to save expenditure and reduce our carbon footprint.
Equipment is procured through framework agreements.

163. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	The proposal will involve the recruitment of 2 additional staff and create Head cleaner posts in 18 establishments
Will this project have any legal implication for the authority?	N	

164. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/A		

165. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Cleaning staff	Consultation will be undertaken to implement a restructure if the pressure mandate is agreed.	April 2022
Service Users	Feedback and demand from clients have informed this proposal	

166. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
The mandate is not agreed, and demand continues to increase, resulting in further building closures	Operational	We have already had to undertake a part closure of County Hall and staffing recruitment continues to cause concern.	Medium	Existing resources are deployed where required; however, this results in elongated working hours and overtime payments.
Covid cases continue to increase which requires additional deep cleans	Operational	Covid infections in school have resulted in increasing demands for deep cleans for the school to be fully operational in line with covid guidance	Medium	The proposed two new mobile cleaning posts will be able to attend sites and support existing teams to undertake deep cleans as required.
Unable to recruit new staff	Operational	We continually have difficulties in attracting staff into these roles	Medium	Improved advertising, increased training, appropriate equipment to be provided and more local support through Head Cleaner posts.

167. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Covid regulations requiring additional cleaning duties continue in the medium term	Recent publications have indicated that the pandemic will be in existence until the earliest end of 2023 or worst prediction 2026. Therefore, covid regulations will remain in force	Legislation and government guidance
The mobile cleaning team proposed will be sufficient additional	The creation of the two additional posts is based on a review of current demand and the resources require to meet this need as well as cover	Debra Hill-Howells

resource to meet demand	for staff holidays and sickness absences as currently there are no cover resources built into teams.	

168. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff, and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Cost neutral				
Customer	Improved service delivery and responsiveness				
Staff	Working hours are in line with contracted hours				

169. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	Y	Existing frameworks in place
Will this proposal impact on the authorities-built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Contract Inflation	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML1	Operational Lead Officer:	Marie Bartlett
Version No:	01	Directorate:	MonLife
Date:	04.11.21	Section:	Across MonLife

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

170. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

MonLife has a significant number of contracts and annual agreements for essential and front line services. This covers a whole range of services from gym equipment annual maintenance contracts, Current budget s are £1.487m – we anticipate an average increase of 3.25% - £48,500

171. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Applied general increase across most of contracts – Indications are that the average increase is likely to be 3.2f%.

172. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		49	0	49				49

173. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
No		

174. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Not applicable
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

175. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

176. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Renegotiation on renewal (if outside of the contract period). Sometimes difficult to identify alternative suppliers. A II equipment needs to be serviced / maintained by supplier so you are limited in negotiations.

177. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

178. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

179. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Not applicable		

180. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

181. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
3.1% average increases	Some contracts are linked to either RPI / CPI with additional % built in	

182. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

183. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	

Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Play and Active Communities Co-Ordinator	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML2a	Operational Lead Officer:	Nick John
Version No:	1	Directorate:	MonLife
Date:	11.11.21	Section:	Play

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

184. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To develop a dedicated resource to coordinate the LA statutory play provision, including the delivery of supervised provision, including holiday play sessions and provision for diverse needs, developing and reporting on the annual Play Action Plan and leading the Play Strategy group.

Play is a statutory duty of local authorities set out in Section 11 of the Play Opportunities, Children and Families (Wales) Measure 2010. This requires local authorities to assess and secure sufficient play opportunities for children in their areas by undertaking a full play sufficiency assessment every three years and to produce an annual play action plan. The 2021/22 action plan covers the last year of the three year actions set out in the 2019 Play Sufficiency Assessment and Plan, approved by Cabinet in May 2019. That plan identified actions in six thematic areas:

- Space for Play
- Supervised Provision
- Providing for Diverse Need
- Young People's Voices in Play
- Information and Promotion
- Partnerships

A new Play Sufficiency Assessment and Plan will be required for the next three year period from April 2022; for submission to Welsh Government by June 2022.

As a result of the impacts of Covid and the recognition of the adverse impact on children there are increased expectations around play delivery and the importance of play in children's lives and their development.

185. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Statutory play reporting required as follows:

30 June 2022 (extension provided)	Play Sufficiency Assessment 2022 and Action Plan 2022-2023
1 June 2023	Progress Report on 2022-2023 and Action Plan and 2023-2024 Action Plan
1 June 2024	Progress Report on 2023-2024 and Action Plan and 2024-2025 Action Plan
1 June 2025	Progress Report on 2024-2025 and Action Plan and 2025-2026 Action Plan
1 June 2026	Progress Report on 2025-2026 and Action Plan and 2026-2027 Action Plan

186. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		53		53				53

187. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
WG Winter of Wellbeing and similar annual campaigns.	WG, WLGA	Based on previous schemes and allocations

188. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Giving the young person the best start in life
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

189. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

190. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

In the event of Welsh Government allocating funding towards Play and where the criteria for the funding allows an allocation of revenue and it meets the needs and demands of the post, without being detrimental to other elements of delivery of the grant, we will allocate a proportion of funding.

This possibility or amount is unknown at this point, as WG will not be set their budgets and allocate any funding until later in the financial year or where we have seen in previous years, at very short notice.

191. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	An additional dedicated officer.
Will this project have any legal implication for the authority?	N	

192. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Continuous Professional Development	External grants	

193. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Play Strategy Group	For many years we have identified the need for a dedicated Play resource to ensure the coordination of our commitments and delivery meets national standards and expectations – as identified by this group.	Ongoing

194. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Recruitment	Operational	A number of LA are looking at similar resources	Medium	Continue to deliver the level of Play we are currently delivering, and lean on an internal resource, as part of their current role.

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195. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

196. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

197. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	The current Play strategy group is a multiagency group, the officer will build on these relationships and partnerships to develop more opportunities and demonstrate wider impact.
Will this project benefit from digital intervention?	Y	There are many digital tool that we are not accessing currently across of Play provision, including feedback, surveys, communication, etc The officer will have the ability to improve this.

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	MonLife: Public Rights of Way	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML2b	Operational Lead Officer:	Matthew Lewis
Version No:	0.1	Directorate:	MonLife
Date:	10 Nov 2021	Section:	

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

198. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The current operational rights of way field team consists of 1 FTE Field Officer, 1.74FTE Field Warden and 0.3 FTE Assistant Warden responsible for 1567km of rights of way (1326 bridges, 3848 stiles and 4004 gates (2018 figures)) and 9 countryside access sites. The proposal is the creation of an additional Rights of Way Post (Grade E) in the field team to increase capacity to address the significant and growing numbers of outstanding rights of way issues

The post would assist in undertaking direct maintenance tasks, inspections and lead on working with volunteers, local path care groups, friends groups, Community Councils and others to facilitate volunteer and community input to resolving outstanding issues.

Core objective is to facilitate an increase in voluntary input, assist in delivery of grant aided and MCC expenditure and seek to stabilise overall performance against unresolved issues. All of these actions reflect the agreed priorities within the [Countryside Access Improvement Plan](#) (approved by Cabinet in February 2020).

199. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

As can be seen from the appended information reported rights of way issues are continuing to grow, this reflects strong growth in the use of the network and countryside sites. This growth was already in place but has been compounded by the impacts of Covid and much greater use of local access network. Strava figures and counter figures show sustained increase on the rights of way network and sites, for example counter figures on Castle Meadows Abergavenny have grown from 61,000 to 98,500. This sustained increase is desirable and helps meet our policy aims of a more active population but means that the proportion of issues resolved has fallen and unresolved issues continue to grow (currently standing at 6016 issues and 713 high priority issues – these are both historic highs, overall issues have more than doubled in the last 8 years).

The countryside access network in Monmouthshire (excluding the National Park) is 1657km made up of 5797 “links”

- There are currently 952 links, 396km of the network with issues on that are recorded as unusable = 23% of the network
- There are currently 2179 links, 819km of the network with issues on that are recorded as inconvenient/with recorded issues (so still usable but with problems) = 49%
- There are 1279 links, 535km of the network with issues on that are recorded as inconvenient/with recorded issues excluding signage/waymarking = 32%
- Percentage of network that is either open and available fully or unknown = 28%

There are 15 bridge closures in County and 326 unresolved bridge issues, of which 157 are high priority and carry high risks. However many of the medium or low issues are things volunteers could help with. There are currently 634 stile issues (141 high priority) – volunteers could help reduce these improving accessibility of the network significantly. Similarly Gates 223 issues (high priority 24); Surfacing 167 issues (high priority 46); Signage 1909 (high priority 9); Clearance/Trees 764 issues (84 high priority).

Currently working with three path care groups, at least 12 further groups have expressed an interest. Working with the Ramblers Cymru Paths for Wellbeing project is also identifying further potential collaboration. Support to deliver greater

community and volunteer involvement can significantly address lower/medium priority issues freeing other staff to concentrate on the more complex high priority issues.

See appended detailed information on rights of way issues

200. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife	-	34	-	34				34

201. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Whilst external funding is sought and achieved for improvement schemes from both NRW and WG it is not available to fund the core staff costs sought in this proposal, as restricted to capital schemes or very restricted project on costs – the additional post will increase capacity to seek and deliver externally funded schemes.		

202. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Strongly aligns with “the Council boosts leisure, recreation and wellbeing”, “the Council enables better local services through supporting volunteers and social action” and “the Council develops & delivers a sustainable plan for enhancing the local environment (Deliver Green Infrastructure Policy to ensure people have access to green spaces & Deliver more opportunities for active travel and improved connectivity) (See Countryside Access Improvement Plan for more detail)
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

203. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

More support for local path care groups, friends groups etc. including supporting further groups	Volunteers, community groups	Positive
Support to develop partnership arrangements with Community Councils	Community Councils, volunteers	Positive
Joint working with highways in respect of county unclassified roads as part of wider volunteer engagement	Highways	Positive
Supports positive engagement with land owners and managers	Landowners/ Farmers	Positive
Helps address pressures for staff and volunteers	Staff & Volunteers	Positive

204. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

This proposed post is part of an overall mitigation package to manage and address the pressures on the service, including by prioritising issues (by the approved prioritisation system), seeking to address asset issues before they deteriorate further, and encouraging and enabling volunteer and community efforts to address issues.

It will assist in the delivery of the following policy statements within the approved improvement plan:

1.0 Seek ways in which to extend cutting contracts or to manage vegetation in conjunction with Community Councils/Partners and volunteers

1.7 Work with Community Councils and Volunteer Groups to target activity to improve the amenity of routes & identify barriers for removal enabling more

7.2 Support Volunteering on sites and rights of way & seek opportunities for specific groups to also enhance access on permissive paths on NRW land.

18.1 Support existing groups and the development of new Community Groups to improve and maintain their local rights of way and countryside sites.

18.4 Work with community & town councils to deal with annual overgrowth & identify funding/priorities for improvement schemes

25.0 Ensure adequate resources for the implementation of this plan by securing additional resources from internal and external sources that help achieve the objectives within this plan.

25.1 Continue to develop asset management approach, particularly with bridges, to inform costs of maintaining the network and to make improvements

205. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional operational rights of way post requested
Will this project have any legal implication for the authority?	N	Failure to secure a safe visitor environment on the countryside access network will expose the authority to legal, reputational and financial risks; failure to address issues can result in the serving of notices under the Highways Act requiring the authority to undertake works.

206. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

207. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

Consultations on the Countryside Access Improvement Plan	The proposal reflects the extensive consultations carried out as part of the preparation and approval of the Countryside Access Improvement Plan	See https://www.monmouthshire.gov.uk/app/uploads/2019/09/Appendix-4-ROWIP-consultation-responses-report-2019.docx.pdf

208. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

209. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

210. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Process	Existing monitoring of resolved and unresolved rights of way issues via CAMS	Stabilise growth in unresolved issues	Stabilise growth in unresolved issues	Reduce unresolved issues	Reduce unresolved issues

211. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Will support procurement of rights of way materials and maintenance contracts
Will this proposal impact on the authorities built assets?	Y	Will assist in the asset management of MCC assets (Bridges etc.)
Will this proposal present any collaboration opportunities?	Y	Will support collaboration with Community Councils and community groups
Will this project benefit from digital intervention?	N	

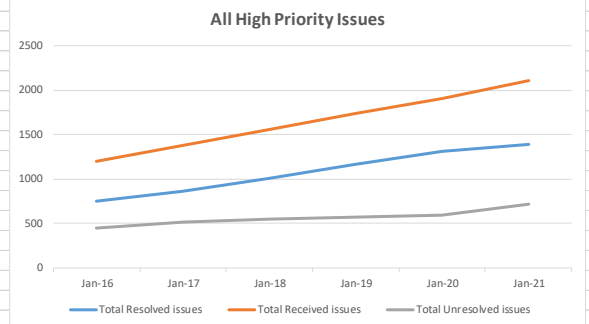
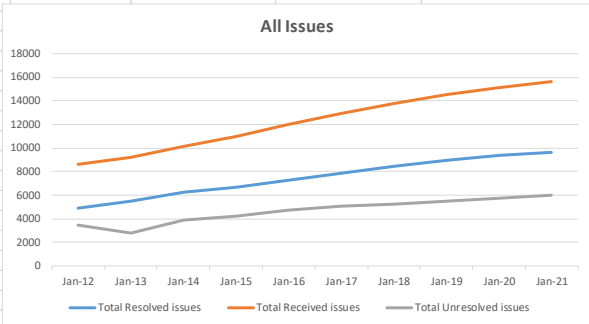
All Rights of Way Issues

Time Period	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	4892	8642	3450
Mar-13	5495	9251	2756
Mar-14	6260	10109	3849
Mar-15	6713	10969	4256
Mar-16	7269	12037	4768
Mar-17	7869	12916	5047
Mar-18	8483	13767	5284
Mar-19	8999	14519	5520
Mar-20	9383	15094	5711
Mar-21	9645	15661	6016

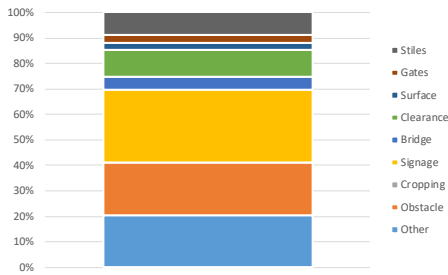
High Priority Issues*

Time Period	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-16	750	1201	451
Mar-17	864	1376	512
Mar-18	1014	1559	545
Mar-19	1170	1740	570
Mar-20	1312	1908	596
Mar-21	1391	2104	713

*CAMS priority range 100-250, only recoded since 2015

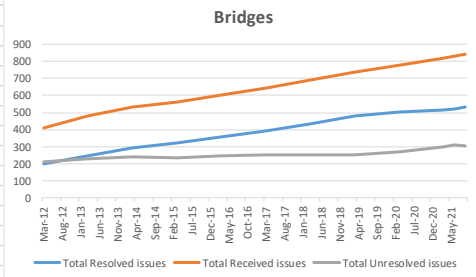


Total unresolved issues by type March 2021



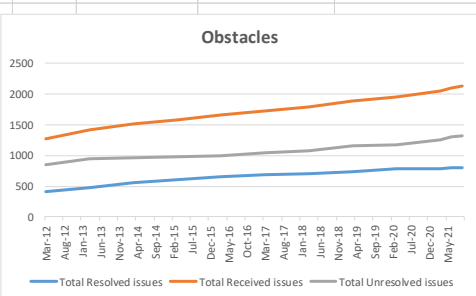
Bridges

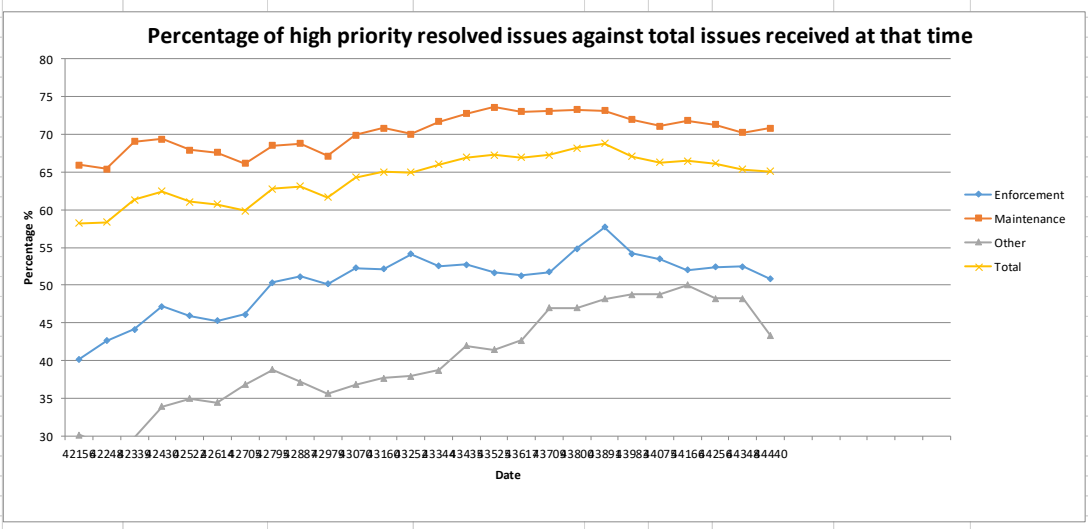
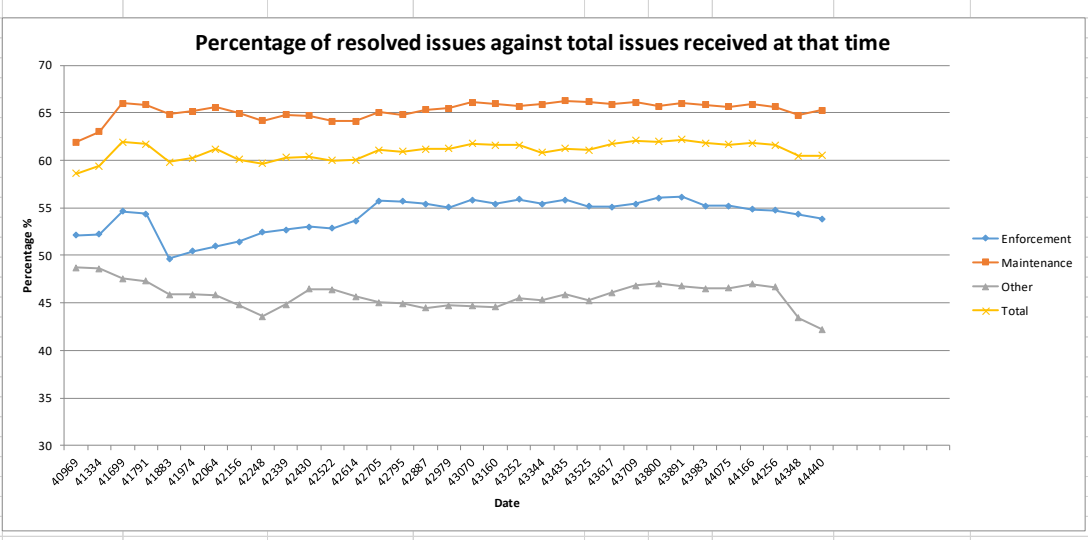
Time Period up to	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	201	412	211
Mar-13	250	480	230
Mar-14	291	533	242
Mar-15	321	559	238
Mar-16	357	602	245
Mar-17	392	645	253
Mar-18	433	688	255
Mar-19	481	734	253
Mar-20	503	776	273
Mar-21	518	816	298
Jun-21	522	831	309
Sep-21	535	841	306



Obstacles

Time Period up to	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	418	1270	852
Mar-13	474	1414	940
Mar-14	557	1512	955
Mar-15	598	1584	986
Mar-16	657	1653	996
Mar-17	682	1719	1037
Mar-18	707	1782	1075
Mar-19	740	1892	1152
Mar-20	780	1956	1176
Mar-21	789	2050	1261
Jun-21	797	2092	1295
Sep-21	805	2130	1325





2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Car parking Charges at Caldicot Castle	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML5	Operational Lead Officer:	Tracey Thomas
Version No:	1	Directorate:	MonLife
Date:	14.12.21	Section:	Attractions

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

212. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The 21/22 budget included a proposal to introduce car parking charges at Caldicot Castle, the net saving within the mandate was 20k.

The proposal has not been introduced due to the pandemic and the various restrictions imposed. During the year, further developments have now occurred, with CRF grant now funding a Castle development post which looks to review the future development and use of the castle and the country park including access to the site, a possible new entry point to the site and subsequently impacting on the car parking area. The castle grounds are also now subject to several active travel routes which will also impact on the site.

213. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

214. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		20k		20k	20k	20k	20k	80k

215. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

216. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	N	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

217. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

218. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The pandemic has impacted on the income generating opportunities at the Castle with customers cancelling and postponing bookings. This lack of customer confidence has extended to cancelling bookings for 2022/23 so the service is unlikely to be able to find alternatives to increase income by other means.

219. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

220. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

221. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

222. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

223. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

224. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

225. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Community Hubs and Contact Centre	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO01	Operational Lead Officer:	Amanda Southall / Richard Drinkwater / Cheryl Haskell
Version No:	2	Directorate:	CEOs
Date:	12/11/21	Section:	Policy, Scrutiny and Customer Experience

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

226. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

A. To enable a temporary increase in staffing in the authority's contact centre to ensure that telephone response times can be maintained in the face of significant increases in demand from customers. **£44k pressure.**

The objective is to have the length of time that people have to wait for the phone to be answered and reduce the proportion of calls that are abandoned.

Alongside this short-term investment, digital transformation will be progressed at pace to improve back office process which will reduce call handling time meaning more calls can be answered in a timely manner. Improvements will also be made to self-service to increase the number of people who are able to resolve queries without needing to phone the authority.

B. To reduce the unachievable income targets set for community hubs which are aligned to i) Usk Post Office ii) Library fines and iii) room bookings. **£36.5k pressure**

This will enable the services to move forward on a solid financial footing. It was always recognised that the Post Office is run to benefit the community, would not make a profit and would require subsidy to continue. However, this has never been factored into budgets.

Other income streams have dried up during the pandemic seeking to increase income from these sources is counter to the potential community benefits. These income targets have never been met but have always been balanced out by holding staffing vacancies or underspending in other budget areas. However these options are no longer feasible with current levels of demand.

227. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

A 42% increase in phone calls compared to pre-pandemic levels has led to longer queue times, rising dis-satisfaction and increased complaints to Customer Relations.

Measures:

- The number of phone calls received by the authorities contact centre has increased by 30%
- The average wait time increased from 3 mins 11 seconds in 2019/20 to 6 mins 11 seconds in 2021/22

An initial pressure mandate for £60K submitted for 21-22 was reduced to £33K on the basis that improvements in digital solutions would improve the efficiency of back office processes and increase self-service. Work pressures across the authority have meant that teams have not been able to fully engage in this work resulting a delay to the anticipated benefits and the need to increase staffing to the end of 22-23. A non-recurring pressure is sought to maintain customer satisfaction and organisation reputation while process improvements can be implemented. Staff have been appointed on fixed-term contracts to ensure that additional costs are time-limited.

Community Hubs have consistently been unable to achieve income targets. This has been compounded by the pandemic and a growing recognition in the library sector that raising income from fines for overdue books is counter-productive to service outcomes as it deters borrowing by lower income households and can be a disincentive for many in returning overdue books. Income from room bookings has also been in decline as more meetings have moved on-line while post office income in a town the size of Usk, decoupled from a commercial activity such as a newsagent, will never be enough to cover staffing costs.

228. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Contact Centre	537	44 (non-recurring)		44	(44)	0	0	44
Community Hubs	1,316	36.5 (recurring)		36.5				36.5
Total				80.5	(44)			80.5

229. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
n/a		

230. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	(19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

231. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

232. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

- Staffing rotas have been amended to ensure that shifts match demand patterns across the week e.g. call levels are higher in the morning and at the beginning of the week
- Digital transformation is underway with working groups analysing data and conducting end-to-end process mapping and service redesign
- Investments already made in app and chatbot functionality are meeting the needs of many residents and will continue to be improved to maximise take-up and encourage more residents to make these their channel of choice
- A new charging approach will be implemented for room bookings to differentiate between commercial and social/charitable organisations
- Different working arrangements for the post office will be evaluated to establish if income levels and customer satisfaction can be maintained while reducing operating costs
- Usk Town Council already make a financial contribution to the costs of running the post office

233. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Appointment of staffing levels above the current establishment for the remainder of 21-22 and the entirety of 22-23
Will this project have any legal implication for the authority?	N	

234. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Digital Transformation	This has already been resourced and capacity is in place to facilitate digital transformation	

235. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
n/a		

236. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

Potential risk that Usk Town Council reduce financial support for the post office	operational	Town Council will also experience budget pressures	Low	Continue to maintain a well-valued service
Digital transformation does not improve efficiency or result in channel shift	Strategic	New approaches are not yet proven and carry a degree of risk High levels of digital exclusion / existing preferences for conventional channels	Medium	Effective project management, involve staff groups and ensure process improvements are tested with users prior to launch

237. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

238. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
customer	Percentage of missed calls	<18%	<15%	<12%	<12%
customer	Average queue time	<3mins	<2.5mins	<2.5mins	<2.5mins
customer	Number of people using chatbot (month average)	1800	2200	2500	3000
process	Percentage of people self-serving v needs met via hubs or contact centre	tbc			
Budget	Post Office income	£11,000			

239. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Potential to collaborate with other authorities using similar digital products to share learning and potential economies of scale through joint procurement of technology
Will this project benefit from digital intervention?	Y	Already underway

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	People & Governance – Members Allowance Increase	Senior Responsible Officer:	Matt Phillips
Your Ref No:	PG1	Operational Lead Officer:	John Pearson
Version No:		Directorate:	PG
Date:		Section:	Democratic Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

240. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Increase in Members Remuneration - £124k Pressure.

The independent Remuneration panel for Wales has produced a draft report that recommends an uplift in member allowances for the 22-23 financial year. The below figures include the increase in Members from 43 to 46 as well.

241. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Members Pay Award – £124k

Cost of Pay uplift based on Existing Cabinet Structure

	£
Uplift in basic salary	61,472
Additional councillors basic salary	50,400
Special allowance increase	27,588
Additional co-optees audit (est)	10,000
Total Annual Increase	149,460

Impact on Existing Member Budget 22-23

	£
Projected Base Budget 22-23	1,004,148
+ 1% Pay award already built into MTFP model	12,977
Total Base Budget 22-23	1,017,125
Projected 22-23 Member Costs based on Allowance uplift from May 2022 (incl officer support)	1,141,153
Projected Budget Shortfall 22-23	124,028

*A £12k pressure will need to be included in 23-24 to uplift budget for 12months worth of allowance increase.

242. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Members Costs	1,058	124		124	12			136
Total	1,058	124		124				

243. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

244. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?		N/A – there is no discretion over this change
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

245. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

246. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

As above – no discretion here.

247. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

248. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

249. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
IRP	Mandated by IRP	

250. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

251. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

252. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

253. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Investment Portfolio Pressures	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES 2	Operational Lead Officer:	Deb Hill-Howells
Version No:		Directorate:	Resources
Date:	15.11.21	Section:	Estates

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

254. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1) Investments Rental Shortfall - £650k

The Council has undertaken two investment acquisitions, Castlegate in June 2018, and Newport Leisure Park in March 2019. The assets have a combined net annual income target of £609,000 and surplus income has been allocated to a sinking fund.

At the time of acquiring Castlegate, we were aware that a tenant had the ability to exercise a break clause in March 2022, which would have a significant impact on the rent roll. The tenant has now served notice to exercise the break, which will result in a loss of rental and additional landlord expenditure to meet the void service charge costs. The consequence is a pressure in 2022/23 of £1,089,274.

Newport Leisure Park was significantly impacted during the pandemic as the leisure sector was subject to closure periods and following re-opening initially social distancing limited capacity. Whilst the leisure sector is starting to bounce back, the loss of several tenants and the ongoing trading position will result in a projected shortfall of £99,933 against the net income target of £400,000.

It is proposed that the sinking funds are combined and used to reduce the overall impact of the projected loss, the estimated balance of the sinking fund at end of 21-22 will be £539,056, if all of this amount is used then the combined pressure will reduce to **£650,151**.

	Indicative Budget 22-23	Projected Outturn 22-23	Variance
Castlegate	- 209,000	880,274	1,089,274
Newport Leisure Park	- 400,000	- 300,067	99,933
Net Position	- 609,000	580,207	1,189,207
Combined Sinking Fund			- 539,056
Projected Budget Pressure 22-23			650,151

2) Major Offices Rental Pressure - £100k

Innovation House has now been re-designated as an investment asset and an additional £100,000 income target was applied to the budget. Due to the pandemic the office sector has changed significantly and companies are looking to rationalise office accommodation, which has meant that the current large floorspaces are not proving attractive to potential investors. Work is underway to consider the options for the site, which could include disposal or re-configuring the space into smaller suites or flexible working opportunities. The current income target is not achievable and has resulted in a £100,000 pressure for the service.

3) Markets Income Pressure - £31k

The Markets service is forecasting an income shortfall of £31,000 for the forthcoming year. The traders in Abergavenny Town Hall have encountered trading difficulties due to the Town Hall refurbishment and Covid restrictions. It is not proposed to increase pitch fees in April 22, therefore we will be unable to recover the £31k shortfall.

255. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Note, the below data has been modified due to Commercial sensitivity.

Newport Leisure Park

	Forecast Position 22-23
Total Expenditure	940,987
Total Income	- 1,241,054
Net Investment Position	- 300,067
MTFP Surplus	- 400,000
Net MTFP Position	99,933

Castlegate

	Forecast Position 2022-23
Total Expenditure	1,350,630
Total Income	- 470,356
Net Investment Position	880,274
MTFP Budgeted Surplus	- 209,000
Net Projected MTFP Shortfall	1,089,274

	21-22 Budget	22-23 Projection	Variance	Notes
Estates Income Budget	- 402,000	- 302,000	100,000	Vacant office space Magor
Markets Income Budget	- 327,505	- 296,505	31,000	Stall Income is projected to be below budget due to impact of pandemic.

256. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Investment Properties	(609)	650		650				650
Magor Office Rental	225	100		100				100
Markets Income Shortfall	(28)	31		31				31
Total	(412)	781		781				781

257. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
n/a		

258. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Castlegate is a strategic employment site in Monmouthshire
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	Y	Investment Committee regularly review performance and determine whether to retain or dispose of the assets
Will this proposal require any amendments to MCC policy?	N	

259. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?

260. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

At the time of acquisition sinking funds were established so that any net income over the income target of £609,000 could be allocated to reserves to offset a future income deficit given the cyclical nature of the property market and to mitigate the impact of voids. Whilst no one predicted the pandemic, the sinking fund can offset the forecast income loss in NLP and Castlegate. It is acknowledged that the pandemic has accelerated structural changes in the office market and Castlegate now needs to respond to those changes so that the site can become an attractive proposition for future occupiers. This may involve landlord refurbishments and tenant inducements which will have a short-term negative impact on the financial performance, however, would safeguard a longer-term income position.

261. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

262. Up-front Investment Requirement

Describe any additional skills, resource and capability needed to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Marketing and agency support	External providers	

263. Consultation Describe any initial consultation that has been or needs to be undertaken to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Investment Committee	A review of the Investment portfolio performance was discussed at Investment Committee together with the options of retention or disposal.	9 th November 2021

264. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
That Castlegate fails to attract any new tenants	Operational	The site is yet to be marketed and the structural changes to the office market.	Medium	A professional marketing campaign, utilising established networks to identify and respond to interest. Potential for landlord investment in refurbishments to meet future occupier needs.

The NLP trading position deteriorates because of new covid measures	Operational	The previous restrictions significantly impacted on tenants and their ability to trade.	Medium	It is assumed that if further restrictions were introduced, hardship funding would be re-introduced by WG which would be utilised to support tenants.
NLP fails to attract new tenants and voids increase.	Operational	Whilst we have been successful in attracting interest to one unit, the same level of interest may not be forthcoming on other units due to the trading formats.	Medium	Leisure specialist agents will be appointed to support MCC in attracting new occupiers and will enable us to access new networks and opportunities.

265. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Void liabilities in Castlegate are mitigated.	A review of the service charge is being undertaken to reflect the reduced occupancy levels but ensuring that site remains attractive for existing and potential tenants.	Debra Hill-Howells
That Investment Committee approve any requests for landlord refurbishments to secure new lettings	It is acknowledged that Castlegate may require refurbishment in part to respond to the changing market demands. Any expenditure to be funded from approved borrowing, with the resultant debt to be serviced through the income.	Investment Committee

266. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff, and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Budget delivered within forecast				

267. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	Y	Leisure agents for NLP
Will this proposal impact on the authorities-built assets?	Y	This proposal seeks to deal with a projected shortfall on income in the forthcoming financial year.
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Property Services – Net Income Pressure	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES6	Operational Lead Officer:	Deb Hill-Howells
Version No:	1	Directorate:	RES
Date:	12.11.20	Section:	Property Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

268. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Property Services revenue budget relies on the ability to recharge an element of staff time to the capital programme. The income budget for capital fees has been increased in recent years to take into account the larger projects that the team have worked on such as 21st century schools and Gwent Police HQ.

Discussions are on-going with Gwent Police to ascertain their programme of works to determine the workload for the service in the short to medium term to confirm the income position. If Gwent Police are unable to provide a certain and guaranteed workstream resources will need to be reduced in line with confirmed income streams. Early estimates indicate that following a realignment in resources the net shortfall in service budget will be £139k

269. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Property Services – Estimated 22-23 Funding Shortfall

	21-22 Budget	22-23 Projection	Variance
Service Expenditure	1,733,034	1,414,284	- 318,750
Service Income	- 1,502,784	- 1,044,772	458,012
Total	230,250	369,512	139,262

270. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Property Services	230	139		139				139
TOTAL	230	139		139				139

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271. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

272. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Sustainable and resilient organisation
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

273. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
Reducing our resources base will result in the need to commission resources on a task and finish basis, which may increase project lead in times.	Property Services Users and colleagues in Property Services	Negative for the staff involved and the corporate entity as access to internal technical advice will be reduced.
If Gwent Police are able to provide certainty on workstreams, this will provide certainty for the team in the medium term and mitigate the financial pressure	Property Services team	Positive – roles will be safeguarded for the medium term

274. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>The primary action is to secure a guaranteed works and income stream from Gwent Police which will offset the revenue pressure and enable the existing resource base to be retained.</p> <p>In the event that Gwent Police are unable to confirm their works programme, the staffing base within Property Services will be realigned to match project pipeline, which will reduce the pressure to the identified £139,000.</p>
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275. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	A restructure of Property Services will be undertaken to realign capacity to workflow demands.

Will this project have any legal implication for the authority?	N	
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276. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

277. Consultation

Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Property Services Staff	A restructure will be requirement to reduce resources in line with workflow projections	tbc

278. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Resources are reduced and further work demands are identified	Operational	Reducing resources removes expertise and capacity, which will limit our ability to respond to new or increased workload pressures	Medium	Capacity and expertise will be commissioned externally on a task and finish basis
An agreed pipeline of works with Gwent Police does not materialise	Operational	The preference is to guarantee a works pipeline to preserve the existing staffing base. If a pipeline is agreed, but is not subsequently delivered, MCC will be carrying an unfunded pressure.	Medium	Discussions are already ongoing with Gwent Police and it is expected that these discussions will conclude early in 2022.

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That income levels continue to fall in line with forecast pipeline as evidenced by the current financial year	Income fees have reduced this year as a large project closes and identified pipelines do not provide sufficient income in the short to medium term to offset income requirements.	PD/DHH

279. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff, and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Income targets are met, and the service is cost neutral to MCC				
Staff	Resources are reduced in line with available / forecast income				
Customers	Projects are delivered with the required support from Property Services				

280. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	N	
Will this proposal impact on the authorities-built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Housing benefit shortfall – rehabilitation unit	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES8	Operational Lead Officer:	Ruth Donovan/Richard Davies
Version No:	1	Directorate:	Resources
Date:	09/11/21	Section:	Revenues, Systems & Exchequer

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

281. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Within the county is an animal therapy drug and alcohol rehabilitation establishment which provides supported housing for mainly single male clients. The referrals to the farm come from across the country and are not exclusive to Monmouthshire.

The rents applied by the operators have been agreed as reasonable by the Council but are comparatively lower than other forms of supported housing. The rents were subject to a formal review three years ago but it was felt by the Council that the organisation was of great value, doing significant good work and that the rents should not be reduced. Most clients who reside there receive maximum Housing Benefit due to their low income status.

However, because the operator is a registered charity providing supported housing the Council does not receive full subsidy for any Housing Benefit paid. The tenancies fall under Regulation 12 of the 2006 Housing Benefit Regulations which means they are subject to a rent officer assessment. The Council receives only 60 per cent of the subsidy on Housing Benefit paid above the level determined by the rent officer as the claim-related rent, meaning that the Council are having to fund the remaining 40%.

The situation is likely to be ongoing, as there is no immediate expectation that there will be a change to the Housing Benefit regulations or to the operational status of the unit.

282. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Email confirmation from Richard Davies Shared Benefits Service which is supported by data held on the Housing Benefit system and reported as part of the Housing Benefit Subsidy return.

283. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Housing Benefit Budget	173	32		32				32

284. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Yes – all Housing Benefit Subsidy claimable has been applied		

285. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact

Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

286. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

287. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

These pressures have previously been managed within the Housing Benefit budget. However demand pressures are building, largely as a result of the pandemic, meaning that it is not possible to continue to absorb these costs within the existing budget. In supporting the establishment, costs are ongoing and are unlikely to change in the near future.

288. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

289. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
n/a		

290. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
n/a		

291. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk if this service was not supported there could be a detrimental impact on vulnerable individuals across the country	Operational	Long term nature of the establishment means it is difficult to absorb these recurring costs within existing budgets	Medium	

292. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

293. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings	n/a				

294. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Shared Revenues & Benefits Service – Unfunded staff costs and contributions	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES9	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	05/11/21	Section:	Revenues, Systems & Exchequer

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

295. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

There are two elements to this budget pressure:

Firstly regarding the Shared Revenues and Benefits Service run by Torfaen County Borough Council. Each year the annual contribution Monmouthshire makes increases to reflect the annual pay award and increments for Officers of the Shared Service. However, the MTFP model does not allow for an annual inflation uplift for these costs (budget is showing against non-pay). In previous years the increase has been managed within the sections budget. However this is not sustainable in the long term.

The second element is that the Revenues, Systems & Exchequer budget is carrying a pressure in its staffing budget for the unfunded element of the 2020/21 pay award. This has been managed in 2021/22 through holding vacancies open. However this position cannot be maintained into next year.

296. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Email confirmation from Sharon Leah (Accountant for TCBC) of the estimated increase in Monmouthshire's contribution to the Shared Service for 2022/23.

297. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Revenues, Systems & Exchequer	287	22		22				22

- Revenues & Benefits								
Revenues, Systems & Exchequer – Staffing	1,099	11.5		11.5				11.5

298. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
n/a		

299. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

300. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Maintaining the succesful Shared Service arrangements	Shared Revenues & Benefits Service	Positive if current arrangements are maintained
Ensuring the Team operates to its full capacity	Whole team	Positive if full team is in place

301. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

These pressures have previously been managed across the Revenues, Systems and Exchequer budget through contract savings and service reconfiguration. However pressures are building with costs increasing across the board e.g. increases in our core financial system costs and card payment fees making it increasingly hard to absorb these recurring costs. Prior to the creation of the Shared Revenues and Benefits Service these annual salary uplifts would have automatically increased under the MTFP.

302. Additional Considerations:

Question	Y/N	Comments/Impact

Will this proposal have any staffing implications?	Y	May need to continue to hold open vacancies and revisit the service expectations for the Shared Revenues and Benefits Service.
Will this project have any legal implication for the authority?	N	

303. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
n/a		

304. Consultation

Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
n/a		

305. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk that will not be able to maintain Revenue and Benefit services at their current levels	Operational	If partners contributions don't cover core service costs the level of service provided will have to be reviewed. Putting vulnerable citizens at risk and potentially impacting our council tax collection.	Medium	Service redesign and automation is ongoing and will help but won't be able to fill the gaps.

306. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Estimated costs	The assumed increase in MCC's contribution to the Shared Service is based on estimated figures provided by Torfaen's service accountant. These figures may be revised/amended as Torfaen move through budget setting.	Shared Revenues and Benefits Board

307. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings	n/a				

308. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Maintaining the ongoing collaboration with TCBC
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	ICT – Service & Insurance pressures	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES 10	Operational Lead Officer:	Sian Hayward
Version No:	1	Directorate:	RES
Date:	03.12.21	Section:	ICT

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

309. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

ICT – Total Service Pressure £80k

- 1) The new SRS budget requirements for 22-23 have been released and will be going to Finance & Governance Board on the 7th December. If budget is approved by the board the authority's contribution will have to be increased by **£8k** to bring budget in-line with the 22/23 requirement.
- 2) Additional budget required to pay for cybercrime insurance cover of **£71k**. A Cabinet report titled "ICT Security & Resilience" was presented to members on the 6th November 2021 detailing the additional investment required to enhance cyber security arrangements across the authority's network. Recommendations within the report approved the requirement to include additional costs into the 22-23 budget and MTFP.

310. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

22-23 Spend Projection

Service	2022-23		
	Estimated Spend	Indicative Base	Variance
F022 SRS Contribution	2,269,183	2,260,816	8,367
F006 CyberInsurance	71,250	-	71,250
Revenue Total	2,340,433	2,260,816	79,617

Cyber Crime Insurance

Cabinet Report on 6th November 2021.

311. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SRS	2,269	9		9				9
Cyber crime Insurance		71		71				71
Total	2,269	80		80				80

312. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Grant opportunities identified via WG	Welsh Government	Confirmed

313. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	These were addressed as part of the report for investment in our digital infrastructure and its effect
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	Undertaken as part of the Cabinet report outlining the investment and funding opportunities
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

314. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Better security and protection of the council's data and information	Staff and the communities we serve	Positive
Protection from cyber crime and fraud	Our communities and workforce	Positive
Protect our schools from losing their data and online safety of our schoolchildren	All school children, parents and teachers	Positive

315. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>There are no mitigating or offsetting measures to reduce the budget pressure. This pressure will protect us from loss of data and help us with business continuity</p>
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316. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

317. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N		

318. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
	Consultation was undertaken as part of the Cabinet reports and business cases supporting this investment.	

319. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
	Operational		L	

320. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

321. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
It is inevitable that we will get a cyber attack at some point. We can only measure the performance via the number of attacks identified and deflected, but it would be very difficult to measure the potential impact of any threat that may have come through.					

322. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?		Yes but the procurement process has already been covered.
Will this proposal impact on the authorities built assets?		No

Will this proposal present any collaboration opportunities?		Yes it is a collaborative process between the SRs partners already
Will this project benefit from digital intervention?		It is already digital

Full Cost budget adjustment explanations

In addition to specific service pressure and savings mandates, the budget has the potential to also move year on year due to corporate changes. The following briefing note provides details of those revisions.

PRESSURES

SCH7	Social care workforce sustainability grant reduction	124,000
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The Welsh Government provisional settlement received on the 21st December 2021 highlighted that £124,000 of the SCWS grant has been transferred into the main settlement to partly meet real living wage pressures. As this grant is wholly supporting social care base pressures, this cause an immediate funding shortfall for the service.

SCH8	Real living wage impact	1,903
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Welsh Government have confirmed that the settlement includes funding to enable authorities to meet the additional costs of starting to pay the Real Living Wage (RLW) of £9.90 an hour to social care workers from April 2022. The Council already commits to paying its paid workforce at the RLW. For commissioned care it is anticipated that market providers are already having to pay staff above RLW and in light of the well publicised challenges with recruitment and retention and at a time when Welsh Government is removing the funding support through its COVID hardship fund. The funding included in the settlement remains unhypothecated within the settlement and therefore assists the Council in making further budget provision and contingency that allow the Council to suitably respond to challenges brought about by the fragility of the care sector and the current levels of unmet need.

CORP1	Assumed 1.75% pay award - Non teaching	611,000
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The medium term financial plan is currently based on an assumption of a 1% pay award for non-teaching staff year on year. The forecast pressure of £611,000 represents an additional 0.75% that is currently expected to be awarded on top of the 1% for 2022/23 financial year. The final level of award for 2022/23 will not be known until mid-way through the year itself following the pay negotiation process, and therefore this represents a degree of budgetary risk that will need to be carried into the financial year.

CORP2	Non pay inflation - Energy	446,000
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Total anticipated pressure **£445,505.**

- Our energy is purchased through the National Procurement Service (NPS) arrangement with Crown Commercial Services (CCS) over an extended window (9-10 months) starting in April each year for the following April's 12-month fixed price contracts. (e.g. purchasing began in April 21 for Apr-22 to Mar-23 prices.
- CCS watch the wholesale market movement, purchasing amounts of energy at various points to try and take advantage of falls / minimise impact of increase in prices and trying to work within a price cap.
- Based on the August 21 update, CCS have purchased 92-93% of our energy and are forecasting an overall price increase of approximately 40%. Based on a quick analysis of the estimated unit rates v our average rates, the impact of increases could be to the following scale:

Projected increases based on CCS data :-

- Gas 29%
- Electricity 21%

Calculation takes into account energy usage across all of the authority's estate including schools but excludes our investment portfolio as energy increase will be borne by tenants.

	2021/22	2022/23
	Based on existing rates applied to 2019/20 cons	Forecast rates applied to 2019/20 cons (Low)

Electricity:		
Forecast	£1,630,919	£1,924,429
Increase		£293,510
Gas:		
Forecast	£526,614	£678,609
Increase		£151,995

- Caveats to above:
 - 8-9% of energy still to be purchased with market rising.
 - Non-energy costs and standing charges included in expenditure may increase at different levels.
- Longer term, CCS will begin to purchase for April 2023 in April 2022, by which time some of the issues impacting prices now may well have changed, and they will try to purchase to manage impact through that window too, i.e. to take advantage if prices drop.
 - Alternative procurement strategies may provide more flexibility (e.g. different contract pricing lengths, reverse auctions, flexible rates), but they come with other risks and we also have to give CCS 6 months' notice before the buying window.

CORP3	Fire precept - estimated increase	188,000
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The Council will not receive notice from the South Wales Fire & Rescue Authority of their precept for next year until February 2022. The forecast increase currently included of £188,000 is based on the estimated increase in MCC Council tax of 3.95% which represents the best estimate at present of how the fire authority budget will also be impacted for 2022/23.

CORP4	Employers national insurance contribution 1.25% rise	96,000
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From 6 April 2022 to 5 April 2023 National Insurance contributions for MCC as an employer will increase by 1.25%, reflecting the requirement of Central Government to collect and earmark the additional funds to be spent on the NHS and social care in the UK. From April 2023, these increases will be legislated separately as a "health and social care" (H&SC) levy and NIC rates will return to 2021/22 levels.

CORP6	Coroners levy	24,000
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The coroner service requires additional resource in terms of a full time area coroner to be added to the budget to supplement the service given the volume of cases experienced and the need to address the significant backlog in inquest hearings.

Historically the Coroner has had access to assistant coroners on a casual basis to cover for periods of training or absence. It is anticipated that the area coroner would be available to provide this cover in future and so a budgetary saving has been assumed to assist in affording the services of a full time area coroner.

CORP7	Archives levy	14,000
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The initial budget for 2022/23 is showing various accumulated inflationary pressures which are only partially offset by reduced occupancy in the General Offices;

The 2022/23 budget seeks to increase the Joint Authority contributions for the first time since 2015/16 in the face of rising service costs.

CORP8	Reduction in Crematorium service dividend	46,000
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The expected reduction in crematorium service dividend that ensures that the service remains sustainable in the longer term without a reliance on reserves.

SAVINGS

CORP5	Capitalisation directive	(442,000)
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In recent years the Council has made use of Welsh Government's capitalisation directive to meet one-off costs associated with service reform. The Council has had to make use of this flexibility in 2019/20, 2020/21 and 2021/22, and further plans to do so in 2022/23. The identified expenditure should meet the definition of being service transformational, driving a digital approach or working collaboratively to reduce overall costs. It is important to note that funding from capital receipts, much like that from reserve is a one-off source of funding which cannot be used again.

The base budget for 2022/23 already includes £2.2m in support from capitalisation directive and service heads have identified a further £442k as being eligible to be funded via this mechanism.

The medium term financial plan currently assumes that majority of this support will be switched off from 2023/24 onwards, however consideration will need to be given to how services are given the opportunity for a “soft landing” following a period of significant service redesign and where new structures and processes may not yet be fully embedded.

For information, the following outlines the projected level of capital receipts over the medium term including the additional use of £442k in 2022/23:

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	9,581	13,872	12,081	10,994	9,907
Capital receipts used for financing	(3,737)	(1,895)	(684)	(684)	(684)
Capital receipts used to support capitalisation direction	(2,208)	(2,650)	(507)	(507)	(507)
Capital receipts Received or Forecast	10,236	2,754	104	104	104
Forecast Balance as at 31st March	13,872	12,081	10,994	9,907	8,820

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Social Care Safeguarding and Health Fees & Charges 2021/22	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH6	Operational Lead Officer:	Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	19 th November 2021	Section:	Finance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

323. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase them for 2022/23. A part of the review, we have identified a number of fees and charges that have scope for increasing in 2022/23, with an additional annual income projection of £120,000. A schedule of fees and charges has been compiled as part of the exercise, illustrating the current charges, the rationale for the proposed increase, and what the new proposed charges are for 2022/23, with the additional annual income projection also detailed, split by Statutory and Non Statutory.

324. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

2022/23 Fees & Charges Schedule

325. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	
SCH	52,600		(120)	(120)				(120)

326. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

327. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

328. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

329. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

330. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

331. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

332. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Eve Parkinson	Review of Fees and Charges for Adult Care Services	
Dave Jones	Review of Fees and Charges for Public Protection	

333. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

334. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

335. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

336. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	

Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Enterprise – Discretionary Fees & Charges Increases	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT10	Operational Lead Officer:	Frances O'Brien
Version No:	1	Directorate:	Enterprise
Date:	06.12.2021	Section:	Enterprise

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

337. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Increased income generation as a result of increases in discretionary fees & charges within the Enterprise Directorate. This will result in a budget saving of **£13,063**.

338. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

See attached Fees & Charges report.

339. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Enterprise			(13)	(13)				(13)

340. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
N/A		

341. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	The increase in charges enables us to sustain the quality of discretionary services
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

342. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
N/A		

343. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

N/A

344. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

345. Up-front Investment Requirement

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example, new/additional expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/A		

346. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
N/A		

347. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 6 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

348. Assumptions

Describe any key assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

349. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

350. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

Discretionary Fees And Charges Proposals 2022-2023

The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2022/23.									
Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
ENTERPRISE DIRECTORATE									
Traffic & Road Safety	Road Closures		£2,050.00	187,178	£2,152.00	3.10%	192,981	5,803	
	Access Markings & Events Signings		Various	9,322	Various	3.10%	9,611	289	
Streetworks	Scaffolding Licence		£82.00	9,372	£84.54	3.10%	9,662	290	
	Skip Licence		£82.00	9,567	£84.54	3.10%	9,864	297	
	Section 50 Licence		£769.00	26,303	£792.84	3.10%	27,118	815	
	FPN & RASWA Fees		Various	59,953	Various	0	59,953	0	
Highways Development	Street Name & Numbering		51.00 - Name Change	36,381	£53.00 - Name Change		37,509		
			£133 - New Address per property		£137 - New Address per property			1,128	
		£Varies – Multiple Plot/Properties		£Varies – Multiple Plot/Properties	3.10%				
		Various	140,172	Various	3.10%	144,517	4,345		
		£133.00		£137.00	3.10%				
		Con 29 Various Charges	3,091	Con 29 Various Charges	3.10%	3,187	96		
	Highways Inspection Fees/278 fees/external/capital								
	Dropped Kerbs								
	Land Search Income								
			£41.00 – Highway extents plan		£42.00 – Highway extents plan	3.10%			
						3.10%			

Floods & SUDS	Ordinary Watercourse Consent Fees		£50.00	34,507	£50.00	0	34,507	0	Fees are set by legislation so MCC have no control over increasing them. No budget increase either.
	SABs Pre-Application Advice								
		Level 1 - Pre-App written advice (Rate by hectare area)	£180.00-£540.00		£180.00-£540.00	0		0	Increasing fees could potentially price ourselves out of the market and lose market share. No budget increase either.
		Level 2 - Pre-App written advice + 1 meeting	£240.00-£660.00		£240.00-£660.00	0		0	
		Pre-App Site Meeting (per Hr)	50		50	0		0	
		Pre-App Additional Advice (Per Hr)	50		50	0		0	

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Page 138	SABs Application	Set By Statute (rate by hectare area)	£420.00-£1,750.00		£420.00-£1,750.00	0		0	Fees are set by legislation so MCC have no control over increasing them. No budget increase either.
	Car Parking	Charges	Pay and Display Income	1,305,200	£1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. £2.40 - Daily charge for Rogiet Playing Fields. £1.50 daily tariff charge - Drill Hall, Cinderhill, Rowing Club and The Station 5 day Tariff - £18.00 6 day Tariff - £21.50 Over stay - £6.00 Sunday tariff first 2 hours free then £1 for the remainder of the day	£1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. £2.40 - Daily charge for Rogiet Playing Fields. £1.50 daily tariff charge - Drill Hall, Cinderhill, Rowing Club and The Station 5 day Tariff - £18.00 6 day Tariff - £21.50 Over stay - £6.00 Sunday tariff first 2 hours free then £1 for the remainder of the day	0	1,305,200	0

	Contravention Fees	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	351,600	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0	351,600	0
	Residential Street Permits	£60	2,850	£60	0	2,850	0
	Residential Off Street Permits	£60	7,150	£60	0	7,150	0
	Season Ticket Off Street – Car Park Specific. (Drill Hall, Cinderhill, Rowing Club and The Station)	£137.50	91,700	£137.50	0	91,700	0
	Season Tickets Off Street - Long Stay	£430 pa. £220 6 months or £110 3 months		£430 pa. £220 6 months or £110 3 months	0		0
	Season Tickets Off Street - Short Stay	£540 pa. £275 6 months or £138 3 months		£540 pa. £275 6 months or £138 3 months	0		0
	Rents letting of car parks	£1,500 per visit depending on what it will be used for.	3,450	£1,500 per visit depending on what it will be used for.	0	3,450	0
	Recovery Fees	Various	2,050	Various	0	2,050	0
	Wayleaves & Easements	Various	1,050	Various	0	1,050	0

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Catering	School Meals	Meal Price	£2.50	978,000	£2.50	0	978,000	0	No increase due to the uncertainty of future income levels as a result of Covid pandemic impact on service
Waste	Sale of Garden Bags to residents	Garden waste bags to residents	£28 / bin	500,000	£28 / bin		500,000	0	No increase, was agreed to remain at this rate due to the large increase in the previous years. Budget remaining unchanged.

Page 140	Sale of bags to Trade	Green trade bags for residual waste	£2.70	22,000	£2.80	3.1% rounded	22,000	0	Budget will remain unchanged
	Sale of bags to Trade	Trade sacks Red and Purple recycling	£17.50	12,000	£18.00	3.1% rounded	12,000	0	Budget will remain unchanged
	Sale of Trade Bins SCHOOLS	Charge for collection and disposal	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	105,000	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	3.1% rounded	105,000	0	Budget will remain unchanged
	Trade Notes	One off annual chg	£31	12,000	£32	3.1% rounded	12,000	0	Budget will remain unchanged
	Sale of Trade Bins EXTERNAL	Charge for collection and disposal	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	315,000	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	3.1% rounded	315,000	0	
	Sale of glass boxes to Trade	£26 per box per year to be collection per fortnight for 44L box	£27	0	£28	3.1% rounded	0	0	Recycling service under review in 22/23. Budget unchanged (within the £315k budget)
	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8.00 collected fortnightly	Charge per bin for collection and disposal for 140L £5.25 and 240L £8.50 collected fortnightly	0	Charge per bin for collection and disposal for 140L £5.45 and 240L £8.80 collected fortnightly	3.1% rounded	0	0	
	Sale of trade cardboard tape	£7.50 per roll	£7.75	0	£8.00	3.1% rounded	0	0	
Transport	Private MOTs	Fixed nationally	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	8,000	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	0	8,000	0	Rate is fixed

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Planning	Building Control Fees	Varies depending on type and size of work	Varies depending on type and size of work - Contact Building Control	413,150	Varies depending on type and size of work - Contact Building Control	0	413,150	0	Fees are already a lot higher than adjacent authorities, if we put the fees up any further we could price ourselves out of the market and lose market share. No budget increase either.
Planning	Development Control	Pre planning advice non statutory		60,500		3.10%	60,500	0	

		FAST TRACK PLANNING APPLICATIONS R1		3,050		3.10%	3,050	0	
		COMPLETION/PRE-PURCHASE CERTIFICATES R1	Varies depending on type and size of work - Contact Planning Department	2,050	Varies depending on type and size of work - Contact Planning Department	3.10%	2,050	0	Currently not achieving income target so will just increase pressure next year
		Section 106 Admin Fee		20,000		3.10%	20,000	0	
		Planning Searches		2,100		3.10%	2,100	0	
		Planning Applications - amending applications		2,000		0	2,000	0	
Housing									
	Careline Alarms non business	Weekly equipment rental	£4.50 per week per client	178,500	£4.50 per week per client	0	178,500	0	Increasing the fee for this could make it unaffordable for clients, most clients who require these services are of pensionable age and not in receipt of high incomes.
	Careline Installation Charges	Charge for equipment installation	£45 per installation est. of 200	9,000	£45 per installation est. of 200	0	9,000	0	This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants.
	Disabled Facility Grant Admin Fee	Charge to client for arranging and administering home adaptation work.	£950 per grant	84,500	£950 per grant	0	84,500	0	
Sub-Total ENTERPRISE				5,007,746			5,020,809	13,063	
CHIEF EXECUTIVES									
Community Education			Various	89,500	Various	0	89,500	0	Price adjustment included s part of income mandate.

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
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Page 142	Libraries	Talking Books		3,766		0	3,766	0	Prices are at a maximum, any more increases will impact on library usage.
		Video/DVDS		7,550		0	7,550	0	
		Sales Commission		17,600		0	17,600	0	
		Discards		910		0	910	0	
		Overdue Charges	22p per day, max charge £15.00	10,500	22p per day, max charge £15.00	0	10,500	0	
			For concessionary groups, 12p per day, max charge £7.50		For concessionary groups, 12p per day, max charge £7.50	0		0	
		Internet Usage	£1.04 per half hour for non members	12,900	£1.04 per half hour for non members	0	12,900	0	
		Photocopying	From 21p to 36p per sheet	3,170	From 21p to 36p per sheet	0	3,170	0	
		Reservation Fees (Inter Library Loans)	£4.30 per reservation	570	£4.30 per reservation	0	570	0	
		Promotional Sales Commission		3,646		0	3,646	0	
	Hire of Facilities		2,000		0	2,000	0		
Sub-Total CEO				152,112			152,112	0	
RESOURCES DIRECTORA E									

Markets	Markets-Caldicot	Per stall						0	No increase due to the uncertainty the markets have faced due to Covid pandemic, also the disruption from building works at Abergavenny.
	Markets - Monmouth	Per stall						0	
	Markets-Abergavenny	Per stall or Sq ft of space						0	
	Tuesday Market inside per table		£15.76		£15.76	0%		0	
	Tuesday Market Outside per foot of floor space		£2.40		£2.40	0%		0	
	Wednesday Market per table		£9.45		£9.45	0%		0	
	Friday Market per table		£10.51	327,505	£10.51	0%	327,505	0	

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Page 143	Saturday Market inside per table		£15.76		£15.76	0%		0	
	Saturday Market Outside - Small		£11.56		£11.56	0%		0	
	Saturday Market Outside - Large		£23.11		£23.11	0%		0	
	Sunday Market per table		£10.51		£10.51	0%		0	
Cemeteries	Cemeteries Service Charge	Discretionary		197,482			197,482	0	No increase in budget as target not being achieved and even with price increases target not due to be achieved
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER:								
	Stillborn and non viable foetuses (New ERB)		No Charge /No Charge		No Charge /No Charge			0	
	New single depth grave in children's section (New ERB)		No Charge /No Charge		No Charge /No Charge			0	
	New Single Depth (New ERB)		No Charge /No Charge		No Charge /No Charge			0	

New Double Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
New Treble Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
PERSONS 18 YEARS OF AGE AND OVER:				0
New Single Depth (New ERB)	1667/3333	1719/3438	Increase by 3.1%	0
New Double Depth (New ERB)	1953/3907	2014/4028	Increase by 3.1%	0
New Treble Depth (New ERB)	3175/6352	3273/6546	Increase by 3.1%	0
Re-opened grave to single depth - (New ERB)	1141/1808	1176/1864	Increase by 3.1%	0
Re-opened grave to single depth (Transfer ERB)	1057/1057	1090/1090	Increase by 3.1%	0
Re-opened grave to double depth - (New ERB)	1486/2152	1532/2220	Increase by 3.1%	0
Re-opened grave to double depth - (Transfer ERB)	1332/1332	1373/1373	Increase by 3.1%	0
Cremated remains in Garden of Remembrance	722/1444	744/1488	Increase by 3.1%	0
Re-opened cremated remains - (New ERB)	722/1178	744/1213	Increase by 3.1%	0
Re-opened cremated remains (Transfer ERB)	667/667	687/687	Increase by 3.1%	0
Cremated Remains in new full grave	1217/2433	1255/2510	Increase by 3.1%	0
BRICKED GRAVE:				0
Single Depth	2091/4180	2156/4312	Increase by 3.1%	0
Double Depth	2848/5696	2936/5873	Increase by 3.1%	0

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	Treble Depth		3600/7199		3712/7423	Increase by 3.1%		0	

Page 145	RESERVATION OF GRAVE SPACE							0	
	Normal		300/748		309/771	Increase by 3.1%		0	
	Cremated Remains		190/475		196/490	Increase by 3.1%		0	
	RIGHT TO ERECT MEMORIALS							0	Budget not increased as actuals are not reaching current budget targets.
	Normal Grave Space							0	
	All memorials for Children's Interments		No Charge					0	
	Headstones		242/484		250/500	Increase by 3.1%		0	
	Memorial Vases or Tablets		152/303		157/314	Increase by 3.1%		0	
	Re-Erection of Memorial following safety testing failure		No Charge		No Charge			0	
	Replacement of existing memorial		97/194		100/200	Increase by 3.1%		0	
	Cremation Plots							0	
	Memorial Vases or Tablets		152/303		157/314	Increase by 3.1%		0	
	ADDITIONAL INSCRIPTIONS ON MEMORIALS							0	
	Re- gilding of existing Inscriptions on all memorials		97/97		100/100	Increase by 3.1%		0	
			97/97		100/100	Increase by 3.1%		0	
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT							0	
	Initial Issue		667/1333		688/1376	Increase by 3.1%		0	
	Each subsequent transfer		584/584		602/602	Increase by 3.1%		0	
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT							0	
	Initial Issue		455/911		469/938	Increase by 3.1%		0	
Each subsequent transfer		400/400		412/412	Increase by 3.1%		0		
Form of Assignment		40/40		41/41	Increase by 3.1%		0		
Allotments	Allotment plots	Annual Increase	£28.30 Per Plot	2,419	£29.18 Per Plot	3.10%	2,419	0	
Central Finance	External Fees	Staff Time Recovery	Various	19,500	Various	3.10%	19,500	0	No budget increase as actual charges below budget
Audit	External Fees	Staff Time Recovery	Various	2,250	Various	3.10%	2,250	0	No budget increase as actual charges below budget

Sub-Total Resources				549,156			549,156	0	
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Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
MONLIFE									
Leisure Sites	Sporting Equipment		£1.60-£24.30	21,850	£1.60-£24.30	0	21,850	0	
	Swimming Badges		£2.95-£3.80	7,700	£2.95-£3.80	0	7,700	0	
	Children's Clothing Resale		£10.50-£11.60	2,200	£10.50-£11.60	0	2,200	0	
	Cafeteria		£0.65 - £10.70	263,050	£0.65 - £10.70	0	263,050	0	
	Vending		£0.30-£1.40	27,300	£0.30-£1.40	0	27,300	0	
	Swimming Lessons		£5.35 per session	535,000	£5.35 per session	0	535,000	0	
	Swimming Lesson 1-2-1		£17.75-22.20 per session	14,500	£17.75-22.20 per session	0	14,500	0	
	Sport classes with Instruction		£3.90 per session£153.75 per block	156,400	£3.90 per session£153.75 per block	0	156,400	0	
	Swimming Pool Usage - No Instruction		£0-£85.95	281,800	£0-£85.95	0	281,800	0	
	Casual Bookings		£6.25-£54.95	35,100	£6.25-£54.95	0	35,100	0	
	Play Centre Admissions		£0-£4.55	52,600	£0-£4.55	0	52,600	0	
	Block Bookings Non Sports Hall		£4.90-£54.95	102,500	£4.90-£54.95	0	102,500	0	
	Outside Facility Hire (no block bookings)		£4.90-£60.85	72,900	£4.90-£60.85	0	72,900	0	
	Sports Hall Hire (no block bookings)		£6.70-£54.95	129,900	£6.70-£54.95	0	129,900	0	
	Hire of Sporting Facilities		£4.90-£60.85	17,700	£4.90-£60.85	0	17,700	0	

	Hire of Swimming Pool		£4.05-£85.95	21,200	£4.05-£85.95	0	21,200	0
	Lettings (Room Only)		£18.95-£32.50	69,450	£18.95-£32.50	0	69,450	0
	Advertising		£5.95-£339.20	1,300	£5.95-£339.20	0	1,300	0
	Beauty Treatments		£3.20-£47.30	52,500	£3.20-£47.30	0	52,500	0
	Personal Instruction		£0-£210.15	200	£0-£210.15	0	200	0
	Sauna		£2.55-£20.40	16,700	£2.55-£20.40	0	16,700	0
Leisure Fitness	Advance (Sale of Equipment)		£2.30-£8.20	14,000	£2.30-£8.20	0	14,000	0
	Personal Instruction		£0-£210.15	8,950	£0-£210.15	0	8,950	0
	Fitness Suite membership		£0-£335.00	1,244,840	£0-£335.00	0	1,244,840	0
	Exercise Classes		£0-£4.80	101,600	£0-£4.80	0	101,600	0
	Casual Bookings		£6.25-£54.95	24,300	£6.25-£54.95	0	24,300	0

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	Advertising		£5.95-£339.20	250	£5.95-£339.20	0	250	0	No increase due to the uncertainty of future income levels as a result of Covid pandemic impact on service
	Fit4Life		£0-£16.40/month	183,100	£0-£16.40/month	0	183,100	0	
	Toning Membership		£8.95-26.25	73,100	£8.95-26.25	0	73,100	0	
Leisure General	Sports Classes with Instruction		Range from 0p - £107.72	15,200	Range from 0p - £107.72		15,200		
	Raglan CRC Lettings		Range from £14.50 - £26	3,500	Range from £14.50 - £26	0	3,500	0	
Shirehall	Hire of Facilities		Range from £73.54-£4203	8,000	Range from £73.54-£4203		8,000		
	Lettings (Room Only)		Range from £73.54-£4203 x2.5% for every good resold	10,000	Range from £73.54-£4203 x2.5% for every good resold	0	10,000	0	
	Sale of goods & equipment		SLA with Monmouth TC	6,600	SLA with Monmouth TC		6,600		
	Market Rents			4,000			4,000		

Countryside	Rights of Way Orders		Recovery of Actual Costs	13,100	Recovery of Actual Costs	0	13,100	0
	Recharges External Bodies		Recovery of Actual Costs	102,500	Recovery of Actual Costs	0	102,500	0
Old Station	Old station Tintern Car Parking		£2.00; £17.40 (season).	25,300	£2.00; £17.40 (season).	0	25,300	0
	Old station Tintern Sales		Variable event charges and shop sales	22,600	Variable event charges and shop sales	0	22,600	0
	Old station Tintern Catering		Range from 52p - £57	110,300	Range from 52p - £57	0	110,300	0
Caldicot Castle	Cafeteria		Range from 52p - £57	1,500	Range from 52p - £57		1,500	
	Pay & Display Income		£2.00;£17.40 (season)	30,000	£2.00;£17.40 (season)	0	30,000	0
	General Events		Range from £7.90-£1,579	90,000	Range from £7.90£1,579		90,000	
Chepstow TIC	Sale of goods & equipment		Range from 10p-£208	31,400	Range from 10p-£208	0	31,400	0
	Cafeteria		Range from 52p - £57	25,300	Range from 52p - £57	0	25,300	0
Museums	Sales VAT		Range from 10p-£208	14,000	Range from 10p-£208	0	14,000	0
	Sales Non Vat		Range from 10p-£208	6,000	Range from 10p-£208	0	6,000	0
	Refreshments		Range from £1-£1.57	1,500	Range from £1-£1.57	0	1,500	0
	Hire of Facilities		Range from £0-£1312	1,000	Range from £0-£1312	0	1,000	0
	Educational Events		Range from £105-£210 per school	20,000	Range from £105-£210 per school	0	20,000	0
Learning	Educational Events		Various	26,600	Various	0	26,600	0
Outdoor Education	Lettings	Residential outdoor education visits	Avg Per pupil: Primary £236 Secondary £248	579,800	Avg Per pupil: Primary £236 Secondary £248	0	579,800	0

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	Souvenirs		Various	2,000	Various	0	2,000	0	
Sub-Total MonLife				4,682,190			4,682,190	0.00	

POLICY & GOVERNANCE									
People & HR	Training	External Training (Raglan Training Centre)	Various	50,000	Various	3.1%	50,000	0	Budget not increased as actuals are not reaching current budget targets.
Sub-Total PG				50,000			50,000	0	
SOCIAL CARE & HEALTH DIRECTORATE									
ADULT SERVICES									
Non-Residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Means tested assessment based on client's ability to pay in line with the Authority's Social Care Charging Policy and SSWB Act financial legislation	£14.64 for an hourly rate of care, day care session or respite night, up to the lower of a client's assessed charge or the weekly maximum cap.	447,811	£15.10 for an hourly rate of care, day care session or respite night, up to the lower of a client's assessed charge or the weekly maximum cap.	3.1	461,693	13,882	
Residential/Nursing Fees which includes Part III own care home being Severn View and Budden Crescent	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Actual charge based on Financial Assessment	Based on individual ability to pay as means tested (for existing residents in our own care settings will increase from its current £557.92 to £571.87 per week, new entrants will be charged the full charge equivalent to our fair fee level)	2,780,187	Based on individual ability to pay as means tested, but increase budget in line with Government announced rise in benefits and state pension for 2021 of 3.1% (for residents in our own care setting fees that can pay the full charge this will increase in line equivalent to our fair fee level)	3.1	2,866,373	86,186	
Public Health	Fee Income	As below	No change from 2020/21	16,243		0	16,243	0	
	Commercial licences	As below		1,967		0	1,967	0	

Commercial Fee Income	As below	25,465	2	25,974	509
Food Safety training	Set internally based upon market rates				
Discretionary Advisory Visits					

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Page 150	Veterinary Inspection Recharge	Riding Establishments Act 1970							
	Riding Establishments	Law requires no more than cost recovery							
	Petrol Station Permits/Licenses	Fixed by Government	<2500 litres £44 in 21/22; 2500 - 50000 litres £60; >50000 litres £125		Petrol Station Permits/Licenses As of April 2021 The Health and Safety and Nuclear (Fees) Regulations 2021 came into force. The previous regulations were in force for five years and operators can pay between 1-10 years in advance	<2500 litres £45 (2.3% inc); 2500 - 50000 litres £61 (1.7% inc); >50000 litres £128 (2.4% inc).			
	Registration for acupuncture, tattooing and ear piercing	Local Govt (misc Provisions) Act 1982							

Page 151	Local Authority Pollution, Prevention and Control		No change from 2020/21		As for 21/22. The fees and charges relating to LAPPC have not been updated since 2016 as such the Local Authority Permits for Part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (Wales) Scheme 2016 remained in effect for 21/22. We have not been informed of a revision for April 2022, as such plan these remaining in force for 2022/23	0			
	Application fee	Mobile plant 1st and 2nd application 3rd to 7th application 8th and subsequent application Reducing fee activities dry cleaning or standalone PVR1 or PVRII PVR 1 and 2 activities carried on at same service station Any other reduced fee activity any reduced fee activity							

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	Private water supplies (fees set by Council but within max fig defined by EC directive)	Private water supplies per risk assessment (Required every 5 years)			22/23 - £230 1st risk assessment, repeat assessment £155 if on site visit required.	£230 (2.5% inc); 155 (3.4% inc)			

		Sampling (each visit)			As per 21/22 - £100 per visit inclusive of invoice plus: Analysis of sample on a direct recharge basis up to a maximum of £25 if taken under regulation 10 or 11. Analysis of sample on a direct recharge basis up to a maximum of £110 if taken during monitoring for Group A parameters. Analysis of sample on a direct recharge basis up to a maximum of £600 if taken during monitoring for Group B parameters.	The £100 per visit for sampling is the max permitted by the Private Water Supplies (Wales) Regs 2017. The cost of analysis sample on direct recharge has increased substantially in last year in line with the laboratory charges.			
		Investigation (each supply)			22/23 - £155.	3.4% inc			
Trading Standards.	Licences	As below		4,205			4,205	0	
	Fee Income			9,819			9,819	0	
	Explosive Licences								
	New 1 Year	Set by HSE	£111		£111	0			fees set by legislation
	Renewal 1 Year		£55		£55	0			fees set by legislation
	New 2 Year		£143		£143	0			fees set by legislation
	Renewal 2 Year		£87		£87	0			fees set by legislation
	New 3 Year		£176		£176	0			fees set by legislation
	Renewal 3 Year		£122		£122	0			fees set by legislation
	New 4 Year		£210		£210	0			fees set by legislation
	Renewal 4 Year		£155		£155	0			fees set by legislation

	New 5 Year		£242		£242	0	fees set by legislation		
	Renewal 5 Year		£188		£188	0	fees set by legislation		
	Weights & Measures	Weights & Measures Act 1963							

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	Fee per TSO		£90.34		£93.86	3.9	fees set by legislation		
	Fee per TO		£38.00		£38.00	0	fees set by legislation		
Licensing	Licenses	As below		216,942		0	216,942	0	
	Hackney Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits	Hackney new £230, renewal £169. Private Hire Vehicle new £224, renewal £175. Private Hire Operator new £788, renewal £784 for 5 years.		The 2022/23 licensing fees will be set by the Licensing and Regulatory Committee on 18th January 2022				
	Lottery and Gambling	Fixed by Govt							
	Licensing	Fixed by Govt							
	Other Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits							
Registrars	Approved Venue - Marriage & Civil Partnership		Mon to Friday £409, Sat £449, Sun and B/Hol £509	275,694	mon-fri:424, sat:464, sun & B/Hol: 524	mon-fri:3.6%, sat:3.4%, sun & b/hol: 2.94%	284,241	8,547	
	Old Parlour		Mon to Friday £219, Sat £269, Sun and B/Hol £509		mon-fri:229, sat: 279, sun & B'Hol: 524	mon-fri:4.5%, sat:3.7%, sun & b/hol: 5.4%			
	License for approved venues - New		1,500		1,550	all 3:3%			

	License for approved venues - Renewal		1,200		1,250	all 4.1%		
	Registrars attendance @ service (Registrar - Superintendent)	Set by General Register Office	35		35			
Registrars	Service Charge							
	Approved Venue - Marriage & Civil Partnership		£380 - £490		£380 - £490			
	Old Parlour		196		196			
	Celebratory Services at approved or other venues		£380 - £490		£380 - £490			
	Commemorative certificates & wallcharts		5		5			
ADULT SERVICES								
Community Meals	Community Meals & Day centre meals		£4.50 per meal	317,224	£4.64 per meal increasing in line with CPI of 3.1% as at as at September 2021	3.1	327,058	9,834
	Flat rate charges for preventative services							
	Meals @ home, per meal							
	Meals @ home, suppers, per meal							
	Lunch ant day centre establishments, chg per meal							
	Lunch at luncheon clubs, charge per meal							
Mardy Park	Catering		Pricing follows that of Community meals	19,500	Pricing follows that of Community meals	3.1	20,105	605

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Severn View	Mardy Park room hire		To increase in line with CPI as at September 2020	1,030	To increase in line with CPI as at September 2021 of 3.1%	3.1	1,062	32	
	Catering		Pricing follows that of Community meals	8,175	Pricing follows that of Community meals	3.1	8,428	253	
Trading Standards.	Licences Fee Income			953		3.1	983	30	
	Animal Licences								
	Boarding Establishment	Animal Boarding Establishments Act 1963	132		136				
	Dog Breeding	Dog Breeding (Wales) Regulations 2014	132		136				
	Home Boarding		63		65				
	Dangerous Wild Animals	Dangerous Wild Animals Act 1976	168		173				
	Pet Shop	Pet Animals Act 1951	92		95				
Sub Total SOCIAL CARE & HEALTH DIRECTORATE				4,125,215			4,245,093	119,877	
TOTAL				14,566,420			14,699,360	132,940	

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Evaluating the Potential Impact of the 2022/23 Budget Proposals

Introduction

The provisional budget settlement from Welsh Government for 2022/23 shows Monmouthshire Council is due to receive an increase in core funding of 11.2%, well-above inflation. The final settlement is due in March 2022. This goes some way to giving some additional flexibility to respond to the pressure on Council finances and the choices it makes when setting the budget for next year.

However, the authority continues to receive the lowest funding per head of population of any local authority in Wales. In 2022/23 our draft funding settlement is £1180 per head of population. This means that a higher proportion of the income we need to generate to provide services needs to come from council tax and charges for services. The Council has worked hard to make sure this money goes where it matters.

The Council continues to need to make savings and find additional money to meet demands and pressures on services, for example meeting the needs of children who are looked after. In the current financial year, 2021/22, the Council incorporated service pressures of some £10.3m alongside savings proposals of £4.73m in its budget. After several years of delivering significant savings from the budget, the means of achieving further reductions becomes increasingly more challenging.

Medium-term financial planning has been severely disrupted in the last couple of years by the impact of the Coronavirus pandemic on council finances, with uncertainty continuing. Welsh Government had provided a significant level of funding through its COVID-19 hardship fund to meet additional costs and income losses because of the pandemic. We are continually working to understand the financial circumstances and challenges resulting from the pandemic including, the lasting impact of the pandemic and the increased demands on services, as well as the cessation of the hardship fund at the end of 2021/22.

The authority has always sought to preserve local service delivery in the face of budget pressures. We know how important many of the things we do are to the people who live in our communities and have worked hard to maintain the things that matter by reducing the amount we spend on things like buildings and energy costs.

We recognise that when we do have to increase charges and put up Council Tax it can have a detrimental impact on those who can least afford it. This does not just mean those who are unemployed; many people experience in-work poverty while others are impacted by disability or other protected characteristics that affect their opportunities. Also, through the pandemic there is evidence the coronavirus and lockdown measures could have a disproportionately negative impact on the well-being of some sections of our communities.

Whenever we introduce changes to policy or increase charges, we evaluate the impact of these upon different groups. Where a budget proposal could alter a service, or the way it is delivered in 2022/23 an Integrated Impact Assessment has been completed. This assesses its potential impact on the national well-being goals and the ways of working enshrined in the Well-being of Future Generations Act and also the people and groups who possess the protected characteristics specified as part of our duty under the Equality Act 2010. Our commitment to social justice means that we also look at the potential impact on those in poverty and assess the impact on those experiencing socio-economic disadvantage, in line with new socio-economic duty in Wales.

This document summarises the headline message from these assessments. The table below shows a summary of some of these main impacts while an overview of the messages from these is included as appendix 1. The summary does not highlight every single issue but reveals some of the key impacts of budget proposals and provide scope for continual learning and improvement as proposals are developed.

The document has also drawn on an analysis of the cumulative financial impact of the budget proposals on households with different income levels and groups with protected characteristics as defined by the Equality Act 2010.

This evaluation is an early one, applying to budget proposals only at this pre-consultation, pre-decision stage. Open and robust scrutiny and challenge is essential as the proposals continue to be shaped. This analysis will continue to evolve and be updated throughout public consultation in January and February 2022 and will be built upon following public engagement and scrutiny.

Overview of Budget Proposals and Impacts

	Age	Disability	Gender Re-assignment	Marriage or civil partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Welsh Language	Socio-Economic	Safeguarding	Sustainable Development	National Well-being goals
Social Care and Health fees and charges increases (SCH6)	Amber	Amber									Green			Amber
Enterprise fees and charges increases (ENT10)	Amber	Green									Amber			Amber
Further funding for Additional Learning needs (CYP2, pressure)	Green	Green												Green
Further funding for Children’s social care (SCH1, pressure)	Green	Green										Green		Green
Further funding for Adult social care (SCH2, pressure)	Green	Green									Green	Green		Green
Further funding for Public protection (SCH5, pressure)											Green	Green	Green	Green
Council Tax Increase											Amber			

Key

- Red – negative impact on this category that is difficult to overcome with mitigating actions
- Amber – some potential negative impact which is lower risk or can be managed with mitigation
- Green – impact is largely positive
- White – no significant impact has been identified at this stage

Our Corporate Plan objectives and strategic aims

Our purpose is set in our Corporate Plan along with our five organisational goals, which incorporate the council's well-being objectives. Setting our goals and the actions necessary to deliver on them enables us to identify the future we want.

The goals in the Corporate Plan are:

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

The council's strong record of delivery within a balanced budget has enabled us keep frontline services operating. We are clear that money should follow our core purpose and delivering the well-being objectives.

Through the Coronavirus pandemic Cabinet have established a series of interim strategies to provide clarity and ensure accountability through the changing and challenging circumstances of the pandemic. The latest iteration was agreed in December 2021 in *Looking Ahead, Delivering Now – Our Strategy to Summer 2022*¹. This sets a series of actions the council is focussed on delivering. Alongside these the council will develop its thinking and ideas to address complex and longer-term challenges. In delivering the current actions the Council will ensure that it does not do anything that will conflict with our emerging thinking on the long-term challenges.

We continue to develop our Medium-Term Financial Plan to support us as far as possible to continue to deliver the aims and support our longer-term planning. While the medium-term financial planning has been severely disrupted by the pandemic, we continue to aim to ensure our focus is not only on short-term response, but medium-term recovery and long-term sustainability. We recognise this is not without challenges and uncertainty however it will enable us to focus our finite resources on the areas that matter most to people and enable us to build a sustainable service offer for current residents and businesses as well as future generations.

The budget proposals are a broad mix of small adjustments designed to optimise efficiency and larger longer-term proposals. The proposals contain a small number of savings and increases in fees and charges as well as pressures which services need to accommodate that so they can sustain themselves into the future. Our strategy gives us the framework to focus on the big challenges but we can never lose sight of the need to spend every pound wisely, nor the reality that the cumulative impact of many small changes can add up to a significant impact on some people within our communities and the need to ensure that there is some degree of mitigation against this for the most vulnerable.

The Legal Context

The Equality Act 2010 protects people from discrimination in the workplace and wider society. It provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

The Council, as a public body in Wales, has a requirement under the Act to meet both general and specific duties. The general duties are that in exercising its functions the Council must have due regard to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by the Act;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not;

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are: Age; Sex; Gender re-assignment; Pregnancy and maternity; Sexual orientation; Race; Religion or belief; Marriage and civil partnership.

The Well-being of Future Generations Act creates a legal framework for better decision-making by public bodies in Wales by ensuring that we take account of the long-term, help to prevent problems occurring or getting worse, take an integrated and collaborative approach, and considers and involves people of all ages. This supports existing commitments such as the Welsh language, equalities and the UN Convention on the Rights of the Child.

Together, the seven well-being goals and five ways of working provided by the Act are designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Socio-economic impact of the budget

The new socio-economic duty came into effect in Wales on 31st March 2021 placing a duty on councils to consider the need to reduce the inequalities that result from socio-economic disadvantage. The approach taken in this assessment has been developed in line with the duty, to evaluate the potential impact of the 2022-23 budget proposals on those experiencing socio-economic disadvantage and consider how this might help reduce inequalities. We recognise this approach will need to continue to be developed as we further embed the duty in our processes and practice.

Almost any change to a council service has some socio-economic impact. This is because of the nature of our responsibilities and the extent to which some groups, communities

and vulnerable people rely on public services. Our aim is to properly understand this impact so that we can identify appropriate mitigations wherever possible and minimise the impact on people in greatest need.

We provide and help fund a wide range of services in communities to ensure support for communities. These include:

- Council Tax reduction scheme
- The single person Council Tax discount
- Thresholds and means testing for some statutory fees and charges, for example in social care.
- Financial support for Monmouthshire Citizen's Advice Bureau
- Community well-being networks to help people to maintain their independence and prevent people becoming dependent on statutory health and social care
- Support provided for volunteers such as the A County That Serves programme and the Be.Community programme.
- Community Hubs that provide advice and host community learning opportunities including the skills at work programme which aims to upskill those in lower paid jobs to increase their career prospects.

Approach / Methodology

This paper has been prepared alongside the individual budget proposals for 2022-23, which have individual impact assessments, to help assess the overall potential impact of the budget on different people within our communities.

As part of the impact assessment, we have looked to establish the cumulative financial impact of the budget. It also brings together the most significant issues identified by the Integrated Impact Assessments completed for each of the proposals to understand whether any groups will experience a detrimental position as a result of the cumulative impact of separate proposals.

When any change is looked at in isolation it may not seem significant but the cumulative impact of multiple changes can sometimes mount up placing pressures on some groups in society.

Monmouthshire has adopted the Joseph Rowntree Foundation definition to define poverty 'When a person's resources (mainly their material resources) are not sufficient to meet their minimum needs (including social participation).' This is supplemented by one of the statistical ways of assessing poverty in the UK; the proportion of households where the income is below 60% of the median income.

This assessment identifies areas where there is a risk that changes resulting from individual budget proposals may have a significantly greater impact on particular groups when looked at together with other proposals.

This enables the authority to identify where we may need to mitigate against negative impacts on certain groups of people. Mitigating actions could include re-shaping services to target them more efficiently and to reduce the potential of disproportionate impacts on groups with protected characteristics as defined by the Equality Act 2010.

This is a dynamic process, and this assessment will continue to be reviewed as individual budget proposals are developed and any further mitigating actions will need to be

considered. The assessment in appendix one provides a simple overview where proposals have been identified as having a positive or negative impact on those with protected characteristics, the socio-economic duty, safeguarding and the ways of working and national well-being goals.

The Impact and Mitigation

Disability

The definition of disability is when a person has a physical or mental impairment which has a long-term adverse effect on that person's ability to carry out day to day activities.

There are planned increases in fees for social care services, both residential and non-residential. There is currently a cap on the weekly fees that can be charged for non-residential i.e. domiciliary care. The fees are means tested and there are caps on charges that limit the impact on those on the lowest incomes.

There are also increases in charges for community meals which will impact on people with disabilities receiving them.

Age

Older people – People in later life may be more likely to use some council services as they are more likely to acquire a disability and so may be more vulnerable than the general population to changes in those services. This impact will be worsened for those on low incomes. Below is a summary of the main proposals that may impact on some older people.

Charges for domiciliary care are proposed to increase from £14.64 to £15.10 per hour. These are capped at £100 per week in Wales. However, as these services are means tested only those who are assessed as being able to afford this will pay.

There will also be increases in fees for residential care. For residents in our own care settings, that can pay the full charge, fees will increase in line with the fair fee levels. This will impact on proportionately more older people but these are means tested and so the impact on those on the lowest incomes will be mitigated.

There is an increase in charges for community meals from £4.50 to £4.64 per meal which will impact on older people who receive these meals.

Children and Young People – Around 14% of children in Monmouthshire live in poverty and this figure rises to 29% in the least well-off wards². Continued economic and social pressures on families are likely to put increased pressure on some families.

Proposals to manage budget pressure within Children's Services will help ensure the service is adequately funded to support the needs of its looked after Children.

Increased funding for pupils with additional needs will help meet pressures in demand for support for pupils. The proposal, due to go out for consultation, to delegate the school action plus funding to schools has the aim to allow schools more flexibility around the support and funding for pupils with additional learning needs.

Other protected characteristics

There is very limited reference to some of the protected characteristics within the individual assessments that have been developed alongside the budget proposals, in particular:

Marriage and civil partnership and pregnancy and maternity are essentially workplace regulations. Sex (gender), race, gender reassignment, sexual orientation, religion and belief also have limited references attributed to them and this may be for two reasons:

- because these groups are not affected by the proposals or
- because we have gaps in our information due to people perceiving that the characteristic is of a personal and sensitive nature and are therefore unwilling to respond.

We welcome any views on the impacts of our proposals on these protected groups as part of our consultation on the budget and will continue to look at national information and relevant studies to improve our knowledge and understanding of how changes can adversely impact on these groups.

Socio-economic Impact

Any increase in fees and charges for services will have a higher impact on households on the lowest incomes. 9,533 households in Monmouthshire live on below 60% of the GB median income³ and 10% of people live in households in material deprivation⁴.

The proposed council tax increase of 3.95% will result in an additional monthly cost of £4.72 on a Band D property.⁵ This will impact on all groups, while this modelling has been based on a Band D property those with higher incomes typically live in larger properties and therefore will pay higher council tax. However, it is acknowledged that some people may have a large house and low income. This can often be true of older people. Mitigations such as the Council Tax reduction scheme are in place.

All residents will also be impacted upon by inflation which will result in higher prices, the rate of inflation is presently 5.1% which is the highest it has been since 2011.⁶ For families on lower incomes inflation could cause significant financial pressures and increase the need for additional support. There have also been significant rises in costs such as energy bills. The extent to which higher prices are offset by wage rises will vary by household and is not included within this assessment. Annual inflation rates at this time are influenced by a range of factors, including the effects of the coronavirus pandemic and global supply chains.

Alongside rising prices, many households on low incomes will have benefitted from the temporary £20 increase in Universal Credit. This came to an end on 6th October 2021 and combined with increased household bills will have a significant effect on claimants. Households on variable rate mortgages will have been impacted by the increase in the Bank of England base rate in November 2021 which will have pushed up borrowing costs. Household with unsecured loans and credit card debt will also be adversely affected by this change. There will be benefits to savers which will include those of pensionable age who tend to make up a higher proportion of savers.

As part of the Council's continued planning, consideration will need to be given to the economic impact of the pandemic in Monmouthshire on businesses, jobs and wage levels.

We are undertaking analysis to improve our understanding of relative income differentials in the county and will be developing policy responses to understand how we can mitigate the impacts of poverty and inequality as part of the Council's Social Justice Plan.

Mitigation

Charges for social services are linked to peoples' ability to pay and service users will be required to undergo a means tested assessment of their financial ability to meet a reasonable charge calculated for these services.

The Council Tax reduction scheme offers some mitigation, council tax is means tested and those in receipt of universal credit, pension credits, job-seekers allowance and other benefits are able to apply for a reduction. Single person households are eligible for a 25% reduction on council tax.

There will be a range of additional mitigations that are not fully modelled here, further detail will be contained in individual Integrated Impact Assessments completed on proposals.

The Cumulative Financial Impact

The impact below has been modelled on some of the planned increases in fees and charges.

A household with an income of £16,000 per year, would see their costs rise by £56.66 per year or £1.09 per week, if they paid Band D council tax (Council element only) with no discounts. This would equate to 0.35% of their income. If a household is on a low income, they may be eligible for the Council Tax Reduction Scheme which would reduce their Council Tax bill⁷. It is unlikely that someone in this financial position would be paying for social care.

A household with an income of £29,000 per year paying the increase in Band D Council Tax and, if they were paying the increased domiciliary care charge and for daily community meals, would be paying an additional £227.22 per year, or £4.37 per week. This would equate to 0.78% of their income.

A household with an income of £40,000 per year would pay the same increases, assuming they lived in a Band D property. This would equate to 0.57% of their income. A household with an income of £56,000 would experience increased charges equating to 0.41% of their income on the same assumptions. However, as incomes rise it would be expected that many household will be living in more expensive properties and would be paying higher rates of council tax.



<p>Name of the Officer: Richard Jones</p> <p>Phone no: 01633 740733 E-mail: richardjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal: To deliver a balanced budget while continuing to make progress against the council's longer term aims.</p>
<p>Name of Service area: Chief Executive's</p>	<p>Date: 4 January 2022</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Local Authorities provide many universal services such as highways and waste collections which bring multiple benefits to all age groups. However many of our services are delivered to proportionately higher numbers of younger and older people.	There will be an increase in charges of 3.1% for both residential and non-residential social care. There is also a 3.1% increase in charges for community meals. This will have a disproportionate impact on older people.	Ensure the Social Services and Well-being Act charging legislation is adhered too, so service users are means tested to determine their ability to pay. Increased demand, the fragility of the social care sector and the availability of care staff remains a key risk for adults

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
	<p>Practice change in adult social services which are person-centred with a focus on well-being reducing dependency and empowering individuals and families to achieve their own outcomes which is a positive outcome.</p> <p>Deployment of early intervention and preventative services for children who are looked after can reduce the likelihood of placements breaking down and lead to better and more stable long-term outcomes.</p> <p>Early intervention and support for pupils with Additional Learning Needs will allow pupils to meet their full potential.</p>		<p>social care which the budget aims to support, although some of these issues are outside the Council's direct control to address.</p> <p>Provide earlier help and prevention (e.g. family support); provide services that seek to prevent children coming into care (e.g. Achieving Change Together) and provide services that seek to repatriate children into community or family placements (e.g. MyST, Monmouthshire Families Together).</p>
Disability	<p>Continuation of practice change in social care are likely to have a particular impact on people who have disabilities.</p> <p>Schools will offer advice and training to allow them to support a range of disabilities.</p>	<p>Any changes to social care arrangements are likely to have a particular impact on people who have disabilities; this includes increased charges as described above.</p> <p>There will be an increase in fees and charges for both residential and non-residential social care, and community meals.</p>	<p>For social care charging increases, we will ensure that service users are means tested to determine their ability to pay.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	At this stage none of the proposals have identified a particular impact, either positive or negative, on people who have undergone or are considering gender reassignment.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions are necessary
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance.	Some registrar fees for marriage and civil partnerships will increase.	
Pregnancy or maternity	In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth. None of the budget proposals have been identified as having either a positive or negative impact at this stage.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions necessary
Race	There are no proposals identified that will have a specific positive outcome that will differ by race.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions necessary
Religion or Belief	There are no impacts, either positive or negative that have been identified.	There are no impacts, either positive or negative that have been identified.	No mitigating actions necessary

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	The council has already carried out a full pay evaluation exercise.	None identified	No mitigating actions necessary
Sexual Orientation	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions necessary

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	<p>The new socio-economic duty requires councils to consider the need to reduce the inequalities that result from socio-economic disadvantage.</p> <p>Social justice is about reducing inequalities in society by working towards more equal distribution of</p>	<p>An increase in council tax will have a financial impact on all households. Those on lower incomes as any bills will form a higher proportion of their household expenditure will feel the impact more acutely.</p> <p>There is a risk that any budget proposals that increase</p>	<p>There are a range of mitigations in place. These include a council tax reduction scheme.</p> <p>Free school meals are available for those on incomes below a certain level.</p>

	<p>wealth and opportunities so everyone can achieve their full potential.</p> <p>It is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.</p> <p>The evidence in this paper helps assess the overall potential impact of the budget on different people within our communities and looks to establish the cumulative financial impact of the budget.</p>	<p>discretionary charges will have a disproportionate impact on people on low incomes and therefore will widen inequality.</p>	<p>The council is committed to aligning evidence-based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential.</p> <p>In the last year the Council has developed its third iteration of the Social Justice Strategy. This provides policy coherence for several targeted individual action plans on Tackling Poverty and Inequality, Food Development and Homeless Transition.</p> <p>When introducing or increasing service charges mitigation will be introduced to reduce the financial burden on people who can least afford it.</p> <p>The council has agreed to align the pay of its apprentices with the rates set by the National Living Wage Foundation.</p>
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3. Policy making and the Welsh language.




How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language no less favourably	A continued focus on Welsh translation will ensure we can continue to comply with the Welsh Language Standards.	None identified	All signage and material arising from budget proposals will be compliant with the Welsh Language Measure 2011.
Operational Recruitment & Training of workforce	We will ensure that new vacancies are assessed and where possible advertised as 'Welsh essential' to increase opportunities for people to engage with the council through the medium of Welsh.	None identified	Active promotion of vacancies in Welsh language publications and websites as well as targeted promotion via LinkedIn
Service delivery Use of Welsh language in service delivery Promoting use of the language	Increases in our ability to recruit Welsh speakers will ensure increased ability for service users to use the language in their dealings with the council.	None identified	



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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Increases of 3.1% in planning fees and trade waste, will result in higher costs for some businesses.</p> <p>Additional funding will ensure that all pupils with additional learning needs are identified as early as possible and additional support is provided to ensure they can meet their full potential.</p>	<p>The council has agreed to align the pay of its apprentices with the rates set by the National Living Wage Foundation.</p> <p>The council has acquired two commercial investments to generate income to support Council services. These have been impacted by the covid-19 pandemic. This impact is being actively monitored with discussions ongoing with tenants.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The council has declared a climate emergency. The authority has not yet fully modelled the financial consequences of its commitment to reduce its carbon emissions.</p>	<p>Proposals to reduce staff mileage and increase the use of electric and hybrid vehicles will reduce carbon emissions.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Place-based working is expected to have a positive impact on physical and mental well-being.</p>	<p>Examples of proposals within the budget include increased funding for Adults social care. Increased demand, the fragility of the social care sector and the availability of care staff remains a key risk for adults social care which the budget aims to support. Although some of these issues are outside the Council's direct control to address.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Place-based approaches proposed as part of practice change proposals in adult social care will contribute to healthy inclusive communities.</p>	<p>Some communities may be opposed to commercial development or regeneration schemes. In such cases we will involve people with proposals subject to planning and local consultation.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>We continue our efforts to reduce pollution and greenhouse gases while increasing recycling. These will have a small but important positive impact on CO2 emissions and waste which will contribute to global environmental efforts.</p>	<p>Wales has an enviable record in sustainable waste management and we will continue to progress this in our approaches to waste management and carbon reduction.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>There are no proposed fee increases for leisure and cultural facilities the Council provides through MonLife.</p>	<p>We will ensure that new vacancies are assessed and where possible advertised as 'Welsh essential' to increase people opportunities to engage with the council through the medium of Welsh.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The council has already carried out a full pay evaluation exercise.</p> <p>Increased charges for some services enable the council to provide other services such as transport which benefit people on low incomes and which has positive environmental impacts.</p> <p>Further funding for Additional Learning Needs will help support children and young people to achieve their full potential.</p>	<p>The council will uplift salaries for apprentices and those employed through the Kickstarter scheme to meet the national living wage.</p> <p>Many of the council services that are sustained through charging provide a valuable safety net and contribute to more equal outcomes.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost-effective service delivery now and in the future.</p> <p>Additional funding for pupils with additional learning needs includes early intervention to support that child through the whole of their education</p>	<p>Mitigating arrangements are in place to minimise the impact of increased fees or charges on people on low incomes</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The budget includes a range of collaborative proposals. This includes working with health, the voluntary sector and private companies.</p>	<p>No specific further actions are proposed at this stage</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>These proposals will form part of the budget exercise and will be subject to a public consultation exercise.</p>	<p>Ensure that proposals and the accompanying Integrated Impact Assessments are updated as a result of consultation and engagement.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Examples of proposals within the budget include increased funding for adults social care which will help maintain independence and prevent people needing hospital admission or becoming dependent on others. Additional investment in children’s social care should increase placement stability preventing the breakdown of placements.</p>	<p>Examples of proposals within the budget include increased funding for adults social care. Increased demand, the fragility of the social care sector and the availability of care staff remains a key risk for adults social care which the budget aims to support. Although some of these issues are outside the Council’s direct control to address.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The council works across many areas and many of these proposals can have positive and potentially negative impacts on another. It is important that as individual proposals are developed we seek to balance competing impacts.</p>	<p>The council’s Corporate Plan contains a table which highlights the objectives impacts on each of the seven national well-being goals. Any detailed proposals brought forward following the consultation will need to assess the impact of that proposal on the well-being goals.</p>

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect. Specific Proposals include supporting adults and children social care services.	There are no specific negative impacts identified at this stage	Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.
Corporate Parenting	Further investment is being made into children's social services including those working with looked-after children and young people whose needs are such that they require significant support to keep them safe, maintain secure relationships and stable placements and improve their life chances.	There are no specific negative impacts identified at this stage	

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

The proposals are based upon a wide range of data and evidence and this will be contained within the evaluations of each of the individual proposals.

Data sources include for example:

- Quantitative data such as user numbers, measuring whether changes have had a positive or negative impact on the number of people using the service, in some cases, such as preventative services less users will be a positive
- Qualitative data that gives people views of the service which includes analysis of complaints
- Data derived from national sources such as stats Wales and the National Survey for Wales which allow us to measure whole population

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

This assessment will be updated following the budget consultation.

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

What are you going to do	When are you going to do it?	Who is responsible
Existing actions have been highlighted within the individual assessments.		

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet	19/1/22	Not yet considered

References

¹ Monmouthshire County Council, strategic aims <https://www.monmouthshire.gov.uk/our-coronavirus-strategy/>

² Figures quoted are before housing costs. Equivalent rounded after housing cost figures are 22% and 43% http://www.endchildpoverty.org.uk/wp-content/uploads/2018/01/Wales_LA-and-ward-data.xlsx

³ CACI Paycheck Dataset 2021

⁴ National Survey for Wales, 2019-20 <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Well-being-and-Finances/percentageofpeoplelivinginhouseholdsinmaterialdeprivation-by-localauthority-year>

⁵ Average Band D in 2021-22 = £1434.47 increasing to £1,491.13 in 2022-23. This figure does not include the change for the Police and Crime Commissioner and Community and Town Council precepts. <https://www.monmouthshire.gov.uk/app/uploads/2021/08/Bandings-Template-2021-22.pdf>

⁶ CPI, Release date 15 December 2021, available at <https://www.ons.gov.uk/economy/inflationandpriceindices>

⁷ <https://www.monmouthshire.gov.uk/home/counciltaxandbenefits/>

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SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

Meeting and Date of Meeting: Cabinet 19th January 2022

Report: Draft Capital budget proposals 2022/23 – Appendix 8 Capital receipts forecast

Author: Jonathan Davies, Acting Assistant Head of Finance

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

Appendix 8 – detailed indication of the value of future individual capital receipts.

Non-disclosure reason – information relating to the financial or business affairs of any particular person (including the Authority holding that information).

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public.

Prejudice which would result if the information were disclosed:

In communicating **Appendix 8** intact, the Council would be undermining its negotiating position with regard to future capital receipts by communicating the likely value it would accept in the sale of particular assets.

My view on the public interest test is as follows:

Factors in favour of disclosure are outweighed by those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Signed:

Name: Jonathan Davies
Post: Acting Assistant Head of Finance
Date: 11th January 2022

I accept the recommendation made above

Signed:

Name: Paul Matthews

Post: Chief Executive Officer
Date: 11th January 2022

SUBJECT: DRAFT CAPITAL BUDGET PROPOSALS 2022/23 TO 2025/26

MEETING: Cabinet

DATE: 19th January 2022

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To set out draft capital budget proposals for financial year 2022/23 and the indicative capital budgets for the three years 2023/24 to 2025/26.
- 1.2 To commence a period of consultation on the draft capital budget proposals for a four-week period to 16th February 2022.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the release of its draft capital budget proposals for 2022/23 and indicative capital budgets for 2023/24 to 2025/26 as set out in **appendix 5** for consultation purposes.
- 2.2 That Cabinet note the reduction in core general capital grant of £762,000 highlighted in the provisional settlement received from Welsh Government that creates a funding shortfall and will require an assessment of the affordability of the existing programme prior to final capital proposals being presented.
- 2.3 That Cabinet notes the capital bids put forward in **appendix 1** that would require additional funding over and above that contained in the existing programme, and requests that further scrutiny is carried out of these bids prior to them being considered for inclusion in the final budget proposals.
- 2.4 That Cabinet confirms that the draft capital budget proposals for 2022/23 are wholly aligned with the priorities as set out in the Capital strategy, the Corporate Plan and the latest iteration of its strategic aims, and that looks to maintain focus on the longer term challenges facing communities.
- 2.5 That Cabinet reaffirms the principle that new capital schemes can only be added to the capital programme if the business case demonstrates that either:
 - they are self-financing
 - the scheme is deemed a higher priority, utilising the priority matrix in the Capital Strategy, than current schemes in the capital programme and displaces them
 - they do not compromise the core principles of affordability, sustainability or prudence
- 2.6 That Cabinet considers whether the draft budget proposals are reasonable and appropriate in light of the backlog capital pressures identified in **appendix 2**.

- 2.7 That Cabinet notes the capital receipt receipts forecast in **appendix 8** (exempt), and the prudence not to anticipate further significant additional receipts over this next 4-year MTFP window.
- 2.8 That Cabinet specifically approves the use of £2.65m of capital receipts, using Welsh Government guidance on the flexible use of capital receipts to fund revenue costs associated with service reform, to support the draft revenue budget proposals for 2022/23.
- 2.9 That Cabinet considers and re-affirms its agreement to the prudential indicators supplied in **appendix 9** that are based on the current draft revenue and capital budgets.

3. KEY ISSUES:

Current Capital MTFP

- 3.1 The four-year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- 3.2 A new requirement was placed upon Councils during 2018/19 to prepare and update annually a more explicit capital strategy that better reconciles resourcing with affordability. The most recent strategy was approved by Council in March 2021 and now guides the Council's capital budget deliberations going forward. As part of the capital strategy, Council approved an investment criteria priority matrix (**appendix 4**) which is used to evaluate any proposed capital funding bids and to identify those which present the case for the most urgent investment.
- 3.3 Officers are developing the business case in relation to Band B proposals for the new 3-19 school in Abergavenny. The project SOC/OBC was submitted to Welsh Government in October 2021 and received Ministerial approval in December 2021. The current timeline proposes that the FBC will be submitted to County Council in March 2022 for approval prior to submission to Welsh Government to secure external funding. The new building is expected to be completed for occupancy by September 2024 and project completion date remains as December 2024.
- 3.4 Aside from the investment in the Councils Band B aspirations, the current four-year capital programme very much represents a consistent investment into maintaining the Council's infrastructure base through planned investment in:
- Property maintenance
 - Infrastructure & transports schemes
 - Disabled facilities grants & access for all
 - Match funding to leverage external grant opportunities to invest in our infrastructure
 - Investment in the Cardiff capital city region deal
 - Funding of eligible revenue costs associated with service reform, to support the draft revenue budget

Capital MTFP Preparation Considerations

- 3.5 Whilst the current planned investment in the Council's infrastructure goes a long way in meeting the requirement to maintain our existing estate, there still remains a considerable number of backlog pressures that sit outside of the core capital programme as indicated in **appendix 2**, and this has significant risk associated with it. Cabinet have previously acknowledged and accepted this risk.

- 3.6 Further to this, as part of the preparation of the draft capital budget proposals for 2022/23 and in utilizing the principles of the existing capital strategy, officers have brought forward a number of capital bids for funding which represent a requirement for more urgent and targeted investment and that unless addressed, will present significant Health & safety or legal implications for the Council.
- 3.7 These pressures would have previously been captured within the list of backlog pressures and risks that Cabinet would have reviewed and accepted in prior years, however officers have now indicated that these schemes can no longer be carried as a risk, and represent pressures that require investment over and above the existing levels of capital budget and that cannot be accommodated within annual maintenance programmes.
- 3.8 A summary of these capital bids is outlined in **appendix 1** and revolve around a need to consider further investment in our Highways and transport infrastructure alongside our IT and network estate. Whilst a considerable amount of work has been carried out in outlining the business case for investment in these schemes, there remains a need to clarify the exact level of investment required, the extent of third party funding available both in the current financial year and over the four-year budget period, and critically an assessment of the affordability of such investment in light of the Councils available resources.
- 3.9 It is therefore proposed that further scrutiny is carried out of these bids prior to them being considered for inclusion in the final budget proposals.
- 3.10 Furthermore, the Welsh Government provisional funding settlement announced on 21st December 2021 highlighted a reduction of £762,000 in respect of core general capital grant for 2022/23 and potentially through the latter 3 years of the capital MTFP. This is extremely disappointing, especially in light of the Councils limited recourse to internal resources in the form of capital reserves and receipts, or the additional revenue burden that would materialise from any resultant borrowing to meet the funding gap.
- 3.11 Alongside this, the current provisional specific grant indications highlight that the annual Highways refurbishment grant of £627k will be removed from 2022/23 onwards. This grant has become integral in maintaining a robust level of highways infrastructure investment and the potential shortfall in funding creates an immediate pressure in this area.
- 3.12 Clarification is also required on the further specific capital grant funding streams where there are initial indications that these are being removed or consolidated, or that the criteria are being tightened and that may impact on some of the pressures and bids being considered. This will also need further consideration in the final budget proposals.
- 3.13 In light of the above, an assessment of the affordability of the current capital programme alongside the new bids received and funding resources available will therefore be required prior to final budget proposals being recommended.

Capital MTFP backlog pressures

- 3.14 In summary the following capital backlog pressures and issues have been identified:
- Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in **appendix 2**. None of these pressures are included in the current capital MTFP, but this carries with it varying degrees of risk. These pressures have undergone recent review and the Capital and Asset Management Working Group will continue its work to assess risks and determine whether there needs to be any further capital budget provision afforded to mitigate any significant risks requiring more immediate action over the MTFP period.

- In addition to this there are various schemes and investment considerations (e.g. tranche C Future schools, climate emergency response, any enhanced DFG spending, depot and household waste recycling centre enhancement etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP. Indicative MonLife investment considerations are separately shown in **appendix 3**.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, property investment, digital design, and service areas where revenue savings can be released from alternative delivery models that are capital intensive. The level of investment is currently being assessed however, in accordance with the capital budget principles already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- A change in Welsh Government homeless policy and the issue of Phase 2 Planning Guidance for Homelessness & Housing Related Support, combined with the requirement during the pandemic for all homeless people to be taken off the streets and to be appropriately housed, results in potential future capital pressures and considerations. Clarity is awaited on the level of Welsh Government support to be provided and grant conditions that enable such funding to be used to address the current accommodation needs.
- The requirement to secure adequate and suitable accommodation for registered placements for looked after children and where market supply is not available. It is expected that initial acquisitions will need to be made to satisfy the requirements that the courts have placed on us to secure registered placements.
- As a result of the consultation undertaken by the Public Works Loan Board (PWLB) important changes were announced on the conditions imposed on local authorities wishing to access loans, such as a requirement to submit high level descriptions of capital spending plans over the medium term. Authorities will be required to confirm that there is no intention to purchase commercial investment assets primarily for the purpose of yield within medium term budgets regardless of whether those transactions would have notionally been financed from sources other than the PWLB. Given the Council's commercial and asset investment strategy the implications of this continue to be discussed with the Council's treasury advisers and will be taken into account as the treasury strategy and capital budget setting proposals are finalised for 2022/23.

Capital budget strategy and alignment with Corporate plan priorities

3.15 The last capital budget strategy was approved by Council in March 2021. In preparing the draft capital budget proposals for 2022/23 and the subsequent three years of the capital MTFP regard has been given to underlying principles of the strategy and that remain fit for purpose. An updated capital strategy for 2022/23 will be considered by Council alongside the treasury strategy at its meeting on 3rd March 2022.

3.16 The strategy going forward has the following key components:

- The core MTFP capital programme needs to be financially sustainable without leading to borrowing levels that are unaffordable, unsustainable and imprudent.
- Welsh Government have traditionally confirmed capital grant funding awards late in the budget process or subsequently in-year. This can undermine a more planned approach

to capital expenditure. However, the Council has a successful track record of bidding for capital grant schemes and alongside investment in project officer support as part of the draft revenue budget proposals consideration is being given to a match-funding budget to enable the Council to have the budget readily in place to enable schemes to progress quickly and where grant terms and conditions can sometimes put in place unreasonable timescales for delivery.

- The provisional settlement announced on 21st December 2021 highlighted a reduction of £762,000 in respect of core general capital grant for 2022/23 and through the latter 3 years of the capital MTFP, alongside maintaining the existing level of supported borrowing. This will prompt the need for an assessment of the affordability of the current capital programme alongside the new bids received, alongside a review of alternative funding resources.
- Whilst the Band B 21st Century Schools final business case is being finalised and subject to Welsh Government and Council approval, subsequent additional funding approval from both Council and Welsh Government is anticipated to be sought following an increase in the overall cost envelope over and above the budget contained in the current capital MTFP. The consequential revenue borrowing cost (minimum revenue provision - the Authority's means of provisioning for the principal repayment of borrowing for capital purposes), will however be minimized within this next MTFP window as the costs of repayment tend to start following the year the asset becomes operational.
- No inflation increases will currently be applied to any of the capital programme with highways and infrastructure maintenance budgets set at the same level as last year.
- The County farms maintenance and property maintenance programme remains a core aspect of the annual capital programme and whilst the overall amount remains the same from year to year, the incidence of work is prioritized based on the revised asset management plan which should be supported by condition survey consideration.
- The capital investment directed to Disabled Facilities Grants (DFGs) has increased in recent years and continues throughout the capital MTFP at a level of £900,000. This is expected to be supplemented in 2022/23 by significant slippage of previous year's budget. This, together with a £250,000 per annum commitment to Access for All budgets has been maintained.
- The budget to enhance or prepare assets for sale reflects confirmation from corporate landlord services and is notionally funded by enhanced capital receipts values.

3.17 Furthermore, these budget proposals and the capital budget as a whole for 2022/23 continue to support the priorities of the Administration and are wholly aligned with the priorities set out in both the Corporate Plan and latest iteration of its strategic aims. Notably this includes ensuring that resources are aligned to meet the plans for tackling the longer term challenges that communities and public sector organisations are facing, and notably for Monmouthshire:

An ambitious place full of hope and enterprise

- Begin to build a new, carbon neutral school in Abergavenny and develop a detailed plan for the future of Chepstow School ahead of Band C of the 21st Century Schools Programme;
- Invest more than £2 million to upgrade and redevelop the leisure centres in Chepstow and Abergavenny;

- Work with technology companies to ensure more households and businesses can benefit from high speed broadband, using fibre to the premises and speeds of up to one gigabit per second;
- Make a substantial investment in maintaining and repairing the highways network;
- Improve connectivity and create more sustainable transport through projects such as the redevelopment of Severn Tunnel Junction station and push for the development of Magor Walkway station;
- Act on the findings of the recent Chepstow transport study report to improve traffic and travel movements in and around Chepstow and the surrounding area;
- Begin significant improvements to the active travel networks in Monmouth, Caldicot and Abergavenny to make it easier for people to walk and cycle in and around our towns.

A fair place where your family is safe

- Identify solutions to prevent homelessness and providing support for those who find themselves without a roof over their head;
- Progress the development of a new dementia friendly care home at Crick Road

A sustainable place where people care about each other

- Work with community groups to deliver the Magor with Undy Community Hub project; creating a new space for social, culture, leisure, sporting and other community activities

A place you are proud to call home

- Refurbish the Borough Theatre in Abergavenny ahead of a re-opening

Available capital resources

- 3.18 A capital strategy establishes a heightened responsibility to demonstrate that the core programme remains affordable and that existing assets are adequately maintained.
- 3.19 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of further prudential borrowing has been carefully assessed and refreshed in **appendix 9**.
- 3.20 The level of capital receipts anticipated over the next 4-year window has again not been increased significantly from those communicated during the previous year's budget process. The pragmatic reason for this is a threefold consideration that,
- The effect of Welsh Government's land categorization exercise and the implications of this being worked through.
 - The consequences of the proposed Replacement Local Development Plan and the subsequent Strategic (Regional) Development Plan on Authority owned land.
 - Members aspiration for the Council to have a role in housing development and centred around delivering affordable housing in the County. Commonly the effect of that would be a need to subsidise such delivery through a reduced land price. Cabinet received a

[report](#) in December 2020 that updated members on the Councils ambition to disrupt the local housing market through the construction of low cost homes by the Council.

3.21 The Council is intent to use the benefit of Welsh Government guidance that allows the Council to make flexible use of capital receipts to afford certain costs around service reform that would traditionally be regarded as revenue expenditure. As was the case for 2019/20, 2020/21 and the current financial year this has beneficially affected the revenue outturn position.

3.22 In addition to this, 2022/23 will see a further proposed use of capital receipts for this purpose of £442k, bringing the level of support to a figure of £2.65m and in supporting the draft revenue budget proposals. It is accepted that this is not a sustainable long term means by which to support the revenue budget but it is accepted as necessary for 2022/23. The current revenue MTFP is modelled on the level of support reducing considerably in 2023/24 onwards to £507k per annum.

3.23 The table below illustrates the balance on the useable capital receipts reserve over the period 2021/22 to 2025/26 taking into account current capital receipts forecasts provided by Landlord Services and revised balances drawn to finance the existing programme.

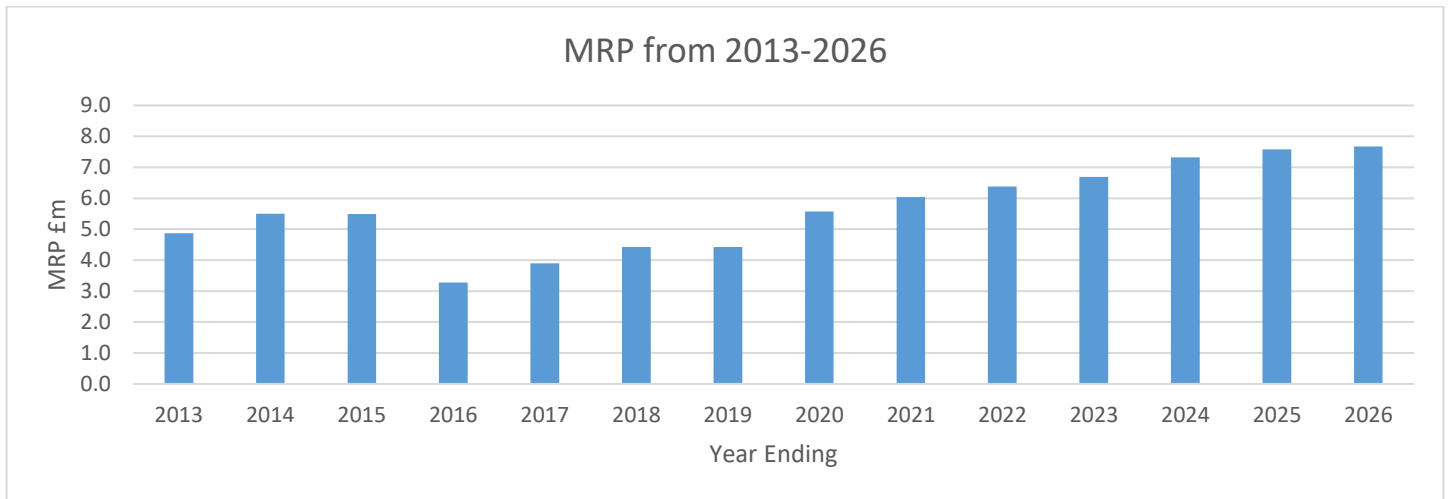
<u>GENERAL RECEIPTS</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	9,581	13,348	11,368	11,182	10,095
Less: capital receipts used for financing	(3,737)	(1,895)	(684)	(684)	(684)
Less: capital receipts used to support capitalisation directive	(2,208)	(2,650)	(507)	(507)	(507)
	3,636	8,803	10,177	9,991	8,904
Capital receipts Received	2,596	0	0	0	0
Capital receipts Forecast	7,115	2,565	1,004	104	104
Forecast Balance as at 31st March	13,348	11,368	11,182	10,095	9,008

3.24 The core capital programme does not generally include specific grant funded schemes as a consequence of such funding announcements and grant awards not being confirmed in time to feature in the forthcoming capital budget proposals. These are added to the capital programme during the year. Cabinet will receive in March alongside the final capital budget proposals confirmation of specific grant funded capital schemes. The final proposals will also contain an update on any early indications of additional capital funding from Welsh Government or any other funding bodies.

3.25 The prudential indicators appropriate to 2022/23 and highlighted in Appendix 9 to this report demonstrate:

- That for 2022/23 borrowing accounts for nearly 75% of the capital funding with internal Council resources (predominantly capital receipts) making up a further 13% with only 6% found from external sources. Years 2 to 4 of the programme show a greater proportion of funding coming from external resources, however this is primarily due to the overall level of expenditure incurred reducing.

- In terms of the mix of capital receipts usage versus borrowing, longer life assets (such as school building re-provision) are more suitable being funded from borrowing over their respective asset life rather than using capital receipts. Capital receipts are more suitable in affording short life capital assets expenditure, as this avoids proportionately higher Minimum Revenue Provision (MRP) costs affecting the revenue budget. This would introduce a trend of increasing capital receipts available to members to address short term priorities.
- However capital receipts have also increasingly been used in recent years to legitimately supplement the revenue budget, by way of use Welsh Government guidance relating to flexible use of capital receipts associated for costs of service reform.
- The continued use of capital receipts in this fashion, whilst necessary at the moment shouldn't be viewed as a long term way of supporting the Council's revenue budget and given their one-off nature meaning that capital receipts are neither available to address capital priorities or address the longer term capital pressures highlighted by service managers.
- Estimated gross debt levels compared against the capital financing requirement indicates around 14% headroom and that is reflective of "internal" borrowing where the Council is utilising its cash balances from reserves and working capital to avoid the need for additional external borrowing on a day to day basis. This is seen as the most cost effective treasury policy as it avoids entering into longer term borrowing at rates which are markedly higher than corresponding investment rates and would therefore mean incurring a significant "cost of carry" of any unspent and uncommitted borrowing sums.
- However the Council has recently taken advantage of a dip in longer term PWLB borrowing rates and secured an additional £20m of borrowing with an average duration of 48 years at historically low rates. This provides some longer term certainty in borrowing costs for the Council and reduces the risk of being overly exposed in the short term to interest rate risk. This approach continues to require careful monitoring and review, especially in a rising interest rate environment.
- The operational boundary for external debt acts a management tool for monitoring gross debt levels during the financial year and does not represent an absolute limit for gross borrowing unlike the Authorised limit which does act as the absolute limit for borrowing without further Council approval.
- The affordability of borrowing is considered by Members in setting an affordable and balanced annual budget. The prudential indicator showing the proportion of financing costs compared to the net revenue budget ensures that consideration is given to the impact of borrowing on the overall budget.
- The Council's annual borrowing costs are subsumed within the revenue budget, and members annually assess pressures, savings and priorities through their consideration of budget proposals. The most significant such cost is the minimum revenue provision, which is a proxy for principal repayments on borrowing secured. The following graph indicates a slightly rising trend in such costs for the next 4 years which is not unexpected given the commitment to borrowing for Band B considerations. Despite this the proportion of financing costs compared to net revenue budget remains broadly static throughout the MTFP window at just under 6%.



4. OPTIONS APPRAISAL:

- 4.1 The Capital and Asset Management Working Group have met to consider the core capital programme, the capital pressures and capital investment considerations leading to these draft proposals and the MTFP capital programme contained in this report and outlined in the appendices.

5. EVALUATION CRITERIA:

- 5.1 The means of assessing whether the final capital budget proposals 2022/23 have been successfully implemented is undertaken throughout the year via regular budget monitoring and periodic reports to Cabinet and then to Select committees for scrutiny.
- 5.2 The draft budget proposals will be subject to equal consideration as part of the consultation process that runs for a four-week period running until the 16th February 2021. Further information on the consultation process is provided as part of the draft revenue budget proposals being separately considered on this agenda.
- 5.3 Final budget proposals following consultation and receipt of the final settlement will go to the Cabinet meeting on 2nd March 2022 and approval of Council Tax and final budget proposals will then take place at Full council on 3rd March 2022.

6. REASONS:

- 6.1 To provide an opportunity for consultation on the draft capital budget proposals.

7. RESOURCE IMPLICATIONS:

- 7.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, the key issues that require further quantification and also the risks associated with not addressing the pressures outlined in Appendix 2.
- 7.2 Investment considerations for MonLife over the MTFP period are outlined in appendix 3 and would require separate member consideration.

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

- 8.1 Capital budgets which impact on individuals with protected characteristics, most notably disabled facilities grant and access for all budgets, are being maintained at their core levels.

- 8.2 The future generation and equality impact implications where maintenance budgets are allocated to individual schemes is a responsibility of operational management and where individual assessments are undertaken.
- 8.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital and Asset Management Working Group.

9. CONSULTEES:

Senior Leadership Team
All Cabinet Members

10. APPENDICES:

Appendix 1 – Draft capital bids proposed for funding in 2022/23
Appendix 2 – Capital MTFP backlog pressures
Appendix 3 – MonLife Investment Considerations
Appendix 4 – Approved Capital investment criteria
Appendix 5 – Capital budget summary programme 2022/23 to 2025/26
Appendix 6 – Forecast capital receipts 2021/22 to 2025/26
Appendix 7 – Capital receipts risk factors
Appendix 8 (exempt) – Forecast receipts
Appendix 9 – Prudential Indicators
Appendix 10 - Future Generations Evaluation

11. BACKGROUND PAPERS:

List of planned capital receipts: Exempt by virtue of s100 (D) of the Local Government Act 1972

12. AUTHOR:

Jonathan Davies – (Acting) Assistant Head of Finance (Deputy S151 Officer)

13. CONTACT DETAILS:

Tel: (01633) 644114
Email: jonathandavies2@monmouthshire.gov.uk

Appendix 1 – Draft capital bids proposed for funding in 2022/23

Ref	Scheme	Summary	Investment Criteria (see appx 4)	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
S1	Wye Bridge Chepstow	<p>Works into refining the assessment and investigation of potential load mitigation measures are currently underway. This will primarily involve material testing and the design of suitable traffic management measures which will involve limiting the amount of vehicles allowed on the bridge at any one time and reducing the weight limit from 7.5t to 3.0t.</p> <p>It is expected that additional Capital funds will be required in the 2022-23 financial year to implement the traffic management measures and undertake necessary crack repairs. It is also proposed to install permanent strain gauges and monitoring stations as part of the ongoing management of the structure.</p>	H&S, Legal, S2S, AMP, INF	188	375			563
S2	Wye bridge Monmouth & Flood Arches Remedial Works	<p>Long standing issues concerning the bridge abutments and scour action from the river flows. The adjacent flood relief structure also has a long standing issue where the downstream parapet has a noticeable lean over the majority of its length and the main arch ring is showing signs of separation.</p> <p>Recent flood events have escalated the need for the investigations in 22/23 and remedial works in 23/24 (the cost for which is estimated and will be fully informed by the findings of the investigations). Repairs to the flood arches are need to coincide with development of the Wye Active Travel bridge and associated connecting paths which is projected for construction in 23/24.</p>	H&S, Legal, S2S, AMP, INF	150	2,170			2,320

Ref	Scheme	Summary	Investment Criteria (see appx 4)	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
S3	Tintern Wireworks bridge	<p>The structure was assessed for pedestrian loading as per the requirement to the code of practice and 3T vehicular loading due its current access arrangement with the residence on the Gloucestershire side. The main girders were found to be working with inadequate safety factors under the pedestrian and 3T vehicular loading.</p> <p>After securing funding GCC commissioned Atkins to develop a refurbishment scheme which includes repairs to the piers, strengthening, deck replacement and vehicle containment and the associated assessment work to fully understand the manner in which some of these works can be undertaken. These works are now currently proposed to commence onsite in April/May 2022. As a jointly owned structure additional Capital monies are required as MCC's 50% contribution to the repairs.</p>	H&S, Legal, S2S, AMP, INF	800				800
S4	ICT Desktop replacement	<p>SRS have produced an asset replacement plan to identify IT equipment that will need replacing over the next 4 years.</p> <p>Desktop estate - planning is currently done on an estate of 1601 devices being used and is a number driven directly by MCC requirements. We typically advise partners to refresh their laptop / desktop estate every four years. When year five arrives, the devices really start to struggle and performance is hampered as we are starting to see now. Partners may choose a longer period of time to sweat these assets over which is not an issue, it is important to recognise we will continue to support them in year five but performance issues can be expected. Cost reflects replacement of 400 devices pa.</p>	Legal, AMP, INF	260	260	260	260	1,040

Ref	Scheme	Summary	Investment Criteria (see appx 4)	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
S4	Network Estate replacement	<p>PSBA capital work required as part of the data centre move requested by the Strategic Board at the January 2020 Board meeting. For MCC this is in relation to the PSBA configuration required in the new data centre location.</p> <p>Edge switch networking - MCC have 99 network edge switches and approx. 292 wireless access points across their corporate infrastructure. The end of life points of these switches, as set by the support available from Cisco for updates and patches has passed several years ago but there are still switches with an EOL at November 2021.</p> <p>The recommendation from the SRS (through working with the Estates team) is to replace key building infrastructure in 2021-22 financial year which equates to 47 edge switches and 155 Wireless Access Points. The cost of this is currently estimated at £183K in 21-22 and £116k in 22-23. Cisco pricing and delivery is incredibly volatile at the moment due to global supply chain issues and dollar rate fluctuations.</p>	Legal, AMP, INF	116	50	50	50	266
S4	SRS capital reserve contribution	<p>Cabinet report 07/10/2020 (SRS data hall move) - Identified that the capital equipment required has an expected life of between five and ten years, and it would be prudent for partners to build up a capital reserve to fund the future replacement to mitigate substantial Capital outlay. To cover the next 15 years of refresh the partners would need to allocate £397,000 to the capital reserve.</p> <p>The authority's share of this would be £61,000 per annum. It is proposed that this is incorporated into base capital MTFP such that adequate budget provision can be set aside for capital refresh of equipment and to avoid significant one-off pressures occurring at the end of equipment life cycle.</p>	Legal, AMP, INF	61	61	61	61	244

Ref	Scheme	Summary	Investment Criteria (see appx 4)	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
S4	Ransomware & security software	Additional budget to pay for cybercrime software that has been identified as being essential to continuing system security as per Cabinet report 6th November 2021 :- Ransomware £18k SIEM/SOC software £24k	Legal, AMP, INF	42	42	42	42	168
Page 51 S496	CCTV buses	Passenger Transport runs a fleet of minibuses and 10 coaches to deliver home to school transport, community transport and scheduled bus services. A small number of these vehicles have CCTV fitted within the vehicle which has enabled the service to use the recordings to review incidents following complaints or damage. The recordings can provide an objective account of what transpired and provide safeguarding for PTU staff and passengers.	H&S, S2S	200				200
		It is proposed that CCTV cameras are fitted in all PTU vehicles and the resulting data will be used to support investigations including accidents, complaints, and damage. Should the bid be successful tenders will be sought for a cloud based solution which will enable the footage to be instantly accessible if required.						
S6	Additional highways refurbishment	£500k capital investment per annum for four years to enable a number of small highway refurbishment schemes to be prioritised before the extent of repairs (and cost) increases. These small projects exceed emergency pothole filling repairs but are unlikely to reach to top of the resurfacing programme for many years. This fund will enable these locally problematic complaints to be addressed.	H&S, Legal, S2S, AMP, INF	500	500	500	500	2,000

Ref	Scheme	Summary	Investment Criteria (see appx 4)	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
S7	Ash dieback/Dangerous trees	<p>Ash dieback is prevalent across Monmouthshire and is of particular concern along the highway network and green open spaces. Ash is self-seeding and widespread in the county. It is important that the effects of ash dieback are planned for and managed, especially in safety-critical locations. The majority are located along the priority routes and will impact highway network infrastructure should they fail.</p> <p>As well as ash dieback MCC have a large amount of Victorian parks and street trees require identification, logging and may need additional maintenance.</p> <p>Long term management of established trees and woodland will have more positive impact on climate change and nature emergency than newly planted whips. The whips may take many years to establish before they provide the same levels of benefit of these mature trees.</p>	H&S, Legal	400	300	200	100	1,000
	Total			2,717	3,758	1,113	1,013	8,601

Appendix 2 – Backlog capital pressures presenting in the medium term

Ref	Capital Pressure	Forecast Pressure	Investment criteria (see appx 4)	Responsible Officer
P1	Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.	22,000,000	H&S, Legal, AMP	Deb Hill Howells
P2	Disabled adaptation works to public buildings required under disability discrimination legislation.	5,000,000	Legal	Deb Hill Howells
P3	School Traffic Management Improvements - based on works carried out on similar buildings.	450,000	H&S	Deb Hill Howells
P4	School fencing improvements	450,000	H&S	Deb Hill Howells
P5	Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals in incurred, possibly causing disruption to the education process.	150,000	H&S	Deb Hill Howells
P6	Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government The reduction and shortfall in revenue budgets over recent years for maintaining our highways and associated infrastructure has resulted in a concerning backlog and the need for a major injection of funding to address the situation. In order to halt the deterioration of MCC roads and footways, a minimum annual investment of £2.5M for each year over the next 3 years will be required. This is in addition to any specific grant funding from Welsh Government, which if awarded will be for the purpose of reducing the backlog and improving the overall condition of the highway network.	80,000,000	H&S, Legal, INF	Mark Hand/ Paul Keeble
P7	Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	1,200,000	Legal	Mark Hand/ Paul Keeble

Ref	Capital Pressure	Forecast Pressure	Investment criteria (see appx 4)	Responsible Officer
P8	<p>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips (Grant risk) - The following schemes have formed grant bids and if unsuccessful will present a pressure on the Authority.</p> <p>A4136 Staunton Road Stabilisation, Treehouse Redbrook Stabilisation, R35 Undy Flood Recovery, Old Mill Lane Llanvair Discoed, Pandy Mill Shirenewton Retaining Wall, A472 Usk Flood Wall Strengthening, Cymyoy Embankment, St Brides Brook,</p>	3,150,000	H&S, INF	Mark Hand/ Paul Keeble
Page 150	<p>Redbrook Road Rail structure remedial maintenance forecast to be due in 2024/25. Costs shared 50/50 with Gloucester.</p>	550,000	H&S, INF	Mark Hand/ Paul Keeble
150	<p>A4077 Gilwern Viaduct substandard structure. £2m to repair, £8m to replace - Timing depends on inspection results, however currently expected to present a pressure in 2023/24.</p>	2,000,000	H&S, INF	Mark Hand/ Paul Keeble
P11	<p>Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Llanoyo area especially for heavy vehicles. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and reprovisioning. Pressure currently expected in 2023/24.</p>	1,300,000	H&S, INF	Mark Hand/ Paul Keeble

Ref	Capital Pressure	Forecast Pressure	Investment criteria (see appx 4)	Responsible Officer
P12	Public Rights of Way to bring the network up to statutorily required, safe and more accessible standard and maintain this. Based on updating the assessment completed to inform the Rights of Way Improvement Plan, reflecting that the backlog of issues is growing. Includes signage, drainage and surfacing, stiles and gates and known bridge replacement need. This is as a provisional figure as surveys and assessments of bridges and structures are on-going. It excludes larger structures requiring bespoke solution and specific rights of way structural issues, such as works required on both the Wye Valley and Usk Valley Walks (300k), and any flood damage whose costs cannot be recovered from Welsh Government grant (70k+). [MonLife]	6,000,000	H&S, Legal, Corp, INF	Matthew Lewis
P13	Countryside access sites – to maintain countryside visitor and heritage sites to a safe standard includes stonework on scheduled ancient monuments, access works, river protection works, and repairs to car parks. Excludes Clydach Ironworks SAM restoration costs and further pressures as a result of the spread of ash dieback. [MonLife]	500,000	H&S, Legal, Corp, INF, Third	Matthew Lewis
P14	Clydach Ironworks – to comprehensively restore the Scheduled Ancient Monument from its “at risk” status and provide visitor access – further external grant being sought	2,500,000	H&S, Legal, Corp, INF, Third	Matthew Lewis
P15	Highways refurbishment and repairs (Grant risk) - to offset the end of the WG grant and to fund small schemes. Should the WG grant continue, this pressure can be reduced accordingly. 20/21 was the last confirmed year of the WG highways refurbishment grant amounting to £630k/yr, although it was paid in 21/22. There is no certainty that the grant will continue. Without this funding our progress on the evidence based programme will be limited, with the spend reduced from £1.93m to £1.3m.	630,000 pa	H&S, INF	Mark Hand/ Paul Keeble
P16	Church Road resurfacing (Grant risk) - Only required if grant funding is not secured for 2022/23 for Church Road phase 2.	150,000	INF	Mark Hand/ Paul Keeble

Appendix 3 - MonLife Investment Considerations in the medium term

Ref	Investment Consideration	Forecast Investment	Investment criteria (see appx 4)	Responsible Officer
I1	Gilwern Site – redevelopment of site, major refurbishments (part of CRF bid)	1,500,000	Corp,	Ian Saunders
I2	Monmouth Museum / Shire Hall / Museum Storage - Reconfiguration to create new cultural and heritage destination including redisplay of the Nelson collection and addressing museum collections storage; feasibility study completed part of Monmouth LUF bid and other grant funding being sought (heritage lottery / WG etc.)	3,500,000	Corp, Third, INF	Ian Saunders
I3	Caldicot Leisure Centre Redevelopment (Feasibility and cost certainty completed). Part of LUF bid	8,500,000	Corp	Ian Saunders
I4	Abergavenny Leisure Centre Phase 2 Redevelopment	10,000,000	Corp	Ian Saunders

Appendix 4 – Approved Capital investment criteria

Ref	Aspect	Indicative Rank
H&S	Health & safety works (life & limb works)	1
Legal	Legal & regulatory obligations	1
Rev	Allow a balanced revenue budget to be set, or a net deficit in revenue spending to be positively addressed	2
Corp	Deliver corporate plan priorities	2
Third	Attract significant 3 rd party or private match funding to the County	3
S2S	Spend to save transformational works (including flexible use of capital receipts)	3
INC	Spend to earn net income – rents, interest and dividends	3
Sust	Create sustainable income streams – business rates and council tax	3
AMP	Asset management plan outcomes	4
INF	Addresses major infrastructure investment	4

Appendix 5 - Indicative Capital budget 2022/23 to 2025/26

	Indicative Budget 2022/23	Indicative Budget 2023/24	Indicative Budget 2024/25	Indicative Budget 2025/26
Property Maintenance	1,653,357	1,653,357	1,653,357	1,653,357
Property Maintenance Fees 2020-21	236,194	236,194	236,194	236,194
Upgrade School Kitchens	39,725	39,725	39,725	39,725
Asset Management Schemes	1,929,276	1,929,276	1,929,276	1,929,276
ESR: Access for all	50,000	50,000	50,000	50,000
Abergavenny 3-19 School	13,631,287	0	0	0
School Development Schemes	13,681,287	50,000	50,000	50,000
Footway Reconstruction	190,453	190,453	190,453	190,453
Street Lighting Defect Column Programme	171,408	171,408	171,408	171,408
Reconstruction of bridges & retaining walls	449,041	449,041	449,041	449,041
Safety fence upgrades	76,181	76,181	76,181	76,181
Signing upgrades & disabled facilities	38,091	38,091	38,091	38,091
Flood Alleviation Schemes	386,427	386,427	386,427	386,427
Structural Repairs - PROW	38,091	38,091	38,091	38,091
Carriageway resurfacing	1,136,540	1,136,540	1,136,540	1,136,540
Road safety & trafficman programme	129,508	129,508	129,508	129,508
Highways OPS: Minor improvements	812,000	812,000	812,000	812,000
Infrastructure & Transport Schemes	3,427,740	3,427,740	3,427,740	3,427,740
Capital Region City Deal	330,400	602,900	730,200	730,200
Regeneration Schemes	330,400	602,900	730,200	730,200
County Farms Maintenance	300,773	300,773	300,773	300,773
County Farms Schemes	300,773	300,773	300,773	300,773
Disabled Facilities Grant	900,000	900,000	900,000	900,000
Access For All	250,000	250,000	250,000	250,000
Inclusion Schemes	1,150,000	1,150,000	1,150,000	1,150,000
SRS Data Hall Migration	203,000			
ICT Schemes	203,000	0	0	0
Vehicle Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Capitalisation Directive	2,649,500	507,500	507,500	507,500
Capitalisation Directive	2,649,500	507,500	507,500	507,500
County Farms Fixed Asset Disposal Costs	50,000	50,000	50,000	50,000
Area Management	20,000	20,000	20,000	20,000
Match funding for Grant supported schemes	1,000,000	1,000,000	1,000,000	1,000,000
Other Schemes	1,070,000	1,070,000	1,070,000	1,070,000
TOTAL EXPENDITURE	26,241,977	10,538,190	10,665,490	10,665,490
Supported Borrowing	(2,431,000)	(2,431,000)	(2,431,000)	(2,431,000)
Unsupported Borrowing (Specific) Capital Region City Deal	(330,400)	(602,900)	(730,200)	(730,200)
Unsupported Borrowing (Specific) - Abergavenny 3-19 School	(13,631,287)			
Unsupported Borrowing (Specific) - SRS Data Hall Migration	(203,000)			
Unsupported Borrowing (Specific) - Flood Alleviation	(375,000)	(375,000)	(375,000)	(375,000)
Unsupported Borrowing (Specific) - Match Funding	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Unsupported Borrowing (Unspecific) - Property Maintenance	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Unsupported (Prudential) Borrowing	(16,539,687)	(2,977,900)	(3,105,200)	(3,105,200)
General Capital Grant	(1,676,000)	(1,676,000)	(1,676,000)	(1,676,000)
Grants & Contributions	(1,676,000)	(1,676,000)	(1,676,000)	(1,676,000)
Reserve & Revenue Contributions	0	0	0	0
Capital Receipts (MCC) Highways OPS: Minor improvements	(333,790)	(333,790)	(333,790)	(333,790)
Capital Receipts (MCC) Fixed Asset disposal costs	(50,000)	(50,000)	(50,000)	(50,000)
Capital Receipts (MCC) Disabled Facilities Grants (Private)	(300,000)	(300,000)	(300,000)	(300,000)
Capital Receipts (MCC) Capitalisation Directive	(2,649,500)	(507,500)	(507,500)	(507,500)
Capital Receipts	(3,333,290)	(1,191,290)	(1,191,290)	(1,191,290)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(25,479,977)	(9,776,190)	(9,903,490)	(9,903,490)
(SURPLUS) / DEFICIT	762,000	762,000	762,000	762,000

Appendix 6 - Forecast Useable Capital Receipts

<u>General Receipts</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	9,581	13,348	11,368	11,182	10,095
Less: capital receipts used for financing	(3,737)	(1,895)	(684)	(684)	(684)
Less: capital receipts used to support capitalisation directive	(2,208)	(2,650)	(507)	(507)	(507)
	3,636	8,803	10,177	9,991	8,904
Capital receipts Received	2,596	0	0	0	0
Capital receipts Forecast	7,115	2,565	1,004	104	104
Forecast Balance as at 31st March	13,348	11,368	11,182	10,095	9,008

<u>Low cost home ownership and Homefinder receipts</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	182	252	252	252	252
LCHO receipts received	70	0	0	0	0
Less: capital receipts used for financing	0	0	0	0	0
	252	252	252	252	252
Capital receipts Received / Forecast	-	-	-	-	-
Balance as at 31st March	252	252	252	252	252

Appendix 7 - Capital Receipts Risk Factor

The analysis below provides a summary of the receipts and the respective risk factors associated with realising the receipt:

Capital Receipts Risk Factor	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
Education Receipts					
Low / completed	374	0	0	0	0
Medium	0	0	0	0	0
High	0	0	0	0	0
Total Education Receipts	374	0	0	0	0
County Farm Receipts					
Low / completed	0	0	0	0	0
Medium	0	0	0	0	0
High	0	200	0	0	0
Total County Farm Receipts	0	200	0	0	0
General Receipts					
Low / completed	2,834	611	100	100	100
Medium	0	1,250	0	0	0
High	0	0	0	0	0
Total General Receipts	2,834	1,861	100	100	100
Strategic Accommodation Review					
Low / completed	0	0	0	0	0
Medium	0	0	900	0	0
High	0	0	0	0	0
Total Strategic Accommodation Receipts	0	0	900	0	0
Dependent on Outcome of LDP					
Low / completed	0	0	0	0	0
Medium	6,500	500	0	0	0
High	0	0	0	0	0
Total LDP Receipts	6,500	500	0	0	0
TOTALS					
Low / completed	3,208	611	100	100	100
Medium	6,500	1,750	900	0	0
High	0	200	0	0	0
Total Capital Receipts Forecasted to be Received in Year	9,708	2,561	1,000	100	100

Risk Factor key:

- High** - External factors affecting the potential sale that are out of Authority control
Medium - Possible risk elements attached but within Authority ability to control
Low - No major complications are foreseen for the transaction

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By virtue of paragraph(s) 12 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix 9 - Draft prudential indicators

Capital Expenditure £m	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
Capital Fund Services	84.2	24.7	9.0	9.2	9.2
TOTAL	84.2	24.7	9.0	9.2	9.2

Capital Financing £m	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
External Sources (Grants & S106 Contributions)	43.3	1.7	1.7	1.7	1.7
Own Resources (Capital receipt and reserves)	7.4	4.0	1.9	2.0	2.0
Borrowing & other Debt	33.6	19.0	5.4	5.5	5.5
Total	84.2	24.7	9.0	9.2	9.2

Gross Debt Forecast compared to CFR £m	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Debt (Inc. PFI, leases, right of use assets)	165.5	182.5	183.3	185.8	189.1
Capital Financing Requirement (Total)	192.5	228.7	226.8	224.7	222.6

<u>Authorised & Operational Borrowing Limits</u>	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Authorised limit - borrowing	246.5	264.8	263.1	262.1	261.1
Operational boundary - PFI, leases & right of use assets	4.4	4.4	4.4	4.4	4.4
Authorised Limit - total external debt	250.9	269.2	267.5	266.5	265.5
Operational Boundary - borrowing	216.3	234.6	232.9	231.9	230.9
Operational Boundary - PFI, leases & right of use assets	2.9	2.9	2.9	2.9	2.9
Operational Boundary - total external debt	219.2	237.5	235.8	234.8	233.8

Proportion of Financing Costs to net revenue stream	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Interest £m	3.7	4.2	4.2	4.2	4.6
MRP £m	6.4	6.7	7.3	7.6	7.7
Total Financing costs £m	10.1	10.9	11.6	11.8	12.3
Net Revenue Stream (£m)	171.5	185.9	196.1	204.1	212.5
Proportion of net revenue stream %	5.91%	5.87%	5.89%	5.78%	5.78%

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Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

<p>Name of the Officer completing the evaluation Jonathan Davies Phone no:01633 644114 E-mail: jonathandavies2@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To allow the draft capital budget proposals for 2022/23 to be released for consultation</p>
<p>Name of Service area Whole Authority</p>	<p>Date 10th January 2022</p>

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

Page 213

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Schools reprovion is likely to provide an Abergavenny area benefit for 3-19 year olds	None	
Disability	DDA and DFG budgets have been maintained at current levels	None	
Gender reassignment	None	None	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	None	None	
Pregnancy or maternity	None	None	
Race	None	None	
Religion or Belief	None	None	
Sex	None	None	
Sexual Orientation	None	None	

Page 214

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions. This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	The core budgets for DDA work and DFGs budget provision has been maintained at current levels.		

3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p><i>1. We would like to know your views on the effects that the proposals would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English. What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?</i></p> <p><i>2. Please also explain how you believe the proposals could be improved so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language?</i></p>		
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p><i>If you are advertising new posts you must carefully consider whether these roles require the ability to communicate through Welsh and English (either desirable or essential). This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also we need to consider additional training when appointing staff that have existing Welsh language skills.</i></p>		
<p>Service delivery</p>	<p>When advertising our services you must promote the fact that people can deal with the council in Welsh by phone, email, twitter,</p>		

Use of Welsh language in service delivery	facebook, letters, forms, website transactions etc		
Promoting use of the language			


4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Investment in the wider Cardiff Capital Region City deal looks to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood		
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Investment in Future schools provides a key community facility to help promote this goal.	
A globally responsible Wales Taking account of impact on global well-being when considering local		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The core budgets for DDA work and DFGs budget provision has been maintained at current levels.	

Page 2 of 8

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>Building Future schools will benefit children and communities for future generations</p>	<p>The capital MTFP provides members with prudential indicators to assist their understanding of the medium to longer term consequences</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The funding aspects of capital programme are drawn from a variety of partners e.g. Welsh Government, Health Board, Private developers section106 resourcing etc.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Investment in property and infrastructure assets maintains their condition and prevents future issues or non compliance with legislation</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>.Investment in Future Schools will positively impact on the teaching and learning environment</p>	

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding is taken into account in the design of the new schools	<i>.Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect</i>	
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		

Page 22

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

Previously determined policy in respect of the priority of investing in future schools. There have been no major changes to the proposals presented here.

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

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at core levels. The investment in future schools is expected to have a benefit for children and communities for future generations.

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

What are you going to do	When are you going to do it?	Who is responsible
Review the budget consultation results in order to provide a final report for member agreement	March 2022	Jonathan Davies

Page 22

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>		

SUBJECT: USK (& WOODSIDE) IMPROVEMENT MASTER PLAN

MEETING: CABINET

DATE: 19th January 2022

DIVISION/WARDS AFFECTED: USK & LLANBADOC

1. PURPOSE:

- 1.1 To formally receive and adopt the Usk (& Woodside) Improvement Masterplan (appendix 1).

2. RECOMMENDATIONS:

- 2.1 That the draft Usk (& Woodside) Improvement Masterplan (attached) be approved, and that the action plan be subsequently amended by the Steering Group as appropriate.
- 2.2 That the process to deliver the Action Plan set out in the Next Steps section (page 114) is approved, subject to the amendment that the Partnership Group recommendation is not taken forward (see paragraph 3.7).
- 2.3 That a Steering Committee is established and that the Steering Committee agrees a terms of reference, including the ability to revise and amend the Action Plan.
- 2.4 That the Chief Officer for Enterprise and the relevant Cabinet members be regularly briefed on the actions of the Steering group and refinement of the Action Plan.
- 2.5 To facilitate early occupation, that options for the use of the vacant HWRC site In Maryport Street car park be developed and implemented in advance of the wider masterplan action plan revision and any such proposals be approved by the deputy chief executive in consultation with the relevant cabinet member

3. KEY ISSUES:

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

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

3.4 The key areas for change include:

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

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

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

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

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

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

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

5.0 OPTIONS APPRAISAL

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

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

6.0 EVALUATION CRITERIA

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

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

7.0 REASONS:

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

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

- 7.2 A recommendation has been added to the report since the E&D select committee to allow early progress to be made regarding the future use of the HWRC site in Maryport Street. Usk TC has submitted a proposal that the site be used for a market. The feasibility of this is being investigated by officers in conjunction with Usk TC but if the option is considered viable then a temporary agreement will be drafted and agreed. Any such agreement will be temporary in order that it would not frustrate any longer term plans for the site that the Steering Group might develop in the future.

8.0 RESOURCE IMPLICATIONS:

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

9.0 CONSULTEES:

Cabinet Member for Economy

Cabinet Member for Infrastructure and Neighbourhood Services

Enterprise DMT

Usk Masterplan joint working group

Economy and Development Select Committee

The report and the action plan was considered by the Economy and Development Select Committee on 8th December 2021. A full discussion took place on the report and the Committee endorsed the plan and asked that it be considered by the Cabinet. The Select Committee will consider progress on delivering the action plan in due course

Through the consultation exercise, it has been highlighted that there are few references within the report to disability and equality needs. This does not preclude the plan being adopted but this comment will be highlighted to the Steering Group when established in order that it might be given due consideration as delivery of the various elements of the action plan are developed'

10.0 BACKGROUND PAPERS:

Usk (& Woodside) Improvement Master Plan

11.0 AUTHOR: Jane Lee, Project Manager Regeneration & Placemaking

12.0 CONTACT DETAILS:

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ARUP

Final Report March 2020

Usk (& Woodside) Improvement Master Plan

USK TOWN COUNCIL | MONMOUTHSHIRE COUNTY COUNCIL



ARUP

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

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

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

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

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Contents

1.	INTRODUCTION	4
1.1	The plan for change	4
1.2	Executive summary	6
2.	THE WIDER PICTURE	8
2.1	‘Cathedral thinking’ and a Climate Emergency	8
2.2	Drivers of Change	10
2.3	The big challenges	14
2.4	Usk today - Socio-economic overview	16
2.5	Usk today - ‘High Street’ overview	18
2.6	The events calendar	20
3.	SHAPING THE PLAN	22
3.1	The community view	22
3.2	Stakeholder engagement	24
3.3	Planning and environment	26
3.4	National and Local Planning Policy	28
4.	ISSUES AND OPPORTUNITIES	30
4.1	Issues and opportunities summary	30
4.2	The four cross-cutting themes	32
4.3	Botanics and environment	34
4.4	Business - Proudly independent	40
4.5	Reclaiming our streets and public spaces	44
4.6	Action for future generations	48
5.	DIRECTING CHANGE	50
5.1	Objectives	50
6.	THE IMPROVEMENT PLAN	54
6.1	The Plan	54
6.2	The Plan - physical change	56
6.3	Bridge Street - A Place	58
6.4	Walking and cycling	70
6.5	Public transport	72
6.6	Parking	74
6.7	Twyn Square - Usk’s renewed public space	78
6.8	Usk Island and the river corridor	82
6.9	Community Solar	86
6.10	Supporting local business	88
6.11	Affordable homes	94
6.12	Supporting local business - events	96
6.13	Digital infrastructure	98
6.14	The action plan	100
6.15	Next steps	114

1. INTRODUCTION

1.1 The plan for change

PURPOSE OF THIS DOCUMENT

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

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

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

28%

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

2nd

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

UK Competitiveness Index 2019

2,800

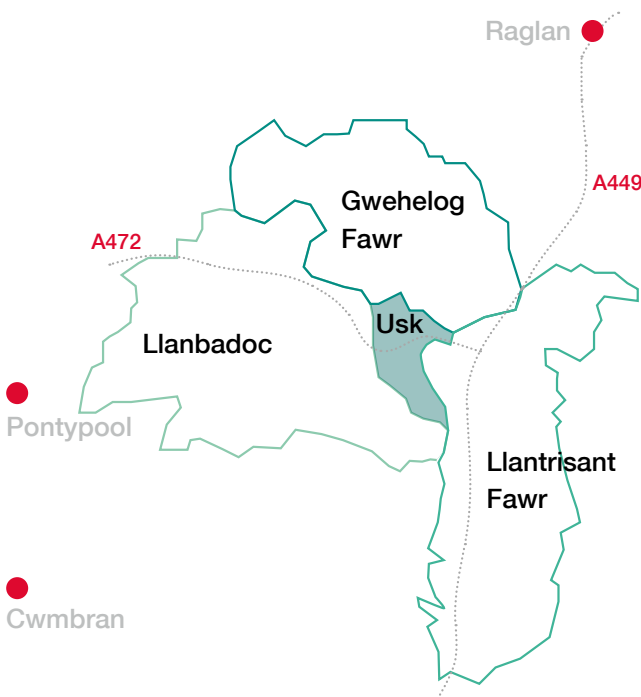
Usk population

2011 Census data

8,000

Catchment population for Usk Town Centre

MCC 2017 Retail Background Paper



1. COMMUNITY BOUNDARIES

Usk and its adjoining communities



2. LOCATION

Usk and its rural setting

1.2 Executive summary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2. THE WIDER PICTURE

2.1 ‘Cathedral thinking’ and a Climate Emergency

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

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

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

Global

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

National

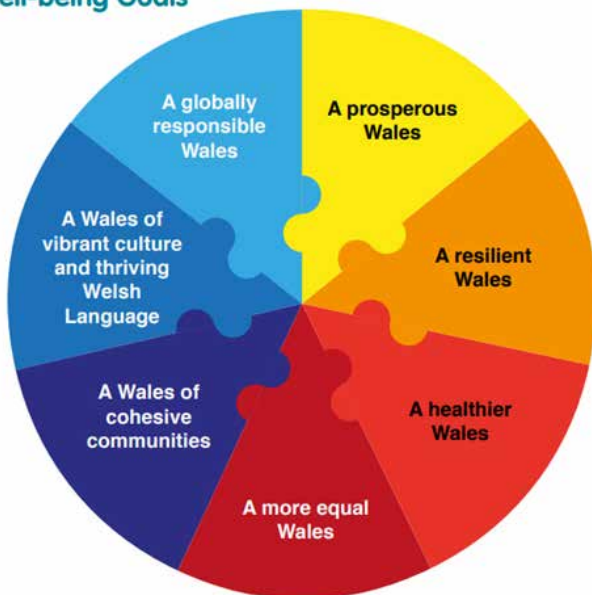
The Well-being of Future Generations Act (Wales) offers a radically different way of approaching development and change. The Act enshrines in law the need to consider the impact of our decisions on future generations. This can be thought of as ‘**Cathedral thinking**’ a reference to the altruism shown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

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

SUSTAINABLE DEVELOPMENT GOALS



Well-being Goals



5 Ways of working

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

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

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

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

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

2.2 Drivers of Change

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

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

Demographics

1.5 million

People living in the Cardiff Capital Region

www.cardiffpartnership.co.uk

20%

Population growth forecast 2017-2037

www.cardiffpartnership.co.uk

30%

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

Experian data

-14%

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

Experian data

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

Climate change

Net Zero

Reduction in greenhouse gas emissions by 2050 in Wales

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

2019

Welsh Government and MCC declare a climate emergency

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

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

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

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

Health & well-being

60%

Welsh population overweight or obese

National Survey Wales 2018

50%

Population gaining the advised level of exercise

National Survey Wales 2018

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

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

The High Street & the digital challenge

17%

Growth in internet sales as a percentage of total retail sales

Office of National Statistics Nov 2006-May 2019

-10%

Change in number of high street business in Wales

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

Tourism

10%

Increase in tourist visits (2007-2018) in Monmouthshire

STEAM trend report 2007-2018

'The heritage county of Wales'

MCC LDP

£219 million

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

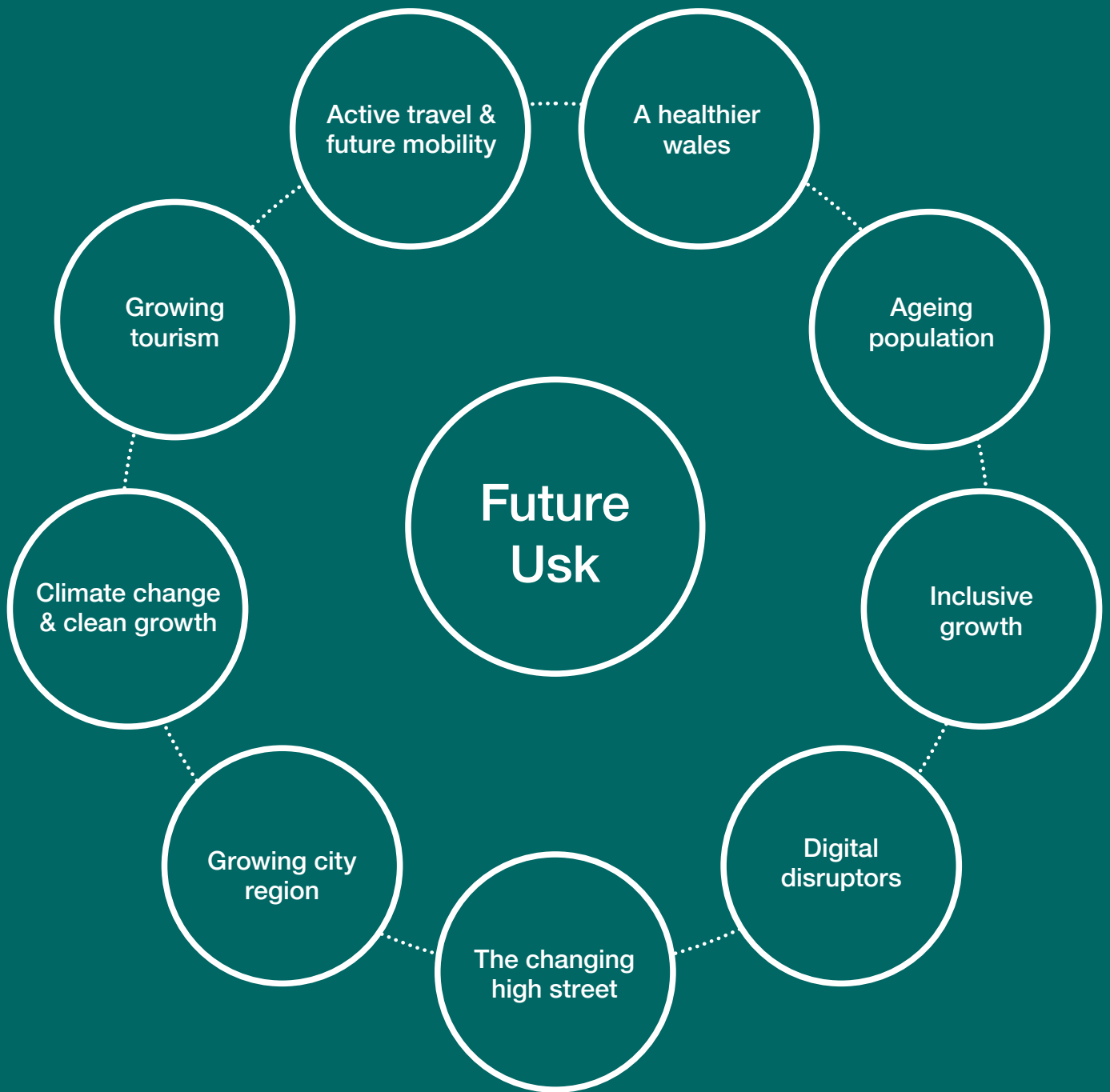
STEAM Tourism Economic Impacts 2018 Year in Review (Monmouthshire)



2.3 The big challenges

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

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



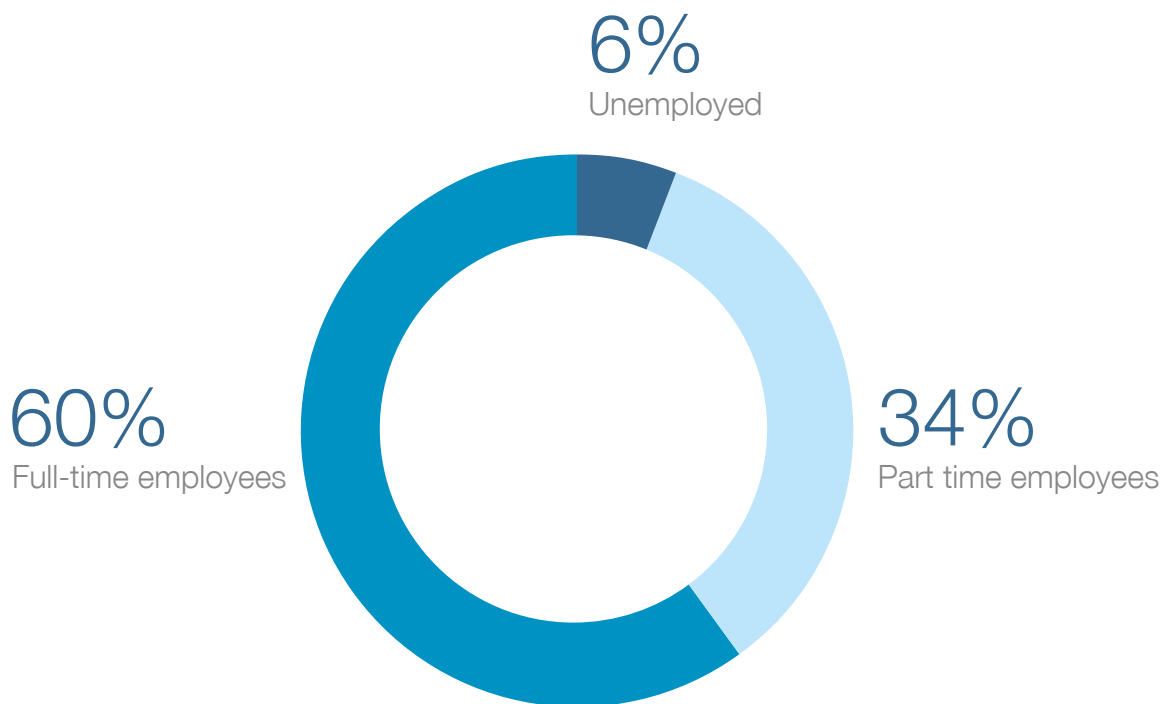
3. BIG CHALLENGES

The key drivers which will influence Usk

2.4 Usk today - Socio-economic overview

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

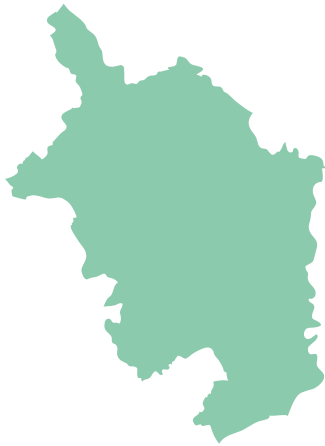
Whilst the general absence of socio-economic deprivation is welcome within Usk itself, house prices are more than double the Welsh national average. This lack of affordability, particular for younger local people is likely to lead to displacement to surrounding areas where property prices are lower.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



4. USK EMPLOYMENT

Percentage of adult population by category

Source: Experian data



£47,592

Mean income - Usk

14%

£43,640

Mean income - Monmouthshire

16%

£33,651

Mean income - Wales

26%

5. **INCOME DATA**

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

Source: Experian data

Usk

Monmouthshire

Wales

UK



£380,000



£284,835



£160,000



£227,000

6. **AVERAGE HOUSE PRICES**

Source: Rightmove.co.uk August 2019

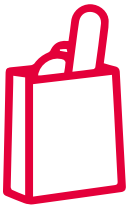
2.5 Usk today - 'High Street' overview

A TRANSITIONING TOWN

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

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

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



84%

Do their main food shopping outside of Usk



Most

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



48%

Visit Cineworld, Newport for the cinema

0.5%

Vacancy rate

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

76%

of people want more retail
(Future Usk Survey)

8%

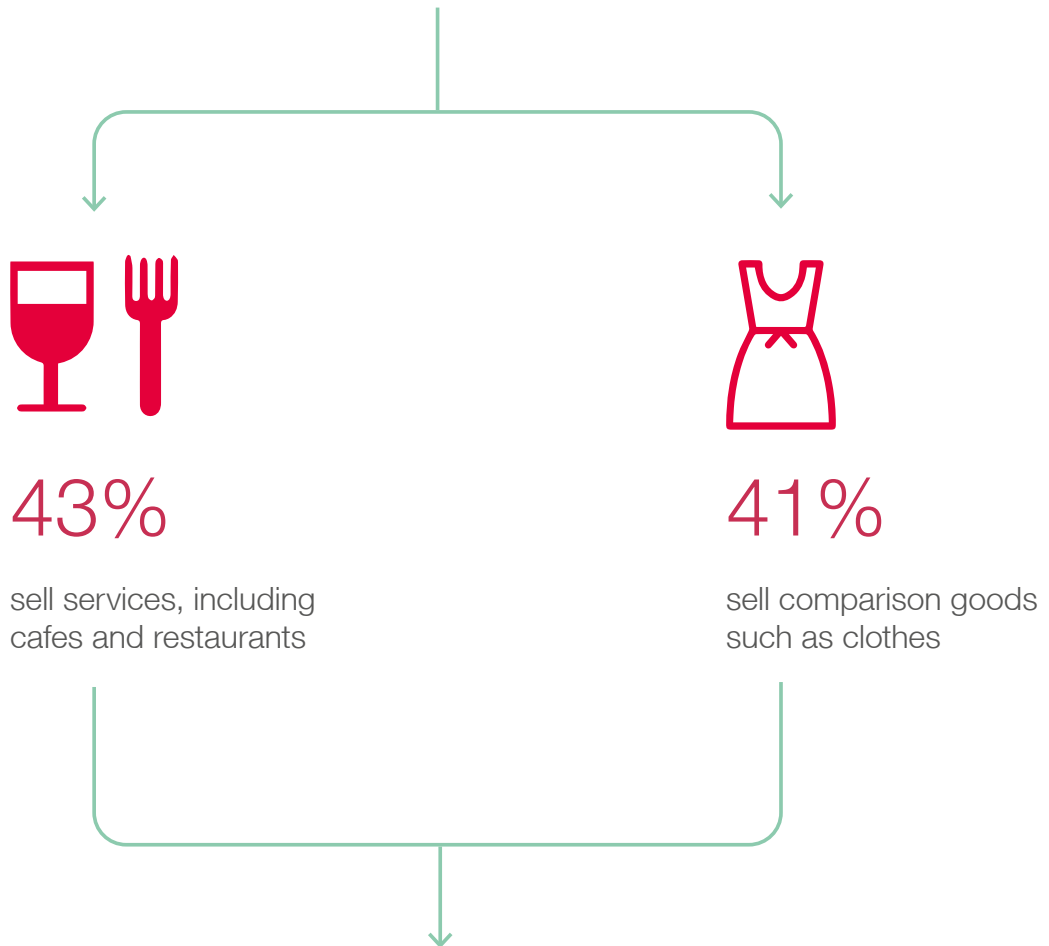
Visit a cinema within Monmouthshire

7. RETAIL HABITS

Beaufort research report
Future Usk Survey, Usk Town Council 2018

95%

of shops are independent



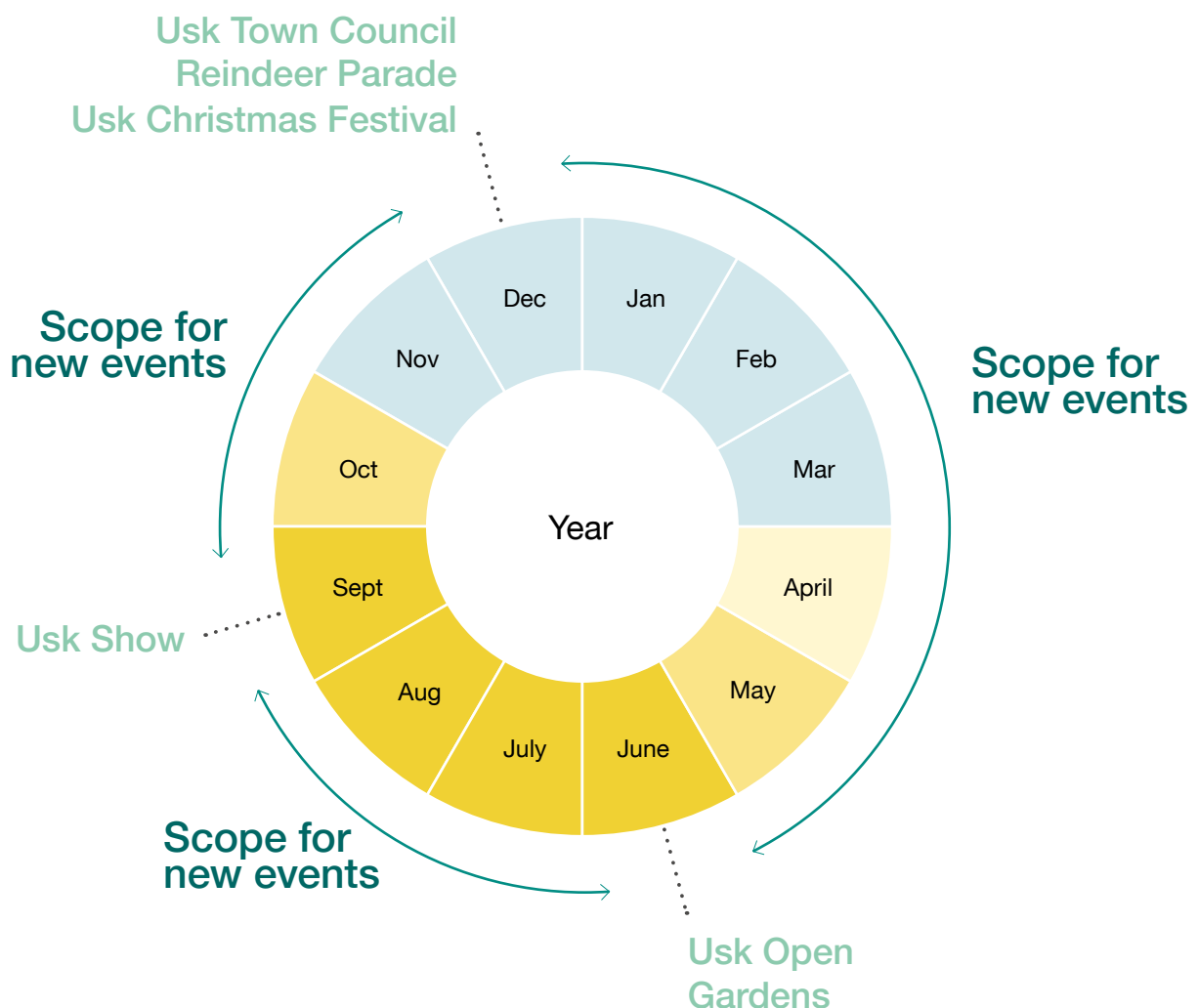
Suggests an experiential and social function

2.6 The events calendar

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

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

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





9. USK STREET PARTY

August Bank Holiday street party 2019

3. SHAPING THE PLAN

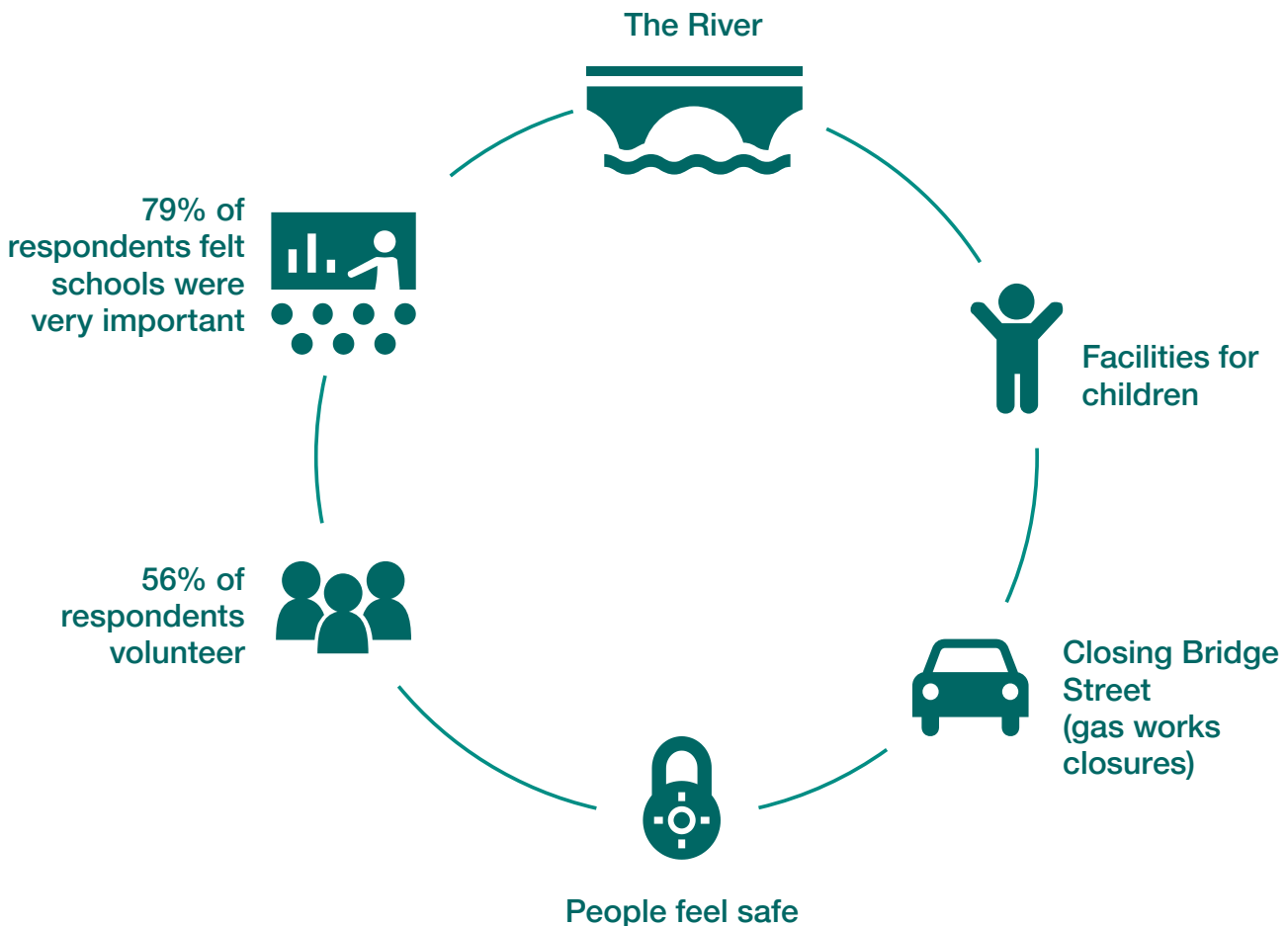
3.1 The community view

FUTURE USK SURVEY

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

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

What is important and what works well?



Where can we improve?



Viability of new businesses



Regenerate Bridge Street



Catering for younger people



Improved events



Environmental issues associated with traffic



Improve parking



Affordable housing



Need more local services/amenities/retail

3.2 Stakeholder engagement

STAKEHOLDER FEEDBACK

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

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

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

Issues & concerns



Business rates are proving prohibitive.



Maintaining adequate parking.



Need more local services, amenities & retail.



Maintaining access for agricultural and commercial vehicles through Usk.



Parking and speed enforcement is critical.



Need to consider strategies for the young, especially teenagers.

Opportunities



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



Electric car charging points



An active travel hub in Twyn Square



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



Consider using land adjacent to the prison for additional parking.



Could Usk become a specialist wedding town?



An active travel connection over the River Usk.



Provide safe routes to school.

3.3 Planning and environment

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

THE RIVER USK

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

RESTRICTED GROWTH

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

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

A DEFINED SHOPPING AREA

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

AIR QUALITY MANAGEMENT ZONE

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

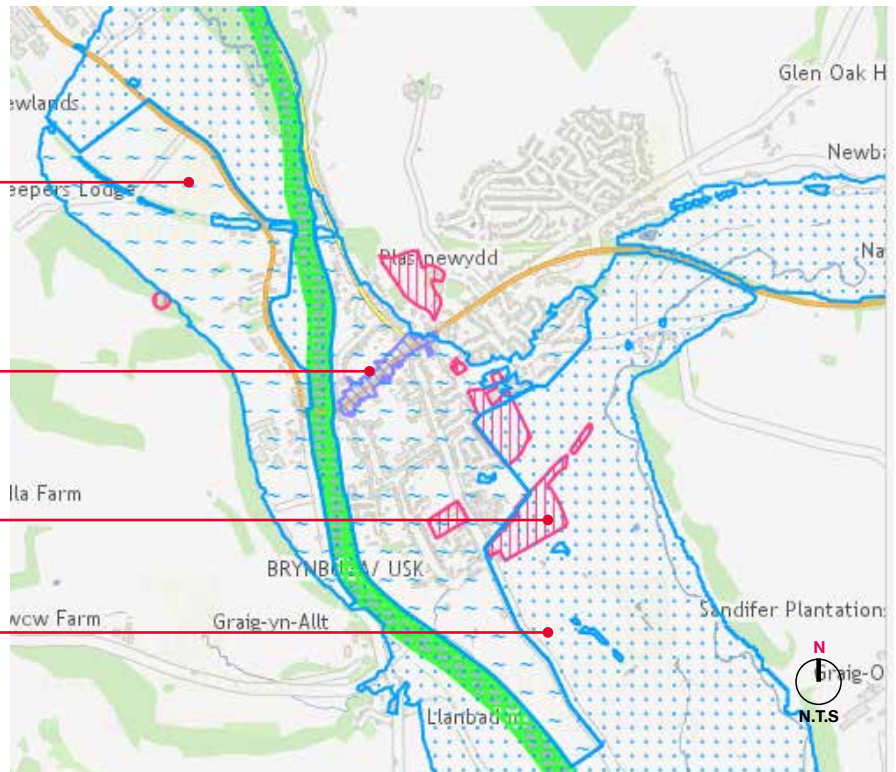
Whilst the 2018 monitoring report indicates that the level of NO₂ had decreased to the lowest level since 2007, air quality remains a concern. An integrated strategy to reduce car usage is included within the Air Quality Management Action Plan which is coordinated by the Usk Air Quality Steering Group.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

TAN 15 Development and Flood Risk C1 Area

Air Quality Management Area

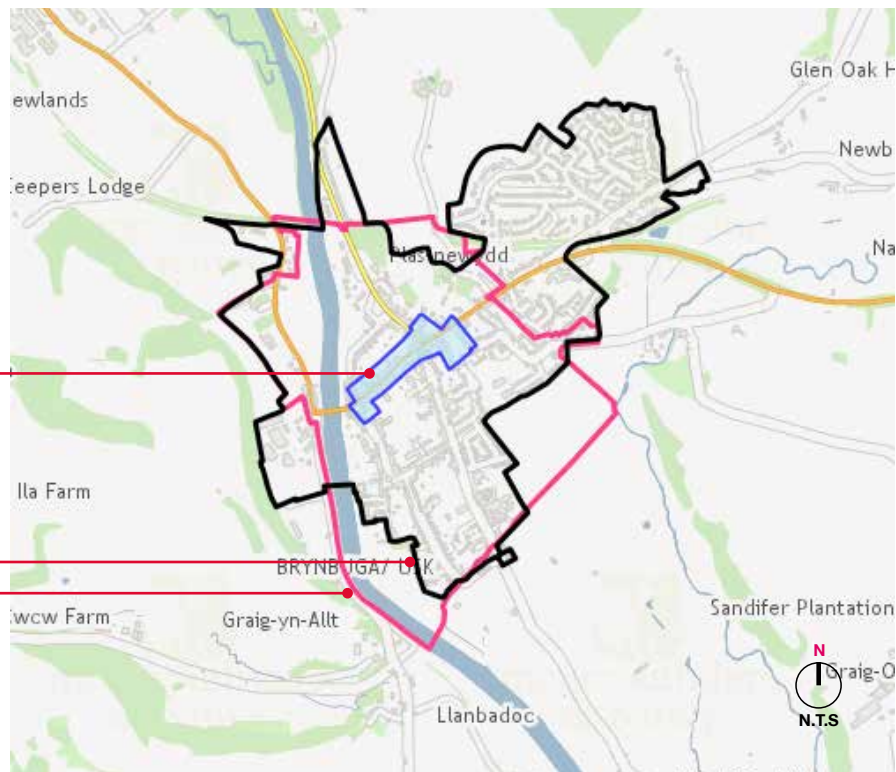
Scheduled Ancient Monuments

TAN 15 Development and Flood Risk C2 Area



Central Shopping Area boundary

LDP development boundary
Conservation Area boundary



10. CONSTRAINT MAPS

Extracted from Monmouthshire LDP interactive map.

3.4 National and Local Planning Policy

PLANNING POLICY WALES 10 (PPW10)

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

Key planning principles that should guide development proposals include:

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

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

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

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

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

VISION MONMOUTHSHIRE 2040: ECONOMIC GROWTH AND AMBITION STATEMENT

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

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

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

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



4. ISSUES AND OPPORTUNITIES

4.1 Issues and opportunities summary

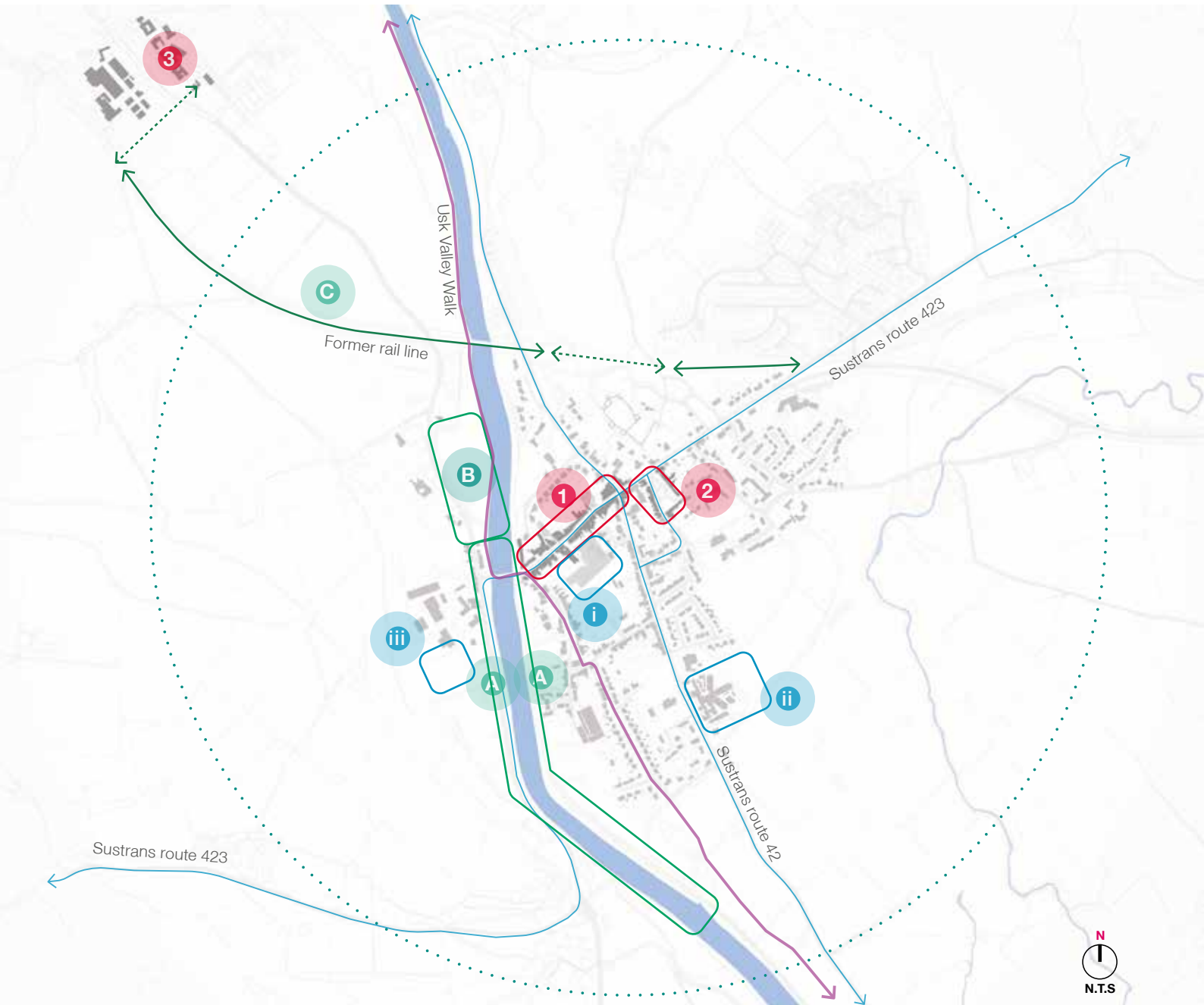
A number of core issues and opportunities have emerged following the consultation process and the evaluation of relevant guidance, policy and legal framework. An invaluable range of suggestions and recommendations were received from stakeholders and the public.

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

ISSUES

OPPORTUNITIES

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



11. ISSUES & OPPORTUNITIES

Summary plan of the town wide issues and opportunities

4.2 The four cross-cutting themes

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

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

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

1

Botanics and environment

2

Business; Proudly independent

3

*Reclaiming our streets and
spaces*

4

Action for future generations

4.3 Botanics and environment

EVOLVING AN ESTABLISHED THEME

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

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

EXPANDING USK IN BLOOM

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

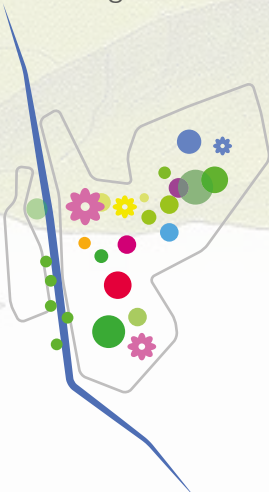
ENHANCED PUBLIC SPACES

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

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

THE CURRENT TOWN

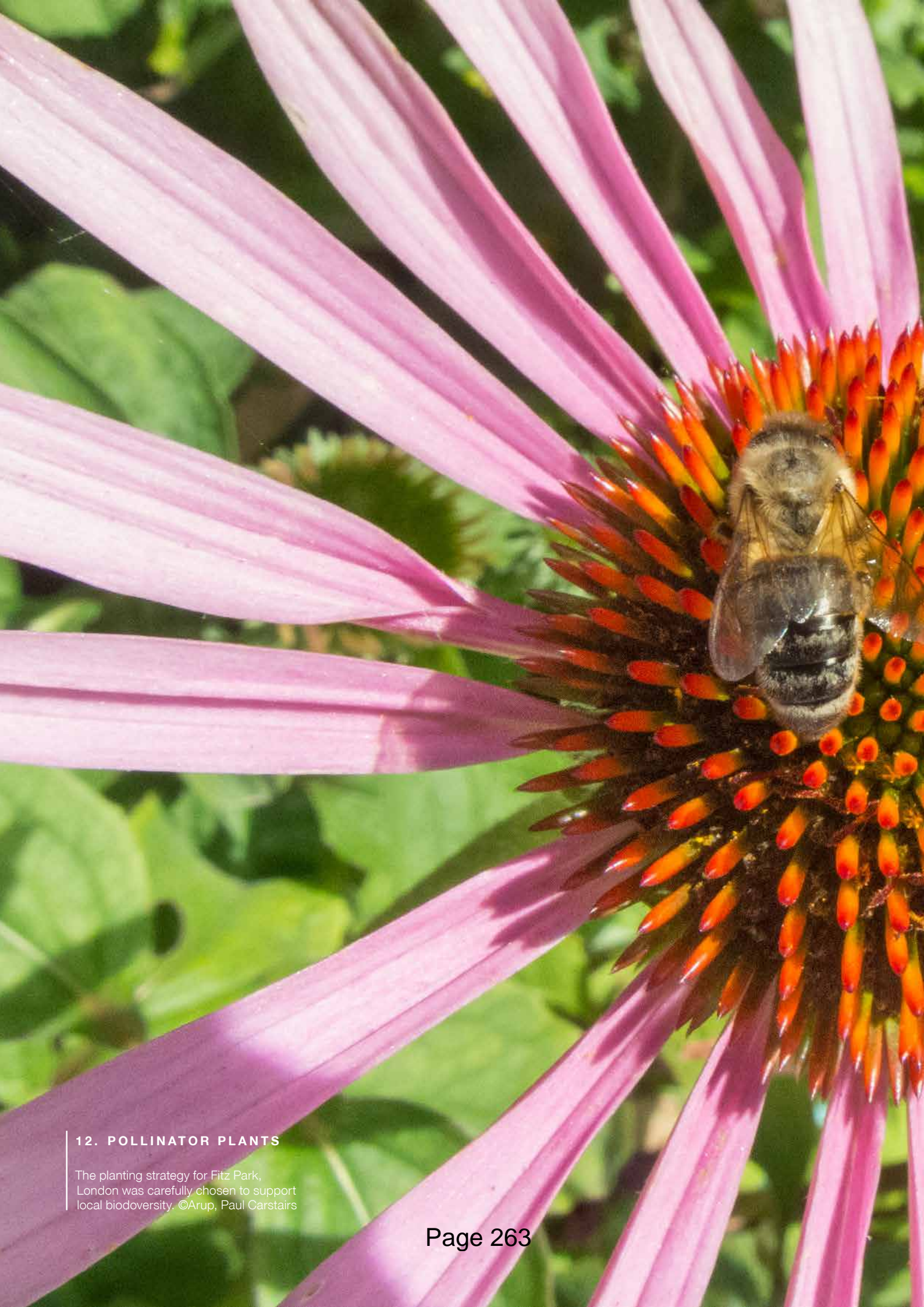
Award winning initiative



ENHANCED PUBLIC SPACES

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





12. POLLINATOR PLANTS

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



THE FUTURE RELATIONSHIP BETWEEN TOWN AND COUNTRY

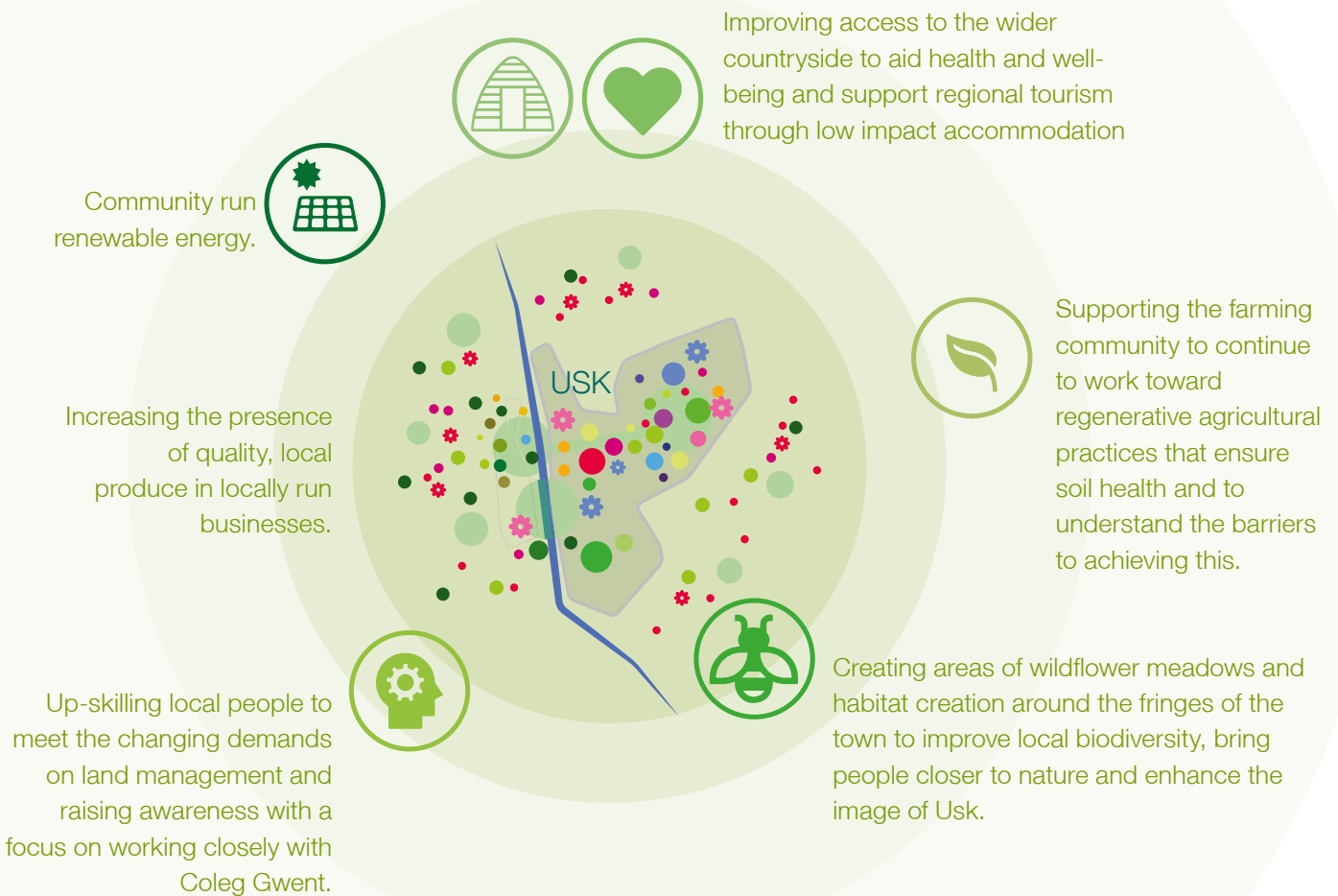
Some of the challenges facing Usk such as poor air quality along Bridge Street are known. In these instances, clear strategies can be created to mitigate and improve the problem. In contrast, the relationship of the town with the wider agricultural community and economy are far more complex and beset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

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

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

THE WIDER LANDSCAPE

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



13. THE WIDER LANDSCAPE

Post-Brexit agriculture and a coordinated strategy with Coleg Gwent

FIELD TO FORK & THE FOOD CAPITAL OF WALES

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

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

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

14. A NEW FOOD CYCLE

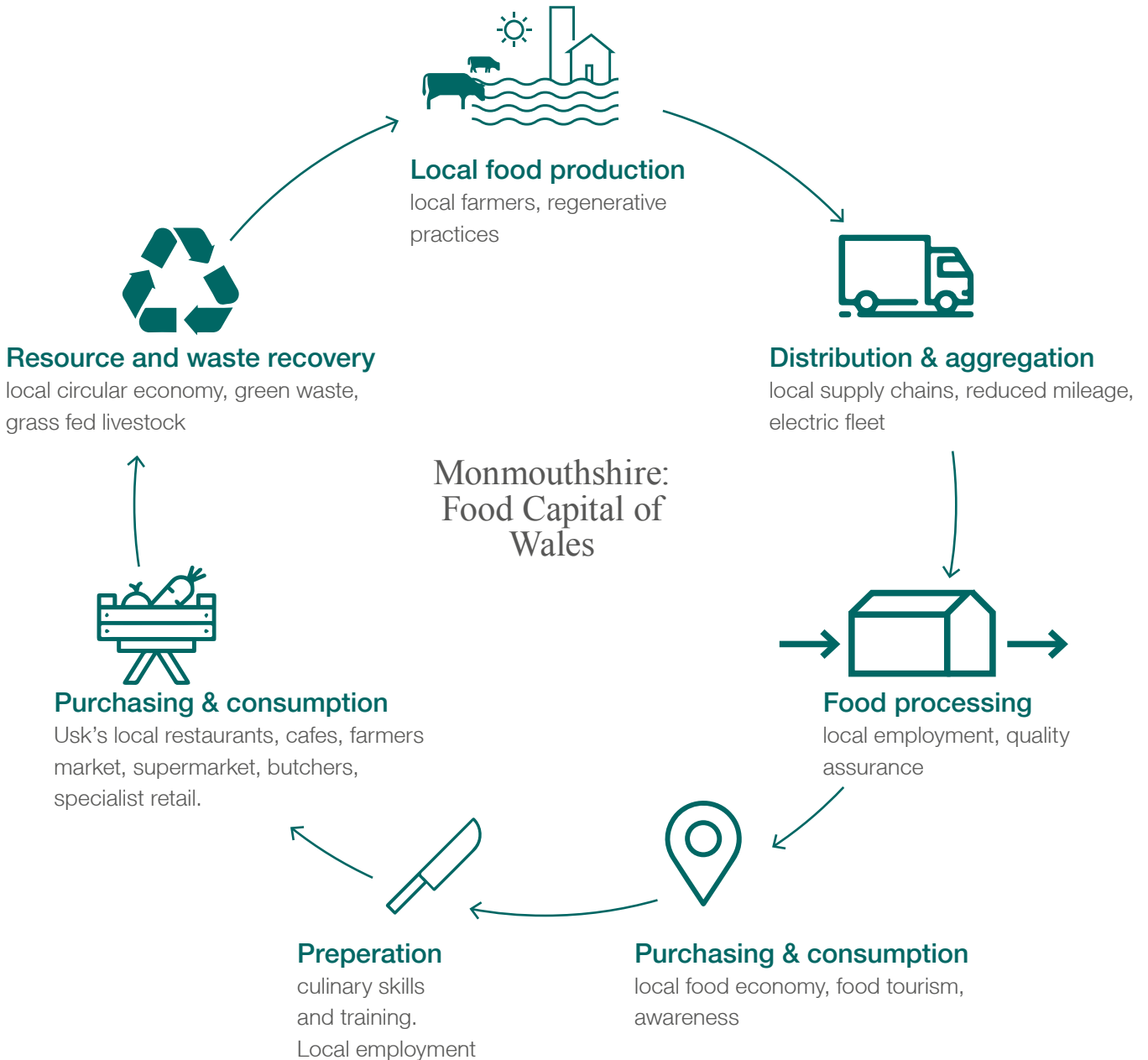
(Overleaf) How a circular economy of food production and consumption can benefit the town and respond to global challenges such as climate change.

Social influences

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

Political influences

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



Economic influences

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

Contextual/environmental influences

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

4.4 Business - Proudly independent

POSITIONING USK

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

MORE THAN RETAIL

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

FOUR TOWN TYPES

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

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

Comparison Shopping town (e.g. Carmarthen)

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

Speciality Town (e.g. Crickhowell)

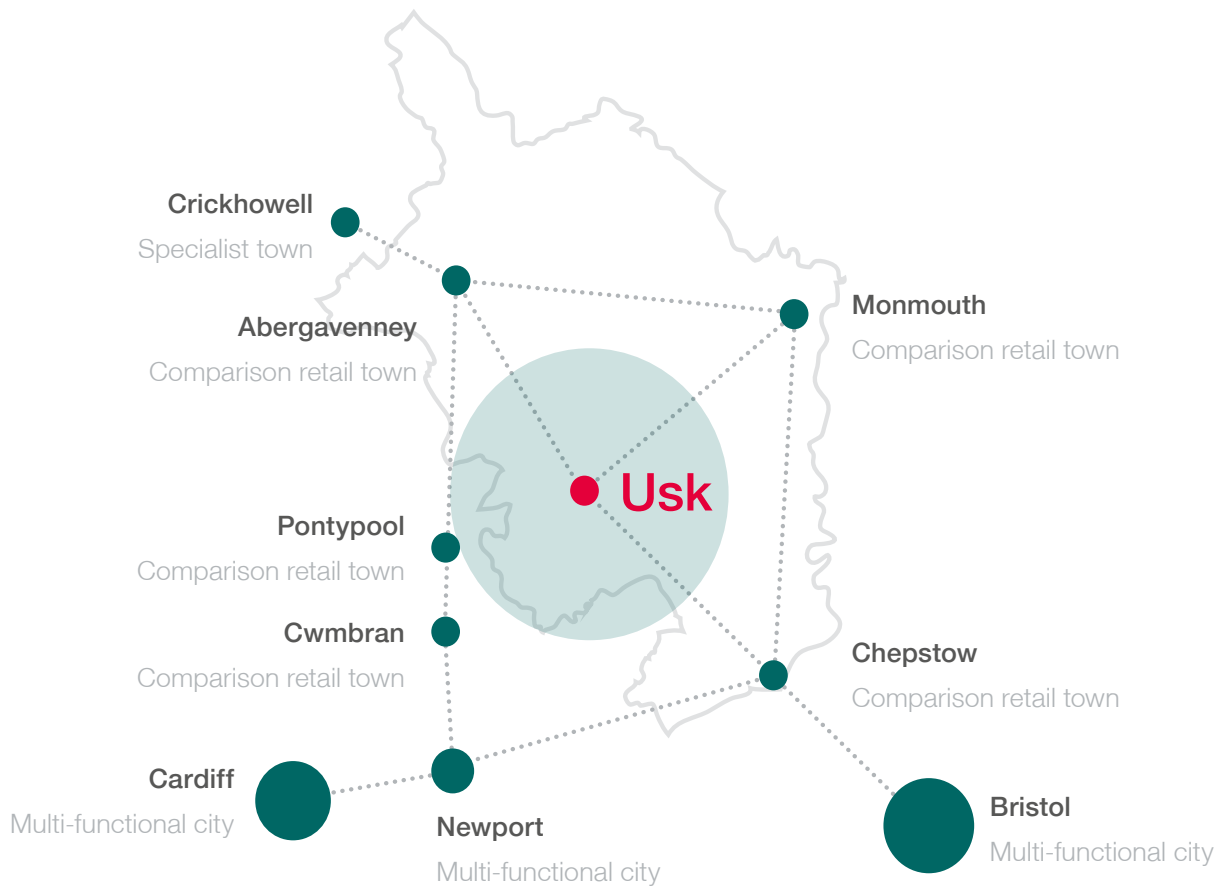
- Offer something unique or distinctive;
- Anchored more by historic or cultural assets rather than retail;
- Draw local residents and visitors over the course of the year;
- Organised to protect and promote their identity.

Multifunctional centre (e.g Cardiff)

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

Holiday town (e.g. Tenby)

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



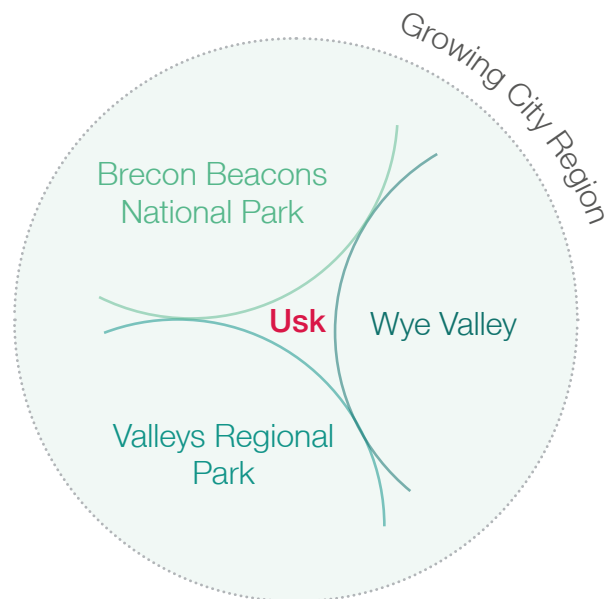
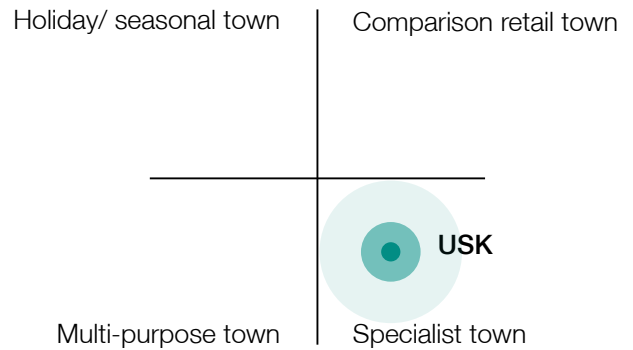
15. A MOSAIC OF TOWNS

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

AN INDEPENDENT, SPECIALIST TOWN

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

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



16. STRATEGIC POSITION

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



17. A LOCAL ECONOMY

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

Local entrepreneurs
& place champions



Local premises &
historic character

Local produce,
locally sourced



4.5 Reclaiming our streets and public spaces

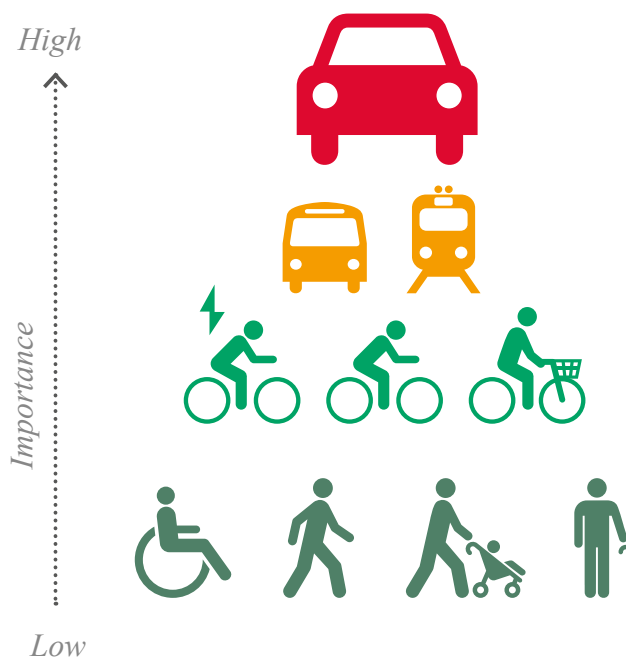
A TWENTIETH-CENTURY LEGACY


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

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

The Twentieth-Century Approach - Car-orientated.

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



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

£14.2bn

Yearly inactivity cost

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

69.7%

Private car split of emission by mode¹

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

18. REFERENCES

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

BEIS/BCC Briefing - energy

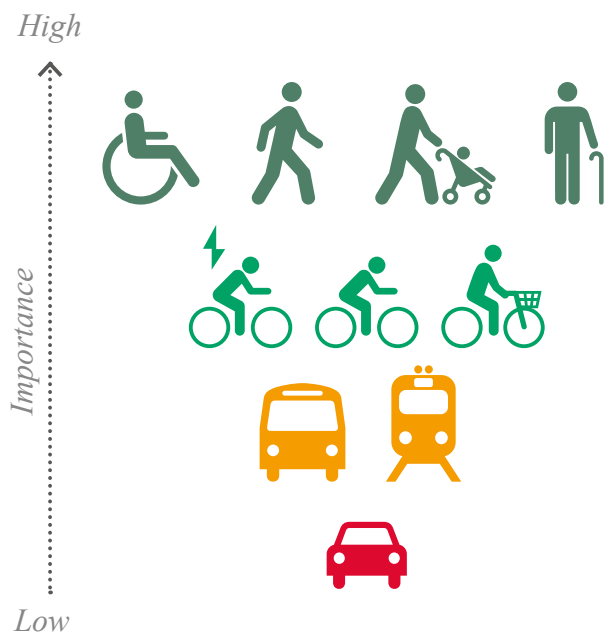
TOWARD A NEW MODAL HIERARCHY

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

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


The Twenty-First Century Way - People orientated.

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



19. OVERLEAF

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



33%

Mental health¹

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

-4.8%

Obesity probability²

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

-22%

Early death risk³

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

REFERENCES

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

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

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

4.6 Action for future generations

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

TOWARD NET ZERO CARBON

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

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

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

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

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

LOCAL RESILIENCE & COMMUNITY INCLUSION

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

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

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

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



20. FUTURE GENERATIONS

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

5. DIRECTING CHANGE

5.1 Objectives

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

IMPROVED PUBLIC REALM

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

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

RETAIN, SUPPORT AND ATTRACT INDEPENDENT BUSINESSES

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

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

SUPPORT & EXPAND THE VISITOR ECONOMY

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

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

A HEALTHIER, HAPPIER USK

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

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

ENHANCE USK'S GREEN CAPITAL

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

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

SUPPORT THE AGRICULTURAL COMMUNITY

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

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

A THRIVING COMMUNITY AND SENSE OF IDENTITY

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

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

A RESILIENT AND SUSTAINABLE USK

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

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

PARTNERSHIP WORKING

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

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

6. THE IMPROVEMENT PLAN

6.1 The Plan

THREE KEY MOVES

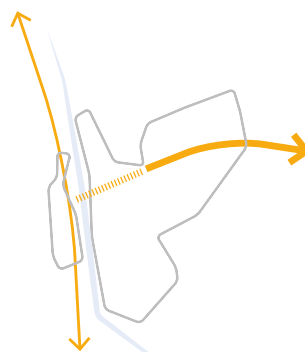
The improvement plan is underpinned by a simple concept that focuses change and improvement in a few important areas. This will mean using the town's spaces, streets and buildings in new ways. It also means new partnerships and relationships. These can be thought of as the three key moves. The first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

1 ENHANCING THE TOWNS ASSETS

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

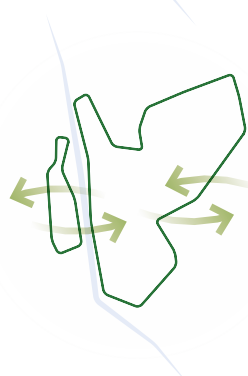
2 STREETS FOR PEOPLE

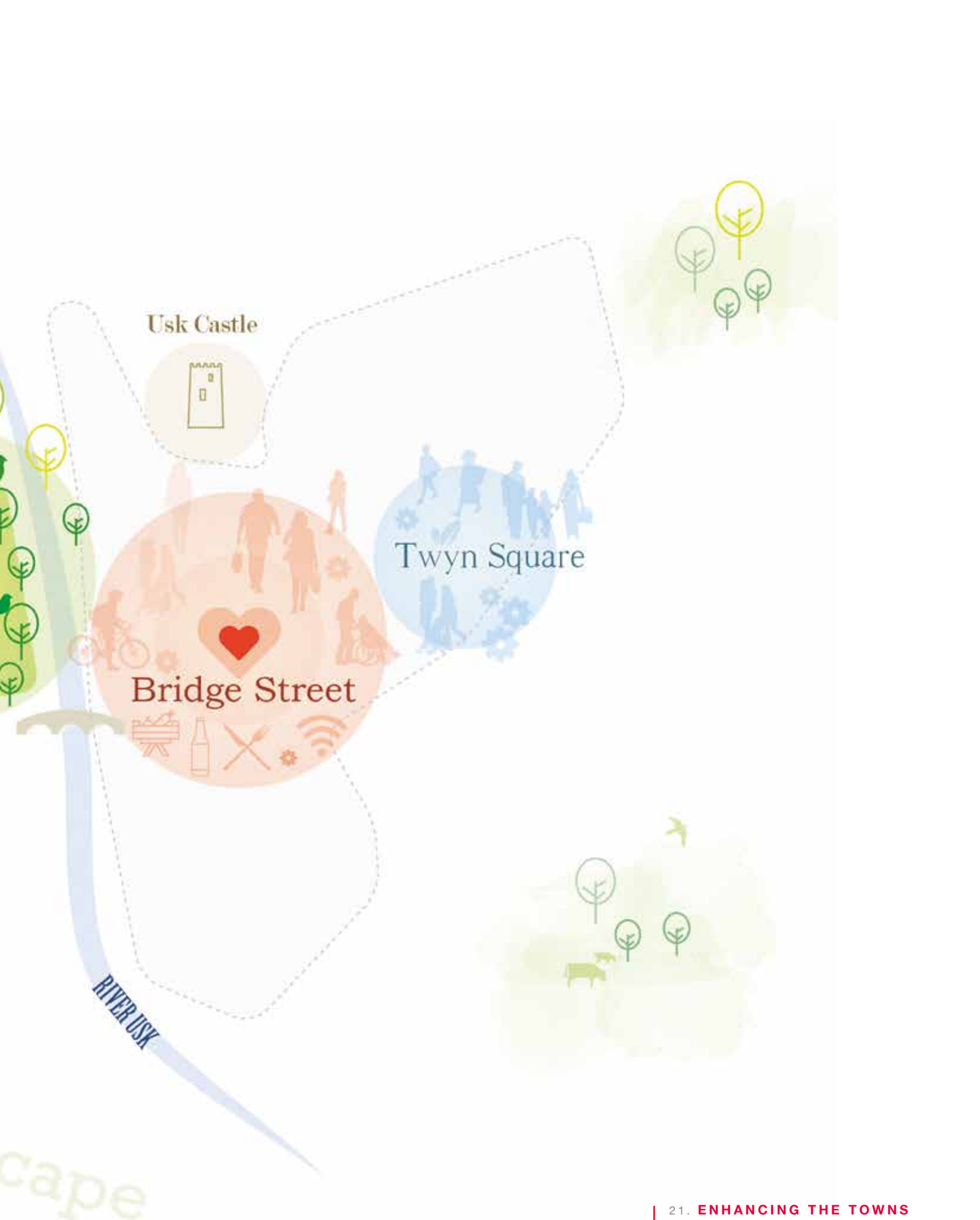
Changing the management of traffic and parking to create a safer, healthier and more attractive place to live, work and visit.



3 TOWN AND COUNTRY

Rethinking and improving the relationship between town and country





Usk Castle



Twyn Square

Bridge Street

RIVER USK

cape

21. ENHANCING THE TOWNS ASSETS

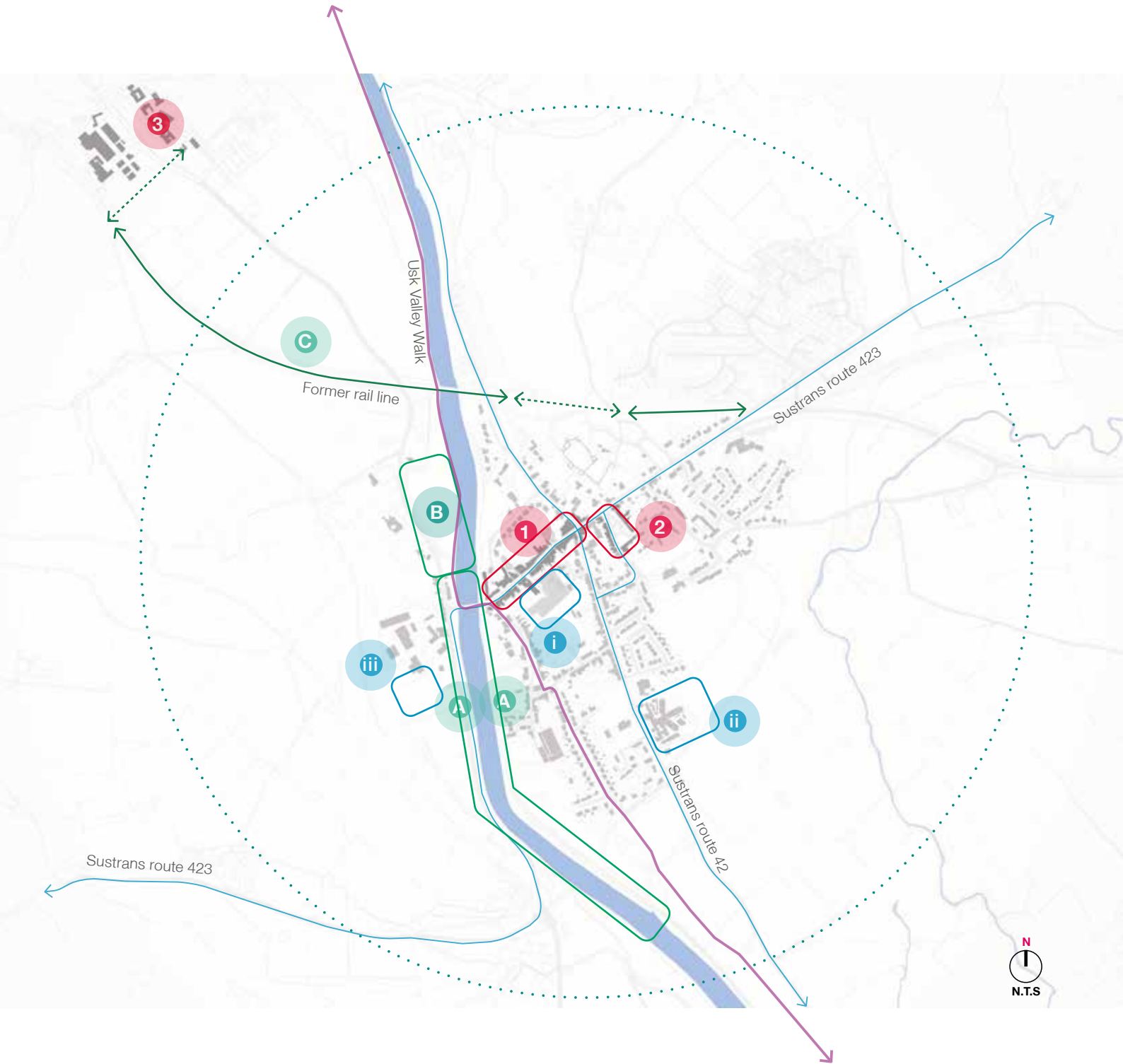
Focusing change and improvement on key areas in Usk.

6.2 The Plan - physical change

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

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

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



22. **THE PLAN**

The Strategic Framework for improvement

6.3 Bridge Street - A Place

THE CASE FOR ACTION

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

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

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

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

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

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



23. BRIDGE STREET TODAY

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

A BALANCED JUDGEMENT

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

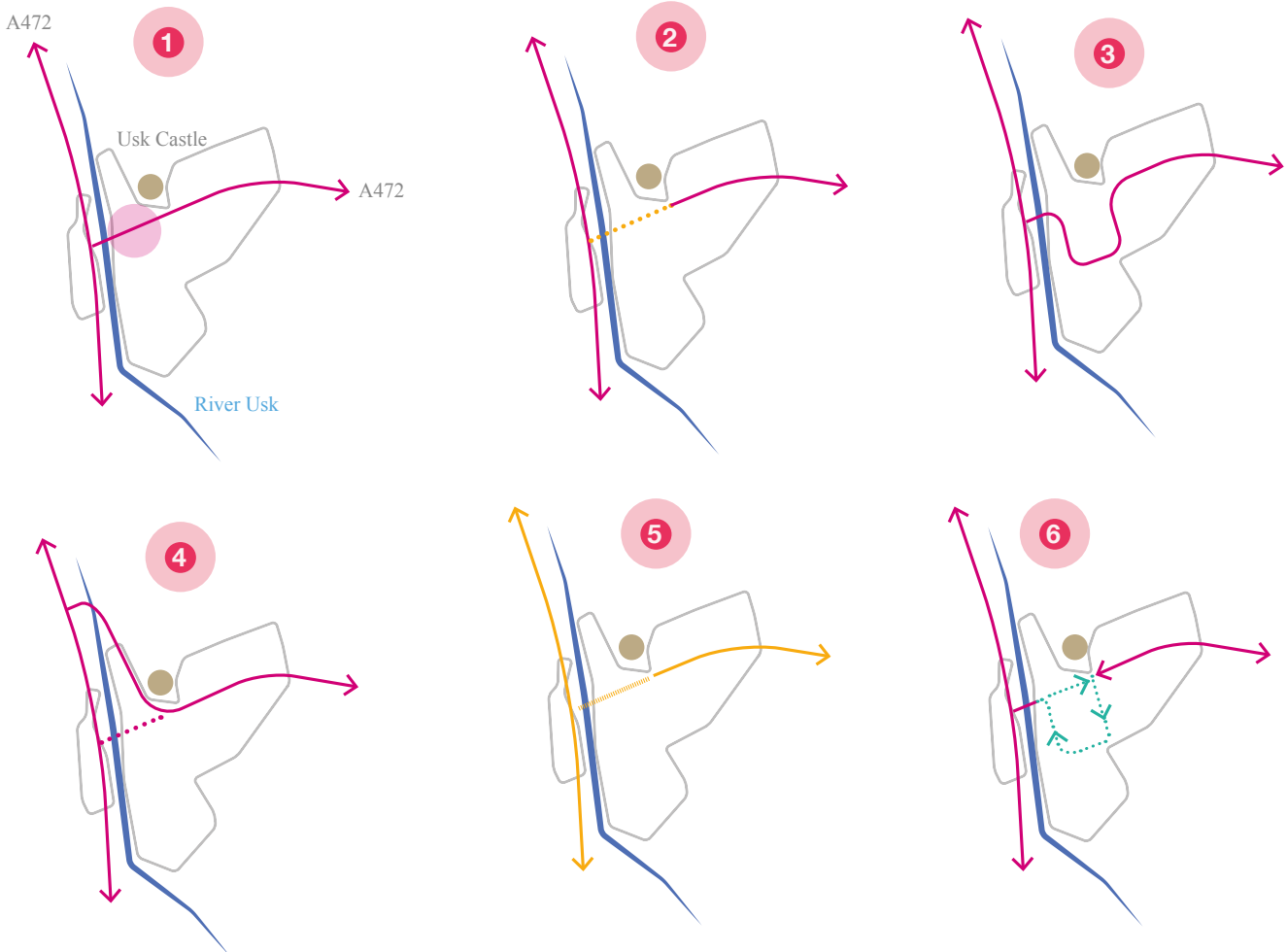
It is equally evident that there is no simple or obvious solution to the conflict along Bridge Street. Each option will create benefits for some and new issues for others. The decision will therefore be a judgement based on the perceived balance of benefits vs costs.

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

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

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

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



1 Do nothing - exist situation is maintained

2 'Flexible' street

3 Permanent closure of Bridge Street

4 New bypass using railway bridge or a new bridge

5 Pedestrian Priority design throughout Usk

6 Creating a one-way Bridge Street

24. EARLY TRAFFIC OPTIONS

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

THE A449 CELTIC MANOR JUNCTION

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

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

PEESTRIAN PRIORITY STREETS AND SPACES

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

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



SPEED MATTERS - 20MPH USK

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

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



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



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

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

26. LEFT: SHARED STEET, BRIGHTON

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

27. ABOVE; CAERNARFON SHARED SPACE

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

CHANGING THE STREET

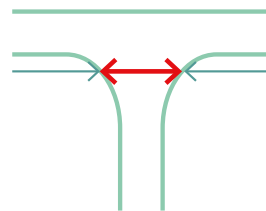
Any traffic management strategy should be combined with a redesign of Bridge Street that creates a pedestrian priority street.

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

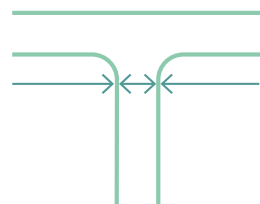
The plan indicates a potential series of improvements along the length of Bridge Street. These outline where interventions could be made with a primary focus on reducing speed, improving the pedestrian and cycling environment and linking with Twyn Square.

PEDESTRIAN PRIORITY JUNCTIONS

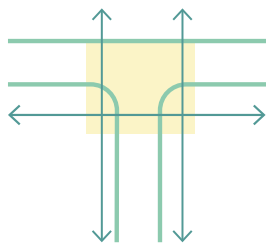
Over-designed corner radii permit faster turning manoeuvring and create longer crossing distances.



This is mitigated by reducing the radii.



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



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



3

Potential focal shared space.

4

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

5

The revived Twyn Square.

6

Clear way created past chip shop - no parking

7

Raised crossing and table junction.

8

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

9

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

AN EYE ON THE FUTURE

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

MOBILITY AS A SERVICE (MAAS)

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

ENVIRONMENTAL AWARENESS

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

URBAN INFORMATICS

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

AUTONOMOUS VEHICLES

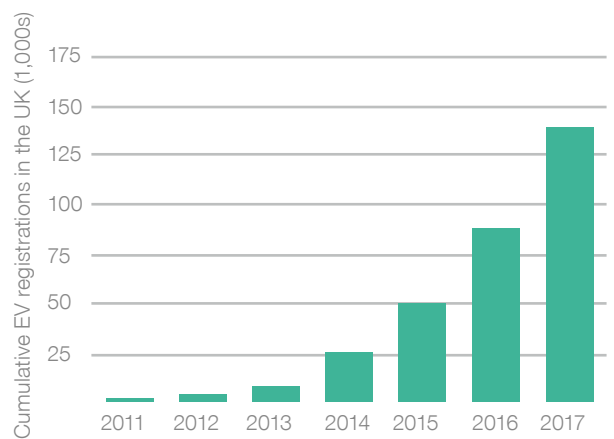
Fully autonomous fleets could provide an opportunity to transform urban centres resulting in safer, cleaner places with increased mobility for all. Even at the lowest adoption rates, self-driving cars are projected to constitute 40% of new vehicles by 2030. Large-scale use of automated vehicles could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

ALTERNATIVE FUEL

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

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

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



28. GROWTH OF EV CARS

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

TAKING THE STRATEGY FORWARD

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

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

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

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

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

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



29. BRIDGE STREET TODAY

Further engagement will be critical in agreeing on a preferred approach

6.4 Walking and cycling

INCLUSIVE ACTIVE TRAVEL

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

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

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

THE RAILWAY LINE

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

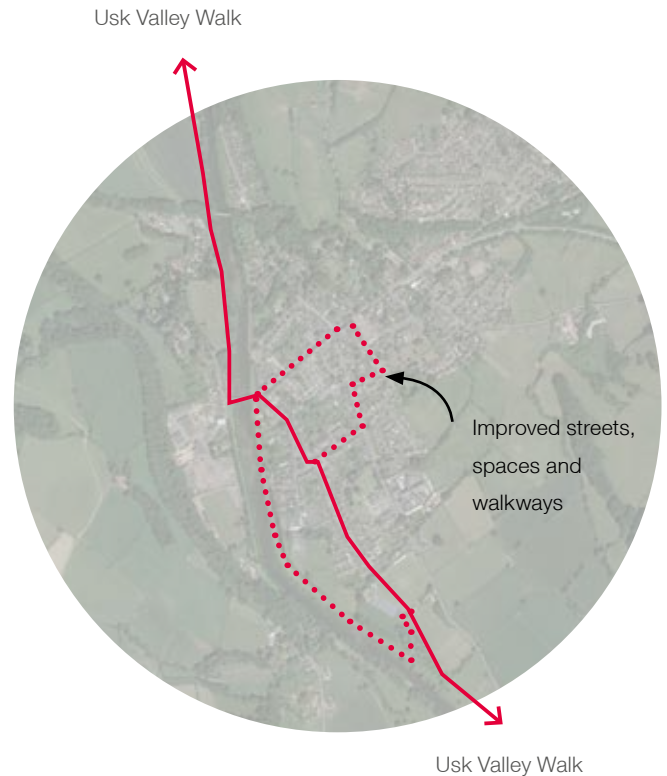


30. THE RAILWAY LINE

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

USK VALLEY WALK

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



73%

Of women do not cycle¹

21%

Of over 65's who think cycling is safe¹

33%

Of disabled people would like to start cycling¹

¹ 2017 Sustrans survey

6.5 Public transport

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

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

GRASS ROUTES

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

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

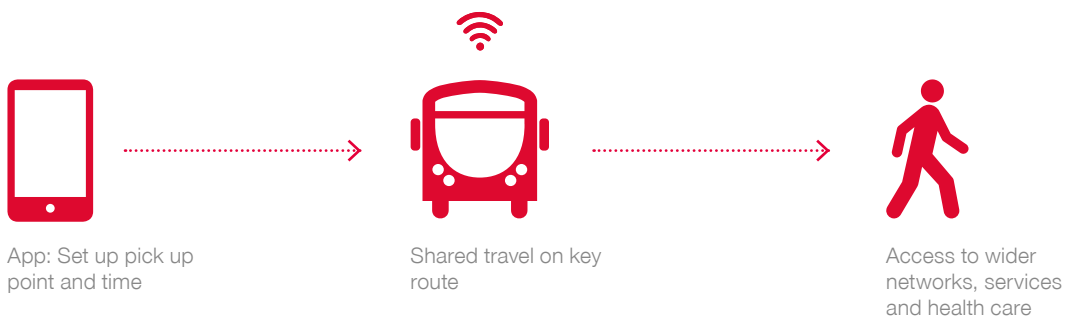
DEMAND RESPONSIVE TRAVEL

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

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

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

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



31. DEMAND RESPONSIVE BUS

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

6.6 Parking

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

REVIEW TRAFFIC REGULATION ORDERS AND ENFORCEMENT

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

Pros:

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

Cons:

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

ON-STREET RESIDENTS PARKING SCHEME

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

Pros:

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

Cons:

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



32. THE IMPACT OF PARKING

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

MAIN CAR PARK PARKING REGULATIONS

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

Pros:

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

Cons:

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

INTRODUCE CAR PARK CHARGES IN MAIN CAR PARK

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

Pros:

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

Cons:

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

THE OPPORTUNITY

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

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



1

Potential to relocate recycling centre

2

Potential trial Electric Vehicle charging points

3

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

33. **MARYPORT STREET CAR PARK**

Potential opportunities

6.7 Twyn Square - Usk's renewed public space

A LEGACY OF CAR ORIENTATED THINKING

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

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

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



34. TWYN SQUARE TODAY

View South through Twyn Square

A NEW SPACE FOR PEOPLE AND LIFE

Twyn Square should become a true public space to:

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



Temporary landscape created through the use of a modular 'parklet', London



TWYN SQUARE TODAY

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



UNLOCKING SPACE

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



36. CAERNARFON

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



1

Realigned carriageway

2

Possible space for residents parking

3

Extended outdoor seating for the local businesses

4

New SuDS features and planting areas

5

Space for pop-ups and events



6.8 Usk Island and the river corridor

A PLACE FOR ALL AGES

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

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

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

Thinking across age groups.
Designing for all



Under 2 and
parents

Changing
facilities,
informal
play, access
to nature



Under 10
and parents

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



10-18 year
olds

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



Adults

Places
to meet,
access to
exercise,
access to
nature



All abilities

Ease of
access
across all
surfaces



The elderly

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

WILD PLAY

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

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

A PLACE FOR NATURE TO THRIVE

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

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

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

Sir David Attenborough,
broadcaster and naturalist

A PLACE TO MEET OVER COFFEE

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

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

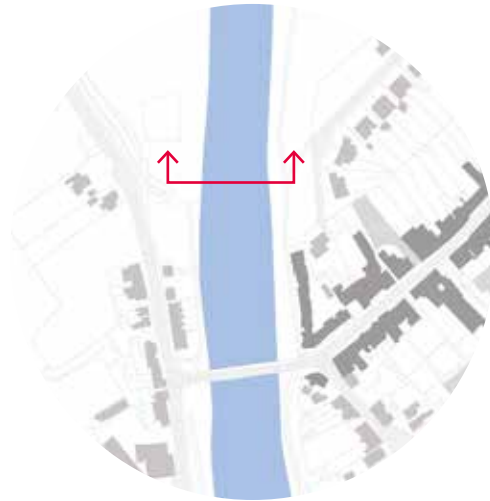
- 1** Possible trim trail & improved Usk Vally Walk
- 2** Wildflower planting
- 3** Children's play trail - Wild Play
- 4** Potential Multi Use Games Area and/or pump track
- 5** Cafe/ restaurant



38. USK ISLAND: AN INITIAL IDEA

The possible arrangement of features and improvements.



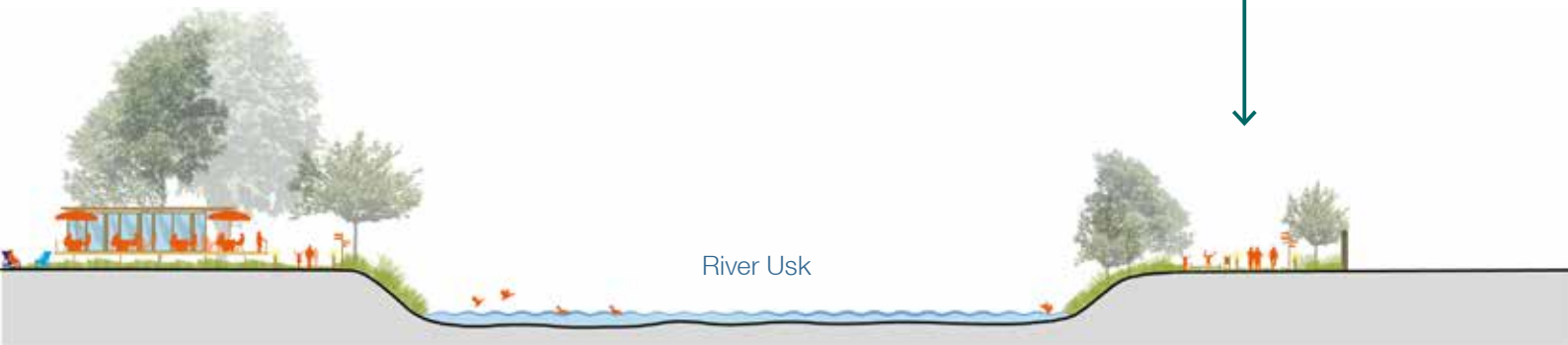


Location of section

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



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



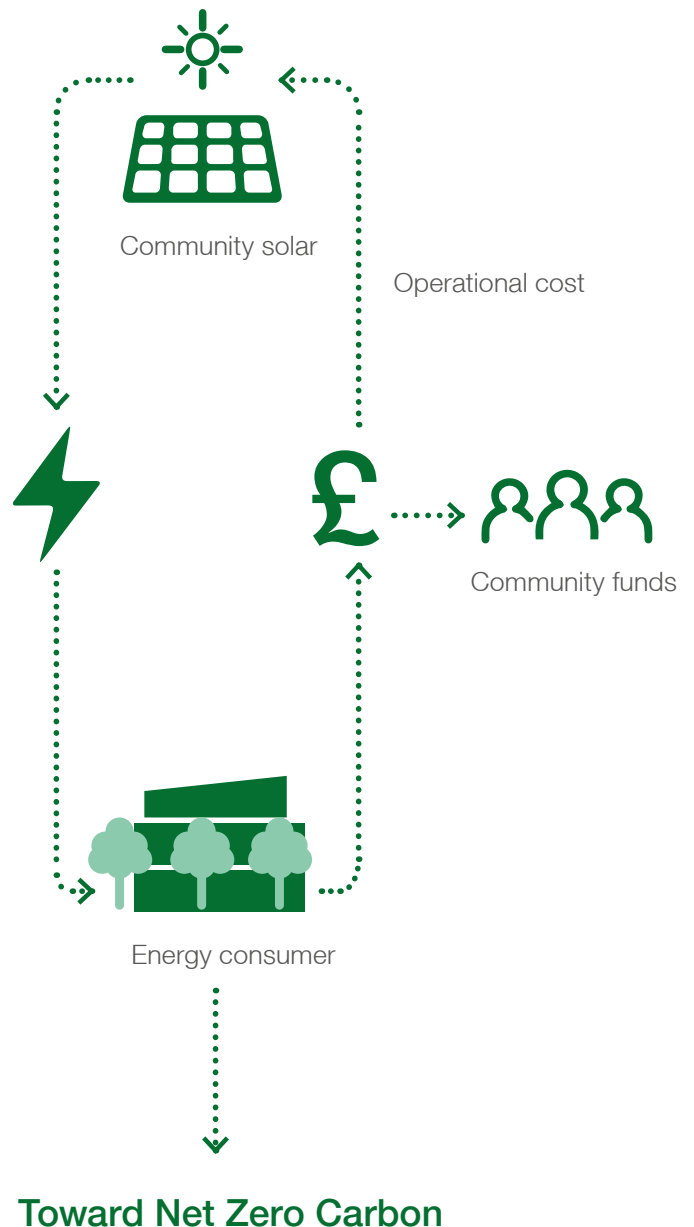
6.9 Community Solar

CREATING A RENEWABLE COMMUNITY ASSET

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

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

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





39. GOWER POWER

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

6.10 Supporting local business

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

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

ZERO-VACANCY RATE

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

CLARITY ON DIRECTION

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

TRUSTED INTERMEDIARIES

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

OPEN DOORS PILOTS

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

PUBLIC SECTOR INITIATIVES

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

LOCAL SHOPPING

LOYALTY CARDS

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

CAR PARKING CHARGING

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

ORGANISATIONAL CHANGE

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

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

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

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

TOWN-WIDE INITIATIVES

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

TOWN TWINNING

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

ULTRA-FAST CONNECTIVITY

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

CO-WORKING

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

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

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



40. CO WORKING

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



VISITOR ECONOMY

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

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

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

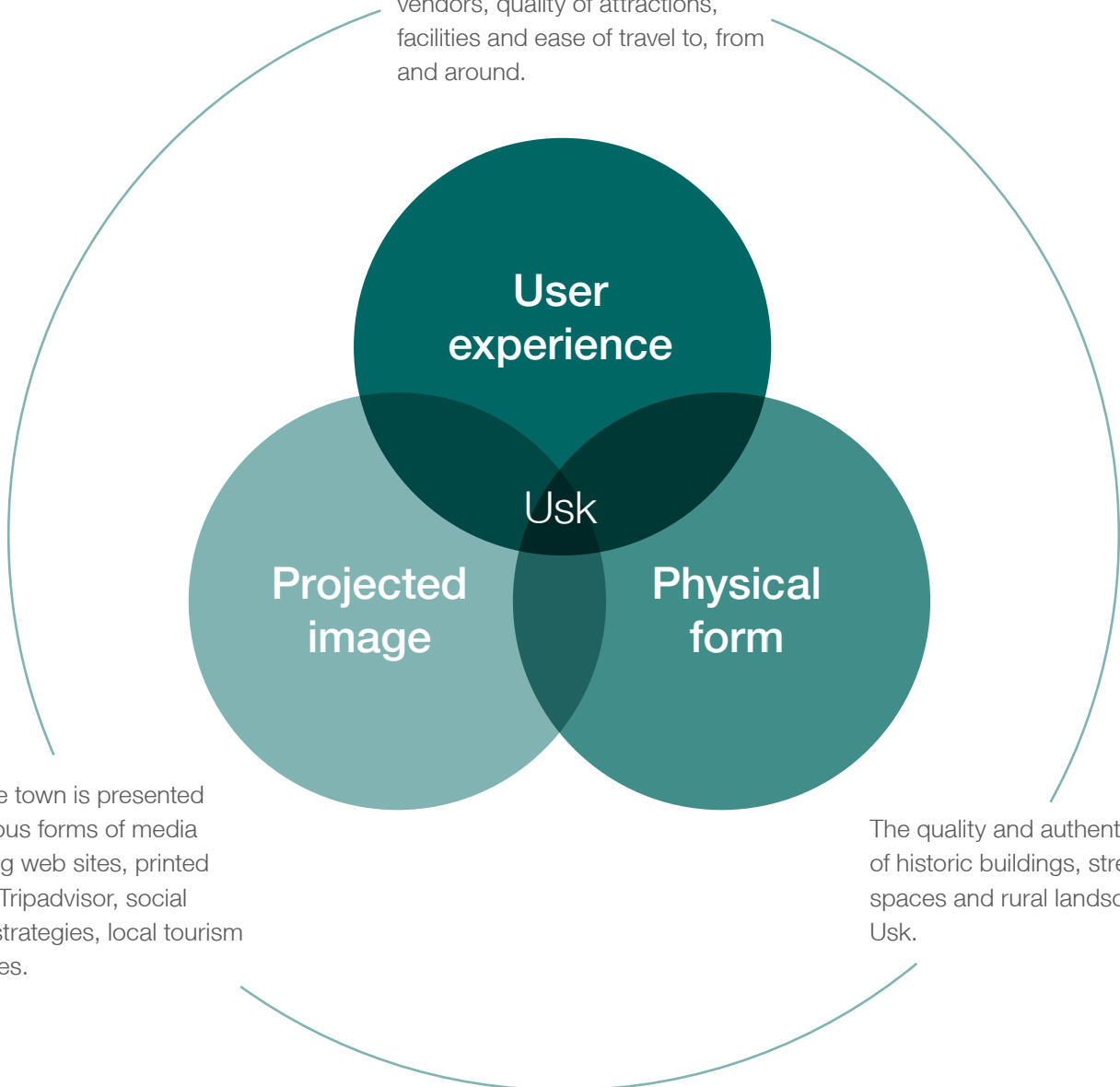
Increasing the capacity of serviced accommodation brings both benefits and potential concerns. The rapid expansion of platforms such as Airbnb have allowed individual property owners and tourists with immediate access to a wealth of accommodation. However, given the lack of affordable property within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

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

BRANDING, MARKETING AND PR

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

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



User experience

Projected image

Physical form

Usk

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

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

41. A QUALITY VISITOR EXPERIENCE

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

6.11 Affordable homes

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

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

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

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

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

A NEW ADDRESS IN THE HEART OF USK

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

THE SPACE ABOVE THE SHOP

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

NEW CANDIDATE SITES

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



42. HIGH QUALITY AFFORDABLE HOMES

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

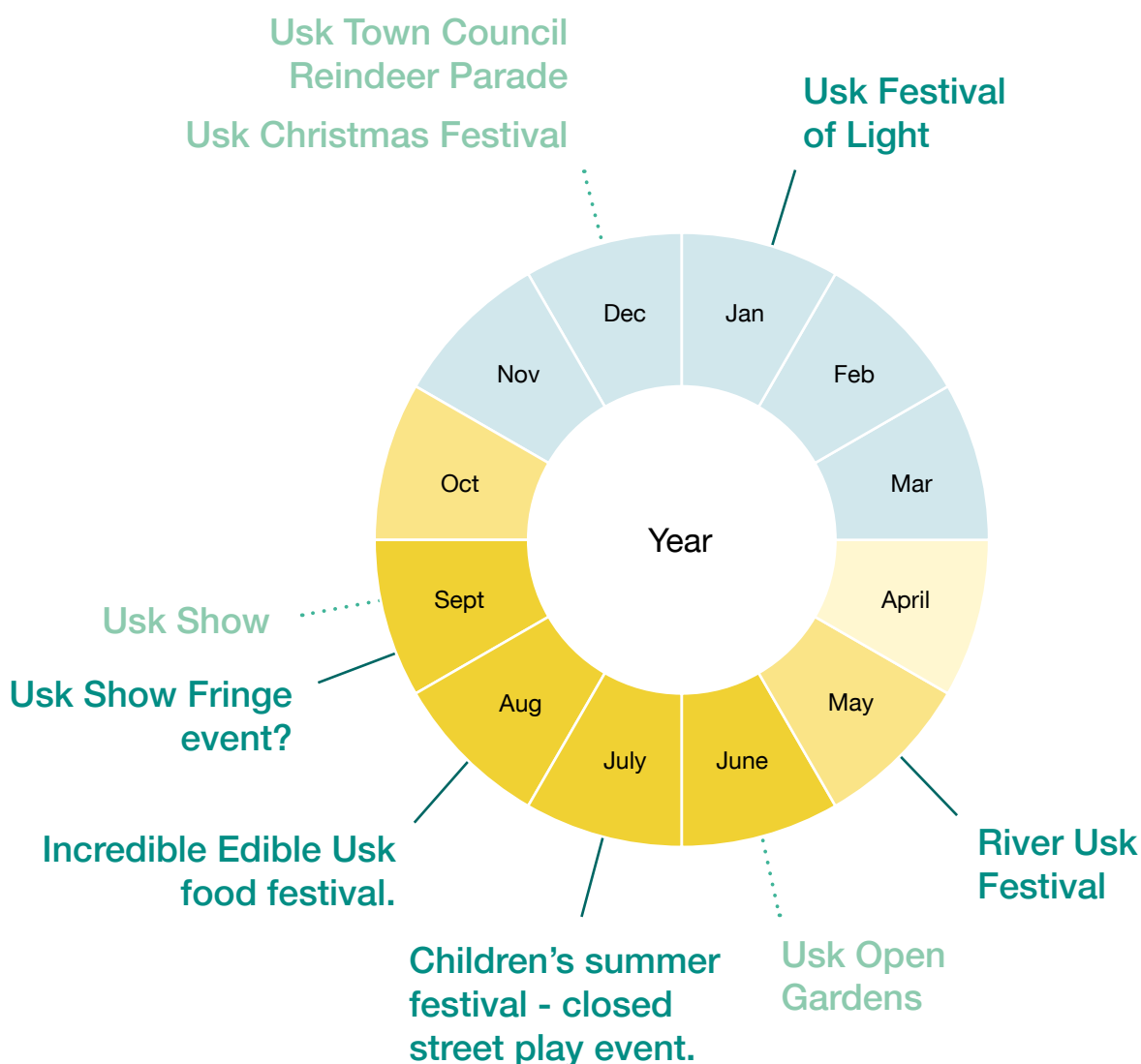
6.12 Supporting local business - events

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

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

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

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





43. USK STREET PARTY 2019
Temporary road closure event

6.13 Digital infrastructure

DIGITAL TECHNOLOGY AND INNOVATION

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

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

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

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

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

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

TOWARD A SMART USK – A DIGITAL MASTERPLAN

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

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

THE INTERNET OF THINGS (IOT)

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

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

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

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

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

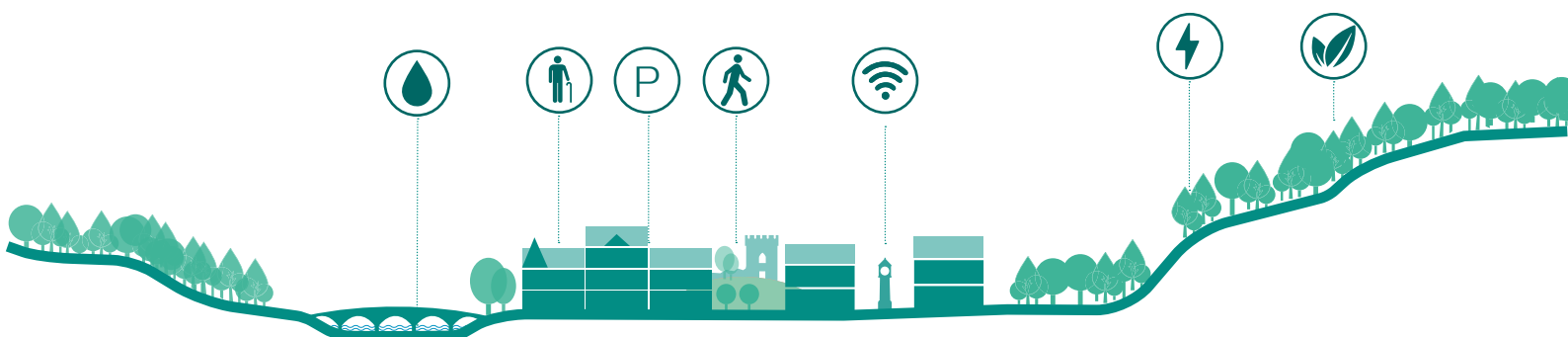
Enforcement: The use of ANPR to enforce HGV restrictions through Usk and smart tag systems to permit local business HGVs.

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

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

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

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



6.14 The action plan

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

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

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

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

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

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

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

what would
be in newtopia
to keep you
connected?

Short term - initial 12 months

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

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

Short term - initial 12 months

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

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

Medium term- 1-5 years

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

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

Medium term- 1-5 years

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

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

Medium term- 1-5 years

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

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

Longer term 5 years+

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

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

6.15 Next steps

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

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

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

TOWN IMPROVEMENT MASTER PLAN

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

CREATE THE PARTNERSHIP GROUP

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

CREATE THE STEERING COMMITTEE

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

DESIGN DEVELOPMENT & STATUTORY APPROVAL

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

FUNDING

- application for funds
- securing development funds

DELIVERY

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





<p>Name of the Officer completing the evaluation Jane Lee</p> <p>Phone no: 07929 726220 E-mail: janelee@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To adopt the Usk (& Woodside) Improvement Master Plan and move onto the implementation stage.</p>
<p>Name of Service area</p> <p>Strategic Projects</p>	<p>Date 23.11.21</p>

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

Page 345

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<i>Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i>	The purpose of this proposal is to adopt the Usk Master Plan which itself has been subject to consultation so there are no negative impacts anticipated in relation to this particular group. This consultation was undertaken pre-Covid so included face to face consultation which aimed to be fully inclusive	Subsequent implementation of projects will be the subject of further consultation which will seek to be inclusive
Disability	<i>What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.</i>	As above	As above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training</i>	As above	As above
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>	As above	As above
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	As above	As above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	<i>.Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy & Traveller, migrant communities and recording of racist incidents etc</i>	As above	As above
Religion or Belief	<i>.What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training</i>	As above	As above
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	As above	As above
Sexual Orientation	<i>.Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training</i>	As above	As above

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	<p><i>This proposal relates to the adoption of the Usk Masterplan which in itself does not impact on people suffering socio-economic disadvantage. The projects proposed in the masterplan include changes on the ground which will positively impact on people suffering socio-economic disadvantage as it seeks to improve affordable housing and improve the environment for walking and cycling.</i></p>	<p><i>This proposal relates to the adoption of the Usk Masterplan which in itself does not impact on people suffering socio-economic disadvantage</i></p>	<p>Subsequent implementation of projects will be the subject of further consultation which will have due regard to reducing inequalities.</p>

Policy making and the Welsh language.



How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p><i>1. We would like to know your views on the effects that the proposals would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English. What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?</i></p> <p><i>2. Please also explain how you believe the proposals could be improved so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language?</i></p>		
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p><i>Not applicable</i></p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>Service delivery</p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>When adopted, Comms will issue a press release bi-lingually and will promote the decision on social media.</p>		




4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Following adoption of the Masterplan, the next stage will be implementation. Proposals seek to secure the longer term sustainable future of Usk as a place to live and work. Specifically there are proposals regarding co-working space and ensuring the continued prosperity of the town centre</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Following adoption of the Masterplan, the next stage will be implementation. Proposals seek to enhance biodiversity and increase opportunities for active travel</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Following adoption of the Masterplan, the next stage will be implementation. Proposals include more opportunities for cycling and walking</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Following adoption of the Masterplan, the next stage will be implementation. Proposals seek to secure the longer term sustainable future of Usk as a place to live and work. It will seek to include different partners and connect different groups within the town</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Following adoption of the Masterplan, the next stage will be implementation. Proposals seek to secure the longer term sustainable future of Usk as a place to live and work.</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Following adoption of the Masterplan, the next stage will be implementation. Signage, promotional material will be bi-lingual and the heritage and culture of Usk will be celebrated through events and marketing.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Following adoption of the Masterplan, the next stage will be implementation. Proposals seek to secure the longer term sustainable future of Usk as a place to live and work.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Yes the masterplan provides the framework for strategic change and has a balance of short term projects through to long term projects</p>	<p>None</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Masterplan was funded by MCC and UTC and delivery will be through partnership working. The proposals in the Masterplan cannot be delivered in isolation.</p>	<p>None</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 297 507">Involvement</p> <p data-bbox="349 256 517 443">Involving those with an interest and seeking their views</p>	<p data-bbox="544 256 1328 443">The preparation of the Masterplan sought views of residents and local organisations. Individual projects identified in the Masterplan will be the subject of further consultation. Usk Town Council through their networks will be instrumental in the consultation and informing residents of consultation opportunities</p>	<p data-bbox="1350 256 2103 320">MCC and UTC should ensure that the consultation methods are inclusive and widely publicised.</p>
 <p data-bbox="152 759 297 786">Prevention</p> <p data-bbox="349 520 506 818">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="544 520 1328 635">A number of the projects identified seek to improve the viability of the town to prevent the town experiencing loss of retail, loss of jobs and an increase in vacant rates</p>	<p data-bbox="1350 520 2103 584">The timing of the interventions will be key to prevent problems getting worse.</p>
 <p data-bbox="159 1098 297 1125">Integration</p> <p data-bbox="349 858 517 1121">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="544 858 1328 1090">.The projects within the Masterplan impact on the wellbeing goals and all have their implementation challenges. There will be opportunities for projects to address multiple goals, an example would be the redevelopment of Twyn Square as a more vibrant outdoor social hub, area of improved planting and a market/retail space</p>	

5. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	<i>None</i>	None
Corporate Parenting	None		

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

When preparing the Masterplan ARUP considered the many national policy documents as well as local policy documents. Local surveys were also carried out by ARUP and the Town Council resulting in good quantitative and qualitative data.

- Equalities dashboard link. [Equality data dashboard for EQIA's 2020.xlsx](#)

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

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

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

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

9. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 35

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		

SUBJECT: Monmouthshire County Council's 21ST CENTURY SCHOOLS Programme - OUTCOME OF STATUTORY OBJECTION PERIOD TO ESTABLISH AN ALL-THROUGH SCHOOL (3-19) IN ABERGAVENNY

MEETING: CABINET

DATE: 19th January 2022

DIVISION/WARDS AFFECTED: Cantref, Castle, Croseonen, Grofield, Landsdown, Mardy, Priory, Llanelly Hill, Llanover, Goetre Wharf, Llanwenarth Ultra, Llanfoist Fawr and Crucorney

1. PURPOSE:

- 1.1 The purpose of the report is to provide members of Cabinet with the outcome of the statutory objection period that relates to the Authority's intention to establish an all-through school with a specialist centre for children with complex neurodevelopmental and learning needs in Abergavenny on the site of King Henry VIII Comprehensive School.
- 1.2 Members will be aware that agreement to proceed with the project and the associated funding are subject to a separate decision making. This report is to agree the school organisation route that will allow the creation of the school.

2. RECOMMENDATIONS:

It is recommended that Members:

- 2.1 Review the full content of this report, including the Statutory Objection Report (appendix 1), and agree to proceed to implement the below school reorganisation proposals:
 - establish an all-through School with specialist centre for pupils with complex neuro-developmental needs between the ages of 3-19 on the site of King Henry VIII Comprehensive School, Abergavenny, with effect from 1st September 2023
 - cease to maintain both Deri View Primary School and King Henry VIII Comprehensive School, with effect from 31st August 2023
 - enable officers to take the necessary steps to establish a temporary governing body in advance of September 2023

3. KEY ISSUES:

Background

- 3.1 The Council is committed to giving every young person in Monmouthshire the best possible start in life as set out in the Corporate Plan. At its heart is improving the educational achievement and attainment of all children and young people in the county.
- 3.2 On 14th April 2021, Members of Cabinet approved the decision to enter into the required statutory consultation process proposing to establish an all-through School on the King Henry VIII School site in Abergavenny.
- 3.3 An all-through school combines at least Primary and Secondary phases of education and at times also Nursery and sixth form phases within a single institution. It provides continuous education for pupils throughout the phase. The school is led and managed by one Headteacher, a single governing body and funded as one school.
- 3.4 The proposed facility will need to include facilities for the following pupils:
- 1200 pupils aged 11-16,
 - 200 6th formers,
 - 420 primary pupils, and
 - 30 FTE nursery pupils.
 - provision for 71 pupils with complex neurodevelopmental needs (16 Primary and 55 secondary).
- 3.5 Following Cabinet approval, the statutory consultation process opened on 26th April 2021 for a period lasting more than 8 weeks, concluding on 25th June 2021. A consultation report was then produced and published to all statutory consultees analysing the feedback received during the consultation period, and the Authority's response to this feedback.
- 3.6 On 6th October 2021, the Consultation Report was presented to Members of Cabinet. A recommendation arising from the consultation stage of this process was that the proposed all through school should become a 3-19 with a maintained nursery setting, as opposed to a 4-19 school with a non-maintained nursery. This recommendation was accepted as members of Cabinet made the decision to enter into next stages of this statutory process, namely through publication of Statutory Notices.

Statutory Objection Period

- 3.7 The Council opened the Statutory Objection Period through the publication of the Statutory Notices found under appendix 2 of this report. The Statutory Notices were published onto the Council's website, and copies placed at the multiple entrance points of Deri View Primary and King Henry VIII Comprehensive Schools. All consultees were directly informed of their publication.

- 3.8 The Publication of the Statutory Notices opened the Statutory Objection Period (a period whereby consultees can submit statutory objections against the proposals). The Objection Period formally opened on 19th October 2021 and concluded on 17th November 2021, allowing for a 28 day objection period as per the requirements of the School Organisation Code (Wales) (2018).

Statutory Objection Report

- 3.9 In line with the requirements of the School Organisation Code (Wales) (2018), the Council has produced an Objection Report that seeks to highlight any formal objections received during the Objection Period, and the Council's response to these objections. The full Objection Report is included under appendix 2 for Cabinet Members consideration.
- 3.10 During the period of 19th October to 17th November 2021, one Statutory Objection was received, opposing the development of a 3-19 School on the site of King Henry VIII Comprehensive School, Abergavenny.
- 3.11 The Objection received centres around the size of the proposed new school, with a particular concern that the school is going to be too large, with uncertainties around the Council's aspirations as outlined with the proposed new Local Development Plan (LDP) coming into fruition. The Council's response to this objection provides clarity that the size of the proposed new school is modelled against committed housing developments, and is not reliant upon the requirements of the proposed ne LDP.
- 3.12 Full details of this Statutory Objection can be found within the Objection Report, alongside the Council's full response to the concerns raised

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

- 4.1 One of main benefits of the proposal in its current form are the redevelopment of a school that is no longer fit for purpose and will allow children to access the new curriculum in suitable accommodation. The inclusion of a 3-19 offer has the potential to benefit those pupils and students who are in receipt of free school meals and other vulnerable groups.
- 4.2 Another benefit of the proposal in its current form is the Council's commitment to developing Welsh medium education. If the proposal proceeds Deri View Primary School will vacate their current site for Ysgol Gymraeg Y Fenni to relocate to thus enabling them to continue to grow and this supports the Welsh Government's goal to achieve a million Welsh speakers by 2050.
- 4.3 This proposal will benefit children with complex neurodevelopmental and learning needs by reducing the need to travel to other specialist settings and enabling them to remain in their local school and community.
- 4.4 The revised and updated Equality Impact Assessment (EQIA) are included at Appendix 1. This document has been annotated in red ink to reflect the discussions and additional concerns that arose during the consultation process.

5. OPTIONS APPRAISAL

- 5.1 The revised Code sets out the following requirement.

‘Following the consultation period, when the proposer is reviewing the proposal prior to publication the proposer is required to carry out a further assessment for the proposal and each of the alternatives that were set out in the proposal paper. This involves the same matters that the proposer was required to assess in formulating the proposal:

- a) the likely impact on quality and standards in education,*
- b) the likely impact on the community and*
- c) the likely effect of different travelling arrangements.*

The purpose of this further assessment is to take account of any further information that has come forward through the consultation or otherwise.’

In its consultation report, the proposer is required to explain its assessment of the proposal and the reasonable alternatives identified, how this assessment differs from their earlier assessment (if at all) and its assessment of any further reasonable alternatives. Finally, the proposer is required to confirm whether it considers the implementation of the proposal, (wholly or partly) to be the most appropriate response to the reasons it identified for the proposal and give reasons for its conclusion.’

5.2 Table 3 sets out the analysis of these specific areas considered by members of Cabinet on 6th October 2021 following the process for consultation.

Table 3.

	The likely impact on quality and standards in education	The likely impact on the community	The likely effect of different travelling arrangements
1. Do nothing and maintain status quo – two independent schools on one site	<p>Negative</p> <ul style="list-style-type: none"> • Facilities in secondary school would not be suitable for effective delivery of the new curriculum • Sixth form provision would remain limited and result in young people choosing Post-16 provision in out of county placements • Opportunities to develop an effective continuum of learning from 3 to 19 would be limited. 	<p>Balanced</p> <ul style="list-style-type: none"> • There is a potential negative impact on the Welsh speaking community because this solution may not allow the expansion of the Welsh medium provision. Some parts of the community have articulated the value of the location of Deri View School. Our analysis shows that this would not be the case ¹ 	<p>Positive</p> <ul style="list-style-type: none"> • the travel arrangements for young people will remain as they currently are <p>Negative</p> <ul style="list-style-type: none"> • For children with ALN, the Specialist provision would not be established meaning the status quo would remain i.e. there will be a requirement for some young people to access provision outside of the community
2. Establish an all through school	Positive	Positive	Positive

¹ See paragraph 9.2 of the Consultation report for more detail on the impact on distance travelled

<p>with suitable ALN provision on the King Henry VIII site and cease to maintain King Henry VIII and Deri View Schools</p>	<ul style="list-style-type: none"> • Wider range of physical spaces, better resources and enhanced digital capacity to support effective learning now and in the future. • A single workforce in an all-through school will more easily be able to reflect and develop continuous high-quality learning for the youngest to the oldest pupils. • On site access to specialist service such as Flying Start • Enhanced opportunities for community use. <p>Negative</p> <ul style="list-style-type: none"> • No secondary provision for Welsh medium learners • Concerns about the special nature of the Deri View community 	<ul style="list-style-type: none"> • Additional Flying Start Capacity • Childcare potential • Enhanced facilities for community use • Community Benefits <p>Negative</p> <ul style="list-style-type: none"> • Concerns were raised that the move of the school and the associated provision would not encourage parental engagement. • It was felt that the community were being treated unfairly as they had been part of a school consolidation exercise with the opening of Deri View. 	<ul style="list-style-type: none"> • The majority of young people attending Deri View Primary School will experience a reduction in travelling distances • The ALN provision will enable more young people to receive more holistic support within their community reducing the need to travel to other specialist, out of county provision. <p>Negative</p> <ul style="list-style-type: none"> • continued travel of the KS3 & 4 students to Ysgol Gyfun Gwynllyw
<p>3. Establish an all through school with suitable ALN provision and Welsh Medium stream at key stage 3,4 & 5 on the King Henry VIII site and cease to maintain King Henry VIII and Deri View Schools</p>	<p>Positive</p> <ul style="list-style-type: none"> • Wider range of physical spaces, better resources and enhanced digital capacity to support effective learning now and in the future. • A single workforce in an all-through school will more easily be able to reflect and develop continuous high-quality learning for the youngest to the oldest pupils. 	<p>Positive</p> <ul style="list-style-type: none"> • Additional Flying Start Capacity • Childcare potential • Enhanced facilities for community use • Community Benefits <p>Negative</p> <ul style="list-style-type: none"> • Concerns were raised that the move of the school and the associated provision would not encourage 	<p>Positive</p> <ul style="list-style-type: none"> • The majority of young people attending Deri View Primary School will experience a reduction in travelling distances • The ALN provision will enable more young people to receive more holistic support within their community reducing the need

	<ul style="list-style-type: none"> • On site access to specialist service such as Flying Start • Enhanced opportunities for community use. <p>Negative</p> <ul style="list-style-type: none"> • Welsh medium stream would not be able to provide a suitably immersive experience for Welsh medium learners. • Concerns about the special nature of the Deri View community 	<p>parental engagement.</p> <ul style="list-style-type: none"> • It was felt that the community were being treated unfairly as they had been part of a school consolidation exercise with the opening of Deri View. 	<p>to travel to other specialist, out of county provision.</p> <ul style="list-style-type: none"> • Welsh Medium learners choosing to access the stream would have a reduction in travelling times
<p>4. Extend the age range of King Henry VIII and incorporate Deri View School</p>	<p>Positive</p> <ul style="list-style-type: none"> • Wider range of physical spaces, better resources and enhanced digital capacity to support effective learning now and in the future. • A single workforce in an all-through school will more easily be able to reflect and develop continuous high-quality learning for the youngest to the oldest pupils. • On site access to specialist service such as Flying Start • Enhanced opportunities for community use. <p>Negative -</p> <ul style="list-style-type: none"> • Welsh medium stream would not be able to provide a suitably immersive experience for Welsh medium learners. • Concerns that Deri View School 	<p>Positive</p> <ul style="list-style-type: none"> • Additional Flying Start Capacity • Childcare potential • Enhanced facilities for community use • Community Benefits <p>Negative –</p> <ul style="list-style-type: none"> • Concerns were raised that the move of the school and the associated provision would not encourage parental engagement. • It was felt that the Deri View community were being treated unfairly as they had been part of a school consolidation exercise with the opening of Deri View. 	<p>Positive</p> <ul style="list-style-type: none"> • The majority of young people attending Deri View Primary School will experience a reduction in travelling distances • The ALN provision will enable more young people to receive more holistic support within their community reducing the need to travel to other specialist, out of county provision

	<p>community may become subsumed into the secondary school and lose its distinctive nature.</p>	<ul style="list-style-type: none"> This approach could have been interpreted as a takeover of Deri View School. 	
<p>5. Extend the age range of Deri View School and incorporate King Henry VIII School</p>	<p>Positive</p> <ul style="list-style-type: none"> Wider range of physical spaces, better resources and enhanced digital capacity to support effective learning now and in the future. A single workforce in an all-through school will more easily be able to reflect and develop continuous high-quality learning for the youngest to the oldest pupils. On site access to specialist service such as Flying Start Enhanced opportunities for community use. <p>Negative</p> <ul style="list-style-type: none"> Welsh medium stream would not be able to provide a suitably immersive experience for Welsh medium learners. Concerns that King Henry VIII School would lose its name and associated trusts 	<p>Positive</p> <ul style="list-style-type: none"> Additional Flying Start Capacity Childcare potential Enhanced facilities for community use Community Benefits <p>Negative</p> <ul style="list-style-type: none"> Concerns were raised that the move of the school and the associated provision would not encourage parental engagement. It was felt that the Deri View community were being treated unfairly as they had been part of a school consolidation exercise with the opening of Deri View. 	<p>Positive</p> <ul style="list-style-type: none"> The majority of young people attending Deri View Primary School will experience a reduction in travelling distances <p>Negative</p> <ul style="list-style-type: none"> The ALN provision will enable more young people to receive more holistic support within their community reducing the need to travel to other specialist, out of county provision

- 5.3 On 6th October 2021, members of Cabinet considered the above table, consultation report and the range of potential options available at that juncture:
- a) to publish the proposals as consulted on;
 - b) to publish the proposals with any appropriate modifications;
 - c) to abandon the proposals and retain the status quo; or
 - d) to significantly recast the proposals and re-consult.
- 5.4 At that meeting Cabinet agreed “Following significant consideration of the balance of public feeling and the policy objectives we set out at the outset of the consultation we have determined that we will progress with the programme to create an all-through school in Abergavenny”.

6. REASONS:

- 6.1 The project to deliver a new all-through school in Abergavenny will be one of the most significant capital projects that Monmouthshire County Council has ever engaged in. For that reason alone, it is vital that the Council take head of the messages emerging from this statutory process. The paper presented to Cabinet on the 6th October 2021 was clear that there were challenges during this consultation exercise and that the Council needed to give time and consideration to the matters raised.
- 6.2 The most significant area of concern was the nature of the nursery provision. The original rationale in the consultation was to test the benefits of a non-maintained setting. It became very clear during the consultation process that this was not supported by a significant part of the community.
- 6.3 Given the level of opposition and through a reworking of the provision of Flying Start on the new site Cabinet agreed to take forward an amended proposal that the school will be a 3-19 all-through school with the nursery being a maintained provision. The Statutory Notices were published in recognition of this amendment.
- 6.4 Moving into the Statutory Objection period, the single objection centered around the sizing of the new school, and reassurance has since been provided that the size of the new school does not hinge on the outcome of the Council’s new LDP proposals. Further analysis provides assurance around the sizing of the proposed new all-through school and take the view that proposals offer sufficient (and not excessive) capacity whilst also offering a sustainable solution should any new developments be allocated and agreed within the Abergavenny cluster

7. RESOURCE IMPLICATIONS:

- 7.1 The total capital investment to establish the all-through School will deliver approximately £50.2m into the Abergavenny area. The proposal is part of the Councils 21st Century Schools Band B Programme, the cost of which will be funded 65% by Welsh Government and 35% by the Council. This will be subject to a separate report to Council in due course.
- 8.3 The revenue budget for the proposed all-through school would be constructed in line with the current school funding formula ensuring equitable distribution of finance based on pupil need.
- 8.4 The proposed all-through school could also benefit from economies of scale and avoid cost duplication.
- 8.5 There are no direct revenue financial implications associated with this report as the consultation process will be built into the present work programme of officers within Children and Young People Directorate.

CONSULTEES:

Children and Young People's Select Committee

- 8.1 The Chair of the Committee summed up the debate that had taken place following the presentation from the Chief Officer by saying:

'The committee is generally in favour of the development. The King Henry building has been in a poor state for some time and is not fit for purpose. The school is a significant provider, serving a large area. It is important that people who live in Monmouthshire should be able to send their children through the whole school journey within the county, if possible. There are concerns about Deri View moving, which we all appreciate. It is one of the more challenging areas in the town, and the authority, in terms of deprivation levels, FSM provision, etc. A huge amount of care therefore needs to be taken in the transfer of that school – a physical move can be traumatic for pupils and even staff, as well as parents.

The major sticking point is the opposition to the non-maintained setting at age 3, especially as it is in an area of high deprivation – childcare in well-resourced families is costly but affordable, but in a low income family it is more of an issue. I would personally not recommend going back out to consultation, as this will delay the process further. Now that we are moving towards making a decision, as an authority, any hold up will not be of benefit. If the nursery provision can be looked at then there is no opposition from this committee – feedback has otherwise been positive.'

- 8.2 Further consultees:

CYP DMT

SLT

Executive Member for Education

Cabinet

8. BACKGROUND PAPERS:

- 9.1 October 2017 – Revisions to Monmouthshire Strategic Outline Programme, Cabinet Paper
9.2 April 2021 – Permission to Consult, Cabinet Paper
9.3 September 2021 – Children and Young People Select Committee, Emerging themes
9.4 School Standards and Organisation (Wales) Code 2013

9. AUTHOR:

Will McLean

Chief Officer, Children and Young People

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monmouthshire
sir fynwy

Equality and Future Generations Evaluation

<p>Name of the Officer completing the evaluation Will McLean</p> <p>Phone no: 07834 435934 E-mail: willmclean@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To establish an All through school (3-19) in Abergavenny and cease to maintain King Henry VIII and Deri View Primary School.</p>
<p>Name of Service area: Children and Young People Directorate, 21st Century Schools</p>	<p>Date September 2021</p>

Page 365

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The development of a new through school on the King Henry VIII site has the opportunity to develop significant advances for education across the town. These include: a common ethos and shared values across the school; joined up curriculum planning to increase coherence and continuity in pupils’ learning; progressive skill development and focus on building pupils’ competence; greater consistency in learning and teaching styles; opportunities for cross-age learning and shared enrichment and community based activities; extended care and support for pupils with additional learning needs and in provision for other vulnerable groups; increased access for pupils to a range of specialist accommodation, facilities and learning resources; developing relationships and shared expertise between primary and secondary phase staff; joint management and implementation of common systems for recording and tracking pupils’ progress; unified governance and efficient use of financial and human resources; strengthened links with parents and involvement of the local community</p>	<p>The new school should offer both those children who attend from the start of their school careers (the children who transfer from Deri View) and those who attend from the start of their secondary age.</p> <p>There is a risk that for some children who may experience emotionally based responses to school attendance would be attending the same school for an extended period of time.</p> <p>Pupils who attend the feeder primary schools may feel as though they are at a disadvantage as they will be less familiar with the school when they transfer at the end of year 6 which could affect progress they make.</p>	<p>The enhanced provision and support afforded by community involvement in the new schools should allow for a positive experience for all learners. Alongside this and recognising the current levels of provision there will be extended change management to support the integration of the two schools.</p> <p>There is already a transition plan in place with all feeder primary schools. This will develop and strengthen going forward ensuring that the pupils from other cluster schools have access to the facilities that the pupils in the 3-19 school have and are therefore not disadvantaged..</p> <p>Staff from within the cluster will have more opportunity to share curriculum planning to enable continuity in pupil’s learning.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	A centre for Learners with Complex Neurodevelopmental needs would be established for pupils from the ages of 4-19. Any school developments will ensure that the built estate is fully DDA compliant and allows any children with disabilities or / and additional learning needs to be effectively educated in the mainstream. This will enable children to be educated within their own community	No Impact	We believe that this will be a significant enhancement on the current provision for children with complex neurodevelopmental needs.
Gender reassignment	No Impact	No Impact	No Impact
Marriage or civil partnership	No Impact	No Impact	No Impact
Pregnancy or maternity	No Impact	No Impact	No Impact
Race	No Impact	No Impact	No Impact
Religion or Belief	No Impact	No Impact	No Impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	The facility will be co-educational including boys and girls.	No Impact	No Impact
Sexual Orientation	No Impact	No Impact	No Impact

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socioeconomic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	<p>The two schools involved have the highest level of pupils eligible for free school meals in the county (for primary and secondary schools respectively). The area affected was identified as being an area with high levels of economic deprivation in the Wellbeing assessment. The investment in the 3-19 schooling model should allow greater impact on eFSM students through early identification, targeted intervention and ongoing monitoring and tracking. This was a key part of the determination of the original project in 2017.</p>	<p>Through the consultation the physical location of the new school provision was identified as a potential risk given a perception that members of the community would have to travel further to school.</p> <p>There was a concern that a non-maintained nursery setting could reduce the access for deprived families.</p>	<p>The Council has considered the impact on travel arrangements for the children and young people on roll of Deri View Primary School, who would be required to attend a school on an alternative site because of these proposals. The assessment has determined that 71% of the children on roll at Deri View Primary School would have a reduction in travelling distances to the site of the new proposed school. The remaining 29% would have further to travel to the proposed new school, however, 40% of these would see and impact of less than 0.2 miles. The maximum additional travelling distance for any one child is 0.38 miles.</p> <p>Early education funding is only for a maximum of 10 hours a week and this must be taken up over five 2 hr sessions. Working parents can access funding through the Childcare Offer and tax credits to cover the cost of wrap around childcare if the provision is registered with CIW; however, for families where both parents are not working, their funded early education will be</p>

			limited to 10 hours a week as opposed to 12 ½ hours in a maintained nursery.
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Page 370

Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p>Should the proposal be agreed Deri View Primary School will vacate their existing building. This building will then be refurbished and repurposed to enable Ysgol Gymraeg Y Fenni to relocate to it and provide additional accommodation to address the increased number of pupils wishing to opt for Welsh Medium education in the North of the county. The Council has recently provided additional accommodation at Ysgol Y Fenni which increased the school capacity from 257 to 317 places at a cost of approx. £123k. This proposed move to the Deri View site will result in an</p>	<p>There is a risk that the development of a new English Medium secondary school so close to the existing and proposed new site for Ysgol Gymraeg Y Fenni will encourage parents to consider alternative English medium secondary provision to Ysgol Gyfun Gwynllyw in Pontypool either at the new King Henry School or Crickhowell Comprehensive in Powys.</p>	<p>We will work with the Headteacher and Board of Governors at Ysgol Gymraeg Y Fenni to explore the potential delivery of a Key Stage 3 curriculum at the new site.</p> <p>MCC proposed to include a Welsh Medium stream at KS3 in the proposed Abergavenny 3-19 School however this option did not proceed following discussions with the Welsh Education Forum as pupils require a completely immersive Welsh Medium secondary education after</p>

	<p>additional £1m investment and will enable the school to increase to 420 places and also provide greater community activity supporting and promoting the Welsh language. We believe that the investment in the new site will significantly promote the Welsh medium offer in Abergavenny and the environs. This links directly with the Council’s ambitions to support Gymraeg 2050 and the target of a million Welsh speakers and also the targets set in the council’s current 5 Year Welsh Language Strategy 2017 2021 and will form part of the ambitions that will be set out in the new WESP and the new 5 Year Strategy which is scheduled for the early part of next year</p>		<p>receiving an immersive primary WM education. MCC will continue to develop its discussions and engagement with Powys County Council and Blaenau</p> <p>Gwent County Borough Council to secure new Welsh medium secondary provision in the north of Gwent / south Powys area to mitigate the potential negative impact of this proposal.</p> <p>The council’s Welsh Medium Education Forum (WEF) will be kept closely informed and involved in discussions on this.</p> <p>The Council will continue its on-going dialogue with Torfaen County Borough Council regarding the provision at Ysgol Gyfun Gwynllyw so that Welsh medium secondary education at the School remains an attractive option for pupils who wish to receive a wholly immersive Welsh education experience.</p>
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<p>Operational Recruitment & Training of workforce</p>	<p>The expansion of Ysgol Gymraeg Y Fenni will generate the need for a greater number of Welsh Medium teachers and support staff in the Abergavenny area. This will create opportunities for Welsh speakers in Monmouthshire and outside of the area to be able to utilize their Welsh language skills in the work environment.</p>	<p>There is a risk that we may not be able to secure sufficient Welsh speaking teachers / staff to fulfil the requirements of the expanded school and its additional facilities around additional learning needs.</p>	<p>In order to mitigate this risk we will actively engage closely with our colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutes to help facilitate greater numbers of Welsh Medium teachers. We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc. We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and range of contacts.</p>
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<p>Service delivery Use of Welsh language in service delivery Promoting use of the language</p>	<p>Should the consultation document be agreed it will be distributed to stakeholders in both Welsh and English.</p> <p>All correspondence and communications including on social media in relation to this proposal will be bilingual as required by the Welsh Language (Wales) Measure 2011</p>		
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Page 373 Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Increased employment opportunities within the proposed new school. Any enhanced built environment will allow students to develop skills that will allow them to be work ready. The redeveloped school will provide an opportunity for the school to be more cost effective in its operational costs. Such a significant investment in the town of Abergavenny e would seek to maximise the benefits of any procurement through social clauses and ensure that the workforce recruited for construction is as local as possible.</p>	





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales</p> <p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Should the proposal be agreed a new building will be constructed – this will be in line with the Councils net zero carbon policy. The establishment of the SNRB Key stage 3, 4 & 5 provision will reduce the requirement to transport children to put of county / local area placements.</p>	
<p>A healthier Wales</p> <p>People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>This proposal could result in more learners being able to attend a school in their community and be able to walk to school rather than being transported. Any new building will incorporate Active Travel. New cycling and walking routes to school will be developed.</p>	<p>Work will be undertaken with Learners at all schools affected by the proposal to understand learner preferences for travelling to school and ensuring any decisions are the best interests of the Learners affected by the proposals.</p>
<p>A Wales of cohesive communities are attractive, viable, safe and well connected</p>	<p>Learners will remain in their communities. A new hub in Abergavenny we will seek to maximise the impact on the local community ensuring that the proposed new school promotes community cohesion through access and shared usage.</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>		
<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>If the proposal moves ahead The Welsh Language and the Government’s policy aim of One Million Speakers will be supported by the potential for an expansion of the primary</p>	

	cohort educated through the medium of Welsh in the north of the County.	
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The two schools directly involved has the highest level of pupils eligible for free school meals in the county and in the Wellbeing assessment was identified as being an area with high levels of economic deprivation. The investment in the 3-19 schooling model should allow greater impact on eFSM students through early identification, targeted intervention and ongoing monitoring and tracking.	

Page 35

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>If children are able to attend a school within the community they are more likely to continue their education within the county.</p>	

Sustainable Principle	Development	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p>	Working together with other partners to deliver objectives	This proposal will allow for partners to work more closely together to affect change in socio economic deprivation. To work together to deliver seamless progression between key stages	
 <p>Involvement</p>	Involving those with an interest and seeking their views	An open review will be undertaken that seeks the views of the entire school community prior to implementation.	
 <p>Prevention</p>	Putting resources into preventing problems occurring or getting worse	The redevelopment of the schools as currently proposed will allow effective interventions for children and young people. These maybe in a range of different areas, from enhanced fitness and wellbeing to more specific early interventions in learning. One of the key benefits of the 3- 19 model advocated in this proposal is that the impact on learners who are eligible for free school meals.	
 <p>Integration</p>	Considering impact on all wellbeing goals together and on other bodies	The opportunities afforded by this proposal allow the authority to take a broader perspective of a range of challenges in this area. The proposal will allow differing groups and partners to consider how they work together and how they can maximise the impact on learners and the broader community who will use the school.	

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	With the potential redevelopment of the King Henry VIII site there may be opportunities to address some safeguarding issues with the openness of the school site and ongoing community use		
Corporate Parenting	N/A	N/A	N/A

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

Faithful and Gould condition and suitability survey including identified backlog maintenance requirements (the Proposal document cites local backlog maintenance measures)

- Free School Meal Data
- Welsh Index of Multiple Deprivation data – as set out in the Wellbeing Assessment of the eleven Monmouthshire Medium Super Output Areas (MSOA) ☒
Surplus places – data from MCC Access team
- Cohort retention figures – data from MCC Access team
- Planning Places data – MCC Access team
- Information from the survey of parents regarding Welsh language education
- Information re. housing development taken from the current Monmouthshire Local Development Plan (LDP)
- Information from the consultation events and written submissions

Page 378

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

The main benefits of the proposal in its current form are the redevelopment of a school that is no longer fit for purpose and will allow children to access the curriculum in suitable accommodation. The inclusion of a 3-19 offer has the potential to benefit those pupils and students who are in receipt of free school meals and other vulnerable groups.

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

What are you going to do	When are you going to do it?	Who is responsible
As a consequence of the consultation and a revision of the EQIA the published statutory notices will have a minor amendment from the published proposal, the school will now be a 3-19 provision with a maintained nursery.	In the Cabinet report being considered on the 6 th October	Will McLean, Chief Officer

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
2.0	Cabinet Decision after the consultation exercise	6/10/2021	

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OBJECTION REPORT

Establishment of an all-through school (4-19) and specialist provision for pupils with complex neurodevelopmental and learning needs

Contents

1. Introduction	3
2. Distribution of the Consultation Report	4
3. A reminder of our proposal.....	5
4. Background to the Consultation Arrangements	5
4.1 The consultation period	5
4.2 The Consultation Report.....	6
5. Statutory Objection Period.....	7
5.1 Methodology	7
5.2 Statutory Objections	7
6. General Overview and consensus.....	Error! Bookmark not defined.
Appendix 1 - List of Consultees to receive the Objection Report.....	11
Appendix 2 - Statutory Notice.....	12

1. Introduction

Monmouthshire County Council has a statutory duty to secure sufficient and suitable school places for children within its County, and in doing so ensure that resources and facilities are efficiently utilised to deliver the education opportunities that our children deserve.

The Council has a responsibility under the School Standards and Organisation (Wales) Act 2018 to consult with appropriate stakeholders when considering any significant school reorganisation proposals.

The Council recently engaged in a statutory consultation process relating to the establishment of an all-through school (4-19) and specialist provision for pupils with complex neurodevelopmental and learning needs in Abergavenny.

The purpose of undertaking the statutory consultation was to seek the views of our community, key stakeholders and partners.

On conclusion of the statutory consultation period, a consultation report was produced to inform interest parties of the outcome of the consultation undertaken and included the Council's response to comments and concerns raised during this consultation.

The Consultation report was considered by the Council's Cabinet on 6th October 2021, who agreed to proceed with next stages of the statutory process through means of the publication of Statutory Notices.

This Objection Report now represents the council's responsibilities in line with the School Standards and Organisation (Wales) Act 2018 to produce a report that summarises any statutory objections received together with the Council's response to these objections.

2. Distribution of the Consultation Report

The consultation report was published on the Monmouthshire County Council Website www.monmouthshire.gov.uk/schoolreorganisation.

The consultees and interested parties listed below were also directly informed of the publication of the consultation report.

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- All consultees responding to the proposals during the consultation period, requesting notification of the publication of the consultation report
- Headteacher, staff and governors of schools from which pupils transfer
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- Directors of Education of all bordering LAs
- Principal of Coleg Gwent
- Mon Life
- GAVO
- Monmouthshire Association of School Governors
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Government
- ESTYN
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Education Achievement Service
- Gwent Police and Crime Commissioner
- RHAG
- Mudiad Meithrin

The above consultees were directly informed of the decision to proceed with proposals through means of the publication of Statutory Notices, and informed of how they could submit Statutory Objections against proposals.

3. A reminder of our proposal

The Local Authority consulted on proposals to establish an all-through school with provision for children with complex neuro-developmental needs on the King Henry VIII School site with effect from 1st September 2023.

To facilitate the establishment of the proposed all-through school in Abergavenny, the Council will cease to maintain Deri View Primary School and King Henry VIII Comprehensive School with effect from 1st September 2023.

The proposed new school building will be jointly funded by Welsh Government and Monmouthshire County Council through the 21st Century Schools and College Building Programme.

4. Background to the Consultation Arrangements

4.1 The consultation period

On 14th April 2021 the Council's Cabinet approved the proposals to commence statutory consultation thereby allowing the Council to engage with key stakeholders on establishing an all-through School, with specialist provision, in the north of the county on the King Henry VIII School site.

In line with the School Standards and Organisation (Wales) Act 2018, the Council produced a consultation document, published on 26th April 2021, which also represented the commencement of the statutory consultation period. The formal consultation period lasted for more than 8 weeks (including 20 school days), concluding on 25th June 2021.

The consultation document was distributed / links sent to all statutory consultees and a copy also published on the Council's website at www.monmouthshire.gov.uk/schoolreorganisation.

The Council raised awareness of the consultation through means of direct mailshots to all statutory consultees, including parents, staff, and governing bodies of all affected schools. A marketing campaign was also established, making use of the Council's social media networks throughout the consultation period to advertise the proposals and how consultees could contribute to this process.

The Council was keen to engage throughout the consultation period with all interested parties. Despite the Global Coronavirus pandemic and associated National restrictions, the Council was able to organise a safe environment to engage with statutory consultees and interested parties.

Consultees were advised of the following opportunities to respond formally to the consultation proposals:

- Completing the online consultation questionnaire available via www.monmouthshire.gov.uk/statutoryconsultation
- Emailing strategicreview@monmouthshire.gov.uk.

4.2 The Consultation Report

The Council has a responsibility in line with the School Standards and Organisation (Wales) Act 2013 to produce a report seeking to inform interested parties of the outcome to the consultation stage of the process by means of:

- Summarising each of the issues raised by consultees
- Responding to these by means of clarification, amendment to the proposal, or rejection to the concerns with supporting reasons
- Setting out Estyn's view (as provided in its consultation response) of the overall merits of the proposal.

The Council's Consultation Report relating to these proposals was published on 5th October 2021, and all Statutory consultees and interest parties were directly informed of its publication. The consultation report was also published on the Council's website at www.monmouthshire.gov.uk/schoolreorganisation.

On 6th October 2021, the Council's Cabinet considered the Consultation Report and agreed to proceed with the next stages of the statutory process, through means of publication of the Statutory notices that proposed the establishment an all-through (3-19) school on the site of King Henry VIII Comprehensive School with effect from September 2023. As a result of these proposals, the Statutory Notices also proposed that the Council would cease to maintain Deri View Primary and King Henry VIII Comprehensive Schools with effect from 31st August 2023.

5. Statutory Objection Period

5.1 Methodology

On 19th October 2021, the Council entered into the Statutory Objection period through the publication of the Statutory Notices, found under appendix 1 of this report.

The Statutory Notices were published through the following means:

- On the council website at www.monmouthshire.gov.uk/schoolreorganisation
- On or near the main entrance of Deri View Primary and King Henry VIII Comprehensive Schools
- By electronic distribution to all statutory consultees, including pupils, parents/carers, Governors and staff of all schools within the Abergavenny cluster
- By electronic distribution to all consultees responding to the consultation stage of this statutory process and requesting such notification

Consultees and interested parties were advised that, should they wish to submit a statutory objection against the proposals to establish a new all through (3-19) school, and in turn cease to maintain Deri View Primary and King Henry VIII Comprehensive, they must do so in writing or by email within the 28 day Statutory Objection period, which concluded on 17th November 2021.

Consultees and interested parties were reminded that concerns raised during the consultation stage of this process would not automatically be carried into the Objection Period and considered as a Statutory Objection unless advised to do so within the Statutory Objection Period.

5.2 Statutory Objections

The Statutory Objection period opened on Tuesday 19th October 2021 for a period of 28 days, concluding on Wednesday 17th November 2021. During this time, one statutory objection was received. Details of this statutory objections together with the Council's response can be found within the table below:

OBJECTION NUMBER	OBJECTION CONCERN
1	<p>During the public consultation process I raised concerns about the MCC justification for the size of the through school as MCC projections for future pupil growth, based on housing and jobs growth, were significantly out of kilter with Welsh Government projected figures which are much lower than those of MCC.</p> <p>I did not feel the concerns I raised were adequately addressed in the consultation period or published wrap up report.</p> <p>Since then Welsh Government planners have issued a 'planning warning' to MCC over the figures which in rough terms equates to requiring MCC to revise its figure on anticipated new homes in the Abergavenny area over the next 10 years by a reduction of approximately 785 homes.</p> <p>In the light of this development I urge that these figures and decisions informing the size of the new school are reconsidered.</p> <p>I again object to the Abergavenny through school due to its size being inappropriate for forecast demand and urge that the matter is reconsidered and tailored to the growth projections required by Welsh Government planners.</p>
LOCAL AUTHORITY RESPONSE	
<p>King Henry VIII Comprehensive School in its current form has been assessed as having sufficient capacity for 1290 students, which includes the provision for post 16 students. Deri View Primary School has a capacity for 330 students from age Reception through to year 6. These capacity assessments have been completed in line with the requirements of the Welsh Government's "Measuring the Capacity of Schools in Wales" guidance.</p> <p>The capacity of the secondary elements of the proposed all through school is 1200 (7-11) plus a 200 place sixth form, giving 1400 places in total. If proposals are agreed, the all-through school will offer an additional 110 places to secondary age learners</p>	

The capacity of the primary elements of the proposed all through school is 420 places for students in years Reception to year 6. If these proposals are agreed, an additional 90 English medium primary school places will be made available to the Town.

The sizing of the proposed new school has been calculated using pupil projections that are calculated and reviewed annually. The projections are compiled using a range of data available to us, including data supplied from health (new births), planning (housing developments), and data trends arising from our internal data analysis.

In terms of housing, the projections published within the statutory consultation as part of these proposals have been modelled solely against the known developments within the area where commitments in the form of planning permission have already been awarded by the Council. Whilst we are fully aware of the Council's proposals outlined within the Local Development Plan, the proposals had not been approved.

At the time of compiling the projections that are published within the statutory consultation document (September 2020), we were advised by our colleagues within the Planning department that, of our existing housing commitments, there were 387 dwellings left to be built using predicted build rates from 2020/21 onwards. These 387 dwellings have been factored into the published projections.

The statutory consultation document confirms that Primary numbers on roll across the Town area of the cluster (including Llanfoist and Gilwern Primary Schools) could reach:

	September 2022	September 2023	September 2024	September 2025
Totals	1566	1543	1540	1541

Modelling the above numbers against the proposed new capacity across the Town would see 349 surplus places or (18.4%) by September 2025. However, this projection does include proposals to increase our Welsh Medium provision within Abergavenny by 103 places, from 317 to 420 to enable us to accommodate any future increase in demand for Welsh Medium education.

The statutory consultation document confirms that Secondary numbers on roll for the proposed all-through school could reach:

School	Sept 2023	Sept 2024	Sept 2025	Sept 2026	Sept 2027
New all through school (secondary)	1128	1168	1193	1199	1176

You will note from the above that our predicted peak is in September 2026 with a projected 1199 students on roll. Against the proposed capacity of 1400, this leaves us with 201 surplus places (14.4%). The 1400 proposal is modelled on 8 forms of entry. Should a 7 form entry model have formed our preferred option, the capacity of the school would reduce to 1250. Using the projected numbers above, this option would leave us with 51 surplus places (4%) which we considered to be insufficient

The Council is content with the sizing of the proposed new all-through school and takes the view that proposals offer sufficient (and not excessive) capacity whilst also offering a sustainable solution should any new developments be allocated and agreed within the Abergavenny cluster

Appendix 1 - List of Consultees to receive the Objection Report

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- All consultees responding to the proposals during the consultation period, requesting notification of the publication of the consultation report
- Headteacher, staff and governors of schools from which pupils transfer
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- Directors of Education of all bordering LAs
- Principal of Coleg Gwent
- Mon Life
- GAVO
- Monmouthshire Association of School Governors
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Government
- ESTYN
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Education Achievement Service
- Gwent Police and Crime Commissioner
- RHAG
- Mudiad Meithrin

**MONMOUTHSHIRE COUNTY COUNCIL
COUNTY HALL, RHADYR, USK, MONMOUTHSHIRE NP15 1GA**

SCHOOL STANDARDS AND ORGANISATION (WALES) ACT 2013

NOTICE IS HEREBY GIVEN in accordance with Section 41 and 43 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code 2018 that Monmouthshire County Council, having consulted such persons as required, propose as indicated below:

1. Monmouthshire County Council propose to establish a new all-through English Medium, mixed sex school to be maintained by Monmouthshire County Council on the site of the existing King Henry VIII Comprehensive School at Old Hereford Road, Abergavenny, NP7 6EP, for children aged 3-19. The school will also have specialist provision for children with complex neurodevelopmental and learning needs. It is proposed to implement the proposal on **1st September 2023**.

As a result of the proposals outlined above:

2. Monmouthshire County Council propose to discontinue **KING HENRY VIII COMPREHENSIVE SCHOOL, OLD HEREFORD ROAD, ABERGAVENNY, NP7 6EP**. The school is currently maintained by Monmouthshire County Council. It is proposed to implement these proposals on 31 August 2023.
3. Monmouthshire County Council propose to discontinue **DERI VIEW PRIMARY SCHOOL, LLWYNU LANE, ABERGAVENNY, NP7 6AR**. The school is currently maintained by Monmouthshire County Council. It is proposed to implement these proposals on 31 August 2023.

Pupils currently attending the two discontinued schools will automatically be transferred to the new proposed all through school unless parents/carers request otherwise.

Monmouthshire County Council undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees, the proposer's responses and Estyn's full response has been published to all statutory consultees and is available via <https://www.monmouthshire.gov.uk/schoolreorganisation/>

The new all through school will have a primary age (4-11) pupil capacity for 420 children, with an individual year group admission number of 60. The proposed new school will provide for up to 1200 places for secondary age (11-16) children in years 7-11, with an individual year group admission number of up to 240. A further 200 places will be made available for sixth form students (16-19).

The new all through school will provide preschool provision through the establishment of a Nursery provision to be maintained by Monmouthshire County Council which will provide 30 full time equivalent places.

The new all through school will offer specialist provision for children with complex neurodevelopmental and learning needs. The capacity of this provision will be 71 (16 Primary and 55 Secondary).

Monmouthshire County Council will be the Admission Authority for the new all through school. Applications for places at the new school will be managed and determined in line with the Council's agreed School Admissions Policy.

It is the intention of the Council that transport shall be provided free of charge for pupils to their new school in accordance with the Council policy at that time. The current policy is that pupils are eligible for free home to school transport if they meet the following criteria:

- a) They attend their nearest or catchment area school and
- b) They live more than one and a half miles from the school for primary or

- c) They live more than two miles from the school for secondary.

Within a period of 28 days of the date on which the proposal was published, that is to say by **17th November 2021**, any person may object to the proposals outlined within this notice.

Objections should be sent to the Matthew Jones, Access Unit Manager, Monmouthshire County Council, County Hall, Rhadyr, Usk, NP15 1GA or email to strategicreview@monmouthshire.gov.uk

Signed



Date: **19th October 2021**

Paul Matthews
Chief Executive
For Monmouthshire County Council

EXPLANATORY NOTE

(This explanatory note does not form part of the notice but is offered by way of explanation)

King Henry VIII Comprehensive School

King Henry VIII Comprehensive School is an English medium 11-18 co-educational secondary school situated in the north of the County in Abergavenny. The School currently has a capacity of 1290 places plus 220 place sixth form. Admission Number of 215 and the number on roll as at September 2020 was 1041

King Henry VIII Comprehensive School buildings are in a poor state of repair and following a Condition Survey being undertaken in 2020, the school buildings were categorised as Condition Category D with the backlog of maintenance estimated to be around £2.5m.

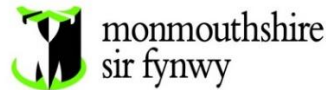
Deri View Primary School

Deri View Primary School is an English medium Primary School situated in the north of the County and 0.5 miles from King Henry VIII School.

The School currently has a capacity of 330 places plus nursery, Admission Number of 47 and the number on roll as at September 2020 is 276

Deri View School is a relatively modern building and following a Condition Survey being undertaken in 2020, the school building was categorised as Condition Category C+ with the current backlog of maintenance estimated to be around £110k.

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SUBJECT:	UK COMMUNITY RENEWAL FUND/UPDATE ON THE RURAL DEVELOPMENT PROGRAMME/FUTURE FUNDING OPPORTUNITIES
MEETING:	CABINET
DATE:	19TH JANUARY 2022
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE

- 1.1 To receive an update following approval of the Council's £2.04M bid to the UK Community Renewal Fund.
- 1.2 To receive an update on the Vale of Usk Rural Development Programme which is due to cease in September 2022.
- 1.3 To seek approval to proceed with additional funded rural economic development programmes.

2. RECOMMENDATIONS:

- 2.1 Cabinet to consider the benefits that the approval of the UK Community Renewal Fund will bring to the County alongside the potential impact of the loss of the Rural Development Programme.
- 2.2 Cabinet to approve the delivery of the additional rural economic development programmes in line with confirmation of funding being received.

3. KEY ISSUES:

3.1 UK Community Renewal Fund

- 3.1.1 Following the UK's decision to leave the EU, all structural funds will end in 2023. UK Government has committed to at least matching EU receipts through the new UK Shared Prosperity Fund, which will average around £1.5 billion p.a. and will be launched in 2022. The Fund will operate throughout the UK and will play a part in uniting and levelling up the whole country.
- 3.1.2 The UK Community Renewal Fund (UK CRF), launched in April 2021, is providing £220M, for 2021/22 only, to help local areas prepare for the launch of the UK Shared Prosperity fund in 2022. The Fund aims to support people and communities most in need across the UK, to pilot programmes and new approaches, that will invest in skills, community and place, local business, and supporting people into employment.
- 3.1.3 Following a vigorous bid development and submission process and approval by [Cabinet](#) the Council submitted £2.04M worth of projects in June. In November, the Council were informed that all of the submitted projects had been approved and need to be completed by end of June 2022. Details of all the projects can be found in Table One that follows:

Table One: UK CRF Monmouthshire projects

Name of Project	Lead Applicant	Description
iConnect	Monmouthshire Housing Association	A place-based pilot in Monmouth, Abergavenny and Caldicot to bring affordable, fast, and accessible digital infrastructure to tenants who have no digital footprint or are in digital poverty.
Space for Local Production	Monmouthshire County Council	A collaboration with the Sustainable Food Trust, Natural Resources Wales, Astario Systems, Wye and Usk Foundation, Farming Connect and Dŵr Cymru Welsh Water. The project will pilot the on-farm sustainability tool 'Global Farm Metric'.
Carbon Free Future	MHA, Melin, Sero Homes and Coleg Gwent	A cooperation to investigate retrofitting housing stock to improve Energy Performances Certificate ratings, ensuring that correct apprenticeships are in place to cover a wide range of current and future skills requirements.
Wye Valley River Festival CIC 'Growing Community Interests'	Wye Valley River Festival	Project to span Monmouthshire and borders, providing crucial access to creative resources, personal development training, enhanced employment opportunities and live cultural experiences to those living in rurally deprived areas.
Transforming MonLife's Major Assets	Mon Life	Project to deepen community involvement, reach new audiences, improve the experience, and promote sustainability and regeneration to help preserve Mon Life's important local assets and enhance accessibility and future opportunities.
Digital Customer Acquisition: 'Moving the Needle'	Alacrity Foundation	A cutting-edge, bespoke package of training and mentoring in digital customer acquisition and retention, focused on micro and small businesses. The programme has the ability to 'move the needle' for the entire economy from an organic farmer to a high street retailer to a biotech company. The programme will have a direct positive impact on an organisation's ability to market and sell their products and services locally, nationally and internationally.
The Zero Carbon Llanarth Village Plan	Llanarth Estates Trust	To investigate the most appropriate energy loss interventions in the social houses in and around the village. To investigate potential renewable energy sources for each property and renewable energy solutions in and around the village. To share these findings with organisations intent on looking at zero carbon housing schemes.

The Future is Us	MCC Borough Theatre and the Melville Theatre	A youth arts project delivered through partnership and consortium working, putting young people at the centre of its development and design. The project promotes ownership of individual opinions/views and shared creativity. Identifying workable and sustainable mechanisms acceptable to young people to help them build their skills.
Caldicot Community Partnership	GAVO	Revenue funding for 'Together Works', the Wellbeing Workshop and Community Hub in Caldicot, offering people free access to equipment that supports carpentry, product design, plastic recycling, engineering and art. The project will support spaces for community activities, training, an outdoor meeting area and community kitchen.
CELT - (Connect Engage Learn Transform)	Torfaen CBC leading on behalf of the 10 LAs in Cardiff Capital Region	Project to enhance the current Employment and Skills service by taking a regional approach; developing a Triage system –to ensure clients are referred to the right support: Employing a Wellbeing Engagement Worker; Enhancing Digital and Outreach Engagement; Sourcing employment opportunities in Construction and Digital and Targeting employment for homeless/at risk of homelessness.
Food 4 Growth	Torfaen CBC leading on behalf of MCC and Caerphilly CBC	A cooperation project working with partners, sponsors, local businesses, producers and landowners to deliver a range of food projects that will create new opportunities to improve the future sustainability of the food eco system in Monmouthshire.

3.1.4 In order to manage the delivery of the UK CRF projects, the Council has received a management fee of £45k, which will be utilised to pay for the time of Officers within the Rural Development Programme team who are managing the UK CRF programme.

3.2 Rural Development Programme

3.2.1 In 2014, Monmouthshire County Council was awarded £2.79M of Rural Development Programme (RDP) EU funding to aid the delivery of the Vale of Usk LEADER programme in Monmouthshire and the rural wards of Newport.

3.2.2 LEADER is a community led programme, which aims to improve the quality of life and prosperity of rural areas through the delivery of locally inspired and delivered projects, that are distinctive, innovative, involve partners and represent good value for money.

3.2.3 Whilst the Council is the Administrative Body for the programme, receiving funding to employ a team of seven Officers to animate and manage the projects, all projects are assessed against the Local Development Strategy and overseen by the Local Action Group (LAG) a body of volunteers representing the public, private, third and community sector.

3.2.4 Over the last five years, a range of [LEADER projects](#) have been delivered focussing on rural economic development including digital innovation, renewable energy, community development, rural transport, support for the farming community, rural tourism, sustainable food production and environmental projects.

3.2.5 In September 2022 however, the RDP funding will cease so the team are presently identifying alternative sources of funding to deliver projects to ensure progress is maintained. It is not yet known whether the UK Shared Prosperity Fund will support rural economic development activity, or whether this will continue to be separated into objective-led projects. Nor is the amount of funding or the delivery mechanism known at this stage.

3.3 Developing Projects

3.3.1 Over the last few months, the team have been submitting applications for several projects in order to provide additional funding to support and maintain the RDP delivery team during and post the September 2022 cut off point and the submissions are now being assessed. Detailed below in Table Two are details of the project that have been submitted, none of which will incur additional revenue costs for the Council but will require recruitment of staff to assist in delivery:

Table Two: Developing Projects

Project	Fund	Description of Project	Resource Requirements
Funding Approved:			
1. Food Growth	4 UK CRF. Funding approved	*As per Table One above: Working with partners, sponsors, local businesses, producers and landowners to deliver a range of food projects that will create new opportunities to improve the future sustainability of the food eco system in Monmouthshire.	1 x FTE until June 2022 Post to be merged with 1 x PTE Astaro Local Food Engagement Officer (see project 2 below) to enable recruitment of 1 x FTE Sustainable Food Engagement Officer until September 2022
2. Astaro Data mapping	- WG Innovation Fund and WG Foundational Economy Fund Funding approved	Strand 1: Initial WG Innovation Fund grant to enable the Astaro system to be developed around data gathering and its presentation for supply and demand of local food supply chains. Strand 2: Funded by WG	1 x PTE April to September 2022 Local Food Engagement (link to project 1 above) ***** 1 x FTE to September 2022 Energy Mapping Officer to be resourced internally via RDP team.

		Foundational Economy to enable farmers to have direct opportunities with public sector food supply Strand 3: Engage with WG and RSLs to investigate opportunities for Welsh energy related manufacturers to increase manufacturing around retrofit opportunities in RSL housing stock.	
Funding Pending:			
Local Food Supply Chain Development * Link to 'Space for Local Production' UK CRF Project	WG RDP Cooperation and Supply Chain Development Scheme Project.	An RDP project collaborating with Aberystwyth Uni, (Living Wales), NRW, Astario Systems and Dwr Cymru Welsh Water. The project will use high-resolution satellite mapping to predict the best use of land in Monmouthshire, and by default the land's real value.	1 x FTE Project Manager 1 x FTE Project Engagement Officer February 2022 – June 2023
Local Food Cooperation project with Cardiff CC	CCR Challenge Fund.	Harnessing the power and potential of land, technology and people to increase the sustainable production and supply of locally grown food in the CCR. This will consider Controlled Environment Agriculture, and diverse soil based growing techniques.	1 x FTE Project Manager February 2022 – December 2024
Digital Transformation BETA Fund	Welsh Government. Application submission February 2022	A continuation to the current DTF ALPHA programme that ends January 2022. Extension requested from LEADER until March 2022 to	1 X FTE project Support Officer, from RDP team extended from September 2022 until March 2023

		ensure we maintain the OT support	
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4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 The Equality and Future Generations Evaluation Assessment undertaken in Appendix A, anticipates that the projects detailed within this report will have a positive impact on peoples’ social, emotional, health and wellbeing, education, and skills. This will develop resident’s resilience and improve their life chances.

5. OPTIONS APPRAISAL

An options appraisal has been undertaken in Table Three that follows:

Table Three: Options Appraisal

Option	Benefits	Risks
Do nothing – Don’t proceed with additional projects	None Identified	Loss of expertise, knowledge, and support for our rural communities and local businesses.
Implement projects as described in Table Two above	Projects align with the principles of the Rural Development Programme and help to maintain momentum whilst the SPF priorities are being clarified.	Shared Prosperity Fund (SPF) priorities have not been launched; there is a risk that the projects will not align to these priorities. To migrate this risk, we have reviewed the priorities of the Community Renewal Fund which is seen as a precursor to SPF and submitted projects that will help progress the renewable energy and sustainable food agendas in the interim.

6. REASONS:

6.1 The end of RDP funding presents local challenges; however, this also presents the Team with an opportunity to reflect on what has worked well and to use the lessons learned to inform additional funding applications.

6.2 The loss of the RDP programme will impact on local businesses and communities who have participated in and benefited from project activities. Not forgetting the human impact, potential loss of 7 FTE staff who are highly skilled experts in their specialist field.

6.3 The development and delivery of a pipeline of successor projects that align with the Council’s priorities for sustainable food production, digital inclusion and innovation and renewable energy will help maintain progress whilst further detail of successor programmes is awaited.

7 RESOURCE IMPLICATIONS:

7.1 The RDP currently provides approximately £280k per annum which is made up of £240k RDP grant income and £40k match funding. There is no core funding to support the programme.

7.2 As there are currently no successor programmes in place and not all the projects detailed in Table Two above have received approval at this time, it is not yet possible to give an accurate illustration of how the impact of the loss of the RDP funding will be addressed. A further report will therefore be provided later in 2022, once details of future funding opportunities have been clarified.

8 CONSULTEES:

- DMT – Enterprise;
- Cabinet;
- Strategic Leadership Team

9 BACKGROUND PAPERS: N/A

10 AUTHOR:

Cath Fallon – Head of Enterprise and Community Animation

11 CONTACT DETAILS:

Tel: 07557 190969

E-mail: cathfallon@monmouthshire.gov.uk

Integrated Impact Assessment document
(incorporating Equalities, Future Generations, Welsh Language and Socio-Economic Duty)

<p>Name of the Officer Cath Fallon</p> <p>Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To provide an update on Council's £2.04M bid to the UK Community Renewal Fund and the Rural Development Programme which is due to cease in September 2022.</p> <p>To seek approval to proceed with additional funded rural economic development programmes.</p>
<p>Name of Service area: Enterprise</p>	<p>Date 14th December 2021</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<i>Although the projects are not targeted at older residents, there will be a positive impact being part of the wider community.</i>	There are no negative impacts anticipated.	
Disability	As above	As above	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	.Not applicable	Not applicable	
Marriage or civil partnership	<i>Not applicable</i>	Not applicable	
Pregnancy or maternity	<i>Not applicable</i>	Not applicable	
Race	<i>Although the projects are not targeted at specific residents, there will be a positive impact being part of the wider community.</i>	No negative impacts anticipated	
Religion or Belief	.Not applicable	Not applicable	
Sex	Not applicable	Not applicable	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	.Not applicable	Not applicable	

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

<p>Socio-economic Duty and Social Justice</p>	<p><i>The purpose of the iConnect project in particular is to bring affordable, fast and accessible digital infrastructure to tenants who have no digital footprint or are in digital poverty. Community support will also be provided via 'Together Works', the Wellbeing Workshop and Community Hub in Caldicot, offering people free access to equipment that supports carpentry, product design, plastic recycling, engineering and art.</i></p>	<p><i>Not applicable</i></p>	<p><i>Not applicable</i></p>
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How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language, no less favourably	The delivery team will ensure that they adhere to the Council's Welsh Language Standards.	None identified	n/a
Operational Recruitment & Training of workforce	Where new posts are required, the need to communicate through Welsh and English as part of the recruitment process and any necessary training offered as needed.	None identified	n/a
Service delivery Use of Welsh language in service delivery Promoting use of the language	Any advertising about the projects will promote the fact that people can deal with the Council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.	None identified	n/a

3. Policy making and the Welsh language.




4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposal strongly supports the Prosperous Wales wellbeing goal:</p> <ul style="list-style-type: none"> - Delivering employability support to residents will lead to improved labour market positions for those in employment - Delivering employability support to residents will lead to employment, and increased income for those who are currently seeking work - Delivering employability support to residents will lead to improved productivity and growth for companies in the region. - The Future is Us youth arts project delivered through partnership and consortium working, puts young people at the centre of its development and design - promoting ownership of individual opinions/views and shared creativity. Identifying workable and sustainable mechanisms acceptable to young people to help them build their skills. 	<p>None identified</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g., climate change)</p>	<p>The proposal strongly supports the Resilient Wales wellbeing goal:</p> <ul style="list-style-type: none"> - <i>employability programmes support community and social resilience within communities and encourage greater levels of community interaction.</i> - <i>Employability programmes focus on building sustainable employment within communities, reducing inequalities between communities.</i> 	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>		
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<ul style="list-style-type: none"> - The 'Together Works' project, the Wellbeing Workshop and Community Hub in Caldicot, offers people free access to equipment that supports carpentry, product design, plastic recycling, engineering and art. - Mon Life's Major Assets project seeks to deepen community involvement, reach new audiences, improve the experience, and promote sustainability and regeneration to help preserve Mon Life's important local assets and enhance accessibility and future opportunities. 	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local</p>	<ul style="list-style-type: none"> - The Zero Carbon Llanarth Village Plan and the Carbon Free Future projects both support 	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing	investigating retrofitting existing housing stock and renewable energy opportunities.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	- The Wye Valley Rivers project provides crucial access to creative resources, personal development training, enhanced employment opportunities and live cultural experiences to those living in rural deprived areas.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	- Employability programmes focus on building sustainable employment within communities, reducing inequalities between communities. A number of the projects detailed above help people to fulfil their potential no matter what their background or circumstances.	Not applicable

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>The proposal is well-aligned to a long-term way of working:</p> <ul style="list-style-type: none"> - By supporting households and young people into employment and helping to sustain and improve the quality of that employment, employability activity is a key part of the suite of early intervention & prevention activities. This reduces the likelihood of long-term challenges resulting from deprivation, adverse childhood experiences, and unemployment. 	None identified
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Many of the projects that have received UK CRFT funding involve a number of partners working to the benefit of the wider community for example CELT, 'Together Works', the Wye Valley River Festival, etc.</p>	None identified
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The application process for the UKCRF was open to all and has encouraged a wide number of applicants to seek views of their views submit funding bids on behalf of their communities and communities of interest.</p>	None identified

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The purpose of the UK CRF is to help local areas prepare for the launch of the UK Shared Prosperity fund in 2022. The Fund aims to support people and communities most in need across the UK, to pilot programmes and new approaches, that will invest in skills, community</p>	<p>None identified</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>.The wide range of projects detailed consider all aspects of the Well-Being of Future Generations Act and present an integrated approach to economic and community development activity in the County.</p>	

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

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

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

When submitting projects to the UK CRF, applicants were asked to evidence their strategic fit and link to local economic and business need. Applicants were asked to consider included the Vision Monmouthshire 2040: Economic Growth and Ambition Statement; the Vale of Usk Local Development Strategy; the Digital Infrastructure Action Plan; the MCC Apprenticeship, Graduate and Internship Strategy alongside alignment with UK Government Investment Priorities.

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

.This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template It is anticipated that the projects detailed within this report will have a positive impact on peoples' social, emotional, health and wellbeing, education, and skills. This will develop resident's resilience and improve their life chances.

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

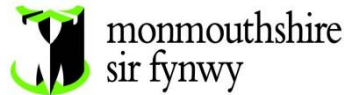
What are you going to do	When are you going to do it?	Who is responsible
Cabinet	Jan/Feb 2022	Cath Fallon, Head of Enterprise and Community Animation

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to demonstrate how you have considered and built-in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Enterprise DMT	20 th December 2021	

2	Cabinet	19th January 2022	

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SUBJECT: WELSH IN EDUCATION STRATEGIC PLAN 2017-2020

MEETING: CABINET

DATE: 18th January 2022

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 The purpose of the report is to provide members of Cabinet with Monmouthshire's first ten-year Welsh in Education Strategic Plan (WESP) 2022-31.
- 1.2 This report presents Monmouthshire's WESP 2022-31 to Cabinet and seeks their approval to submit the plan to Welsh Ministers in line with statutory requirements.
- 1.3 Members should review the actions, targets and timescales proposed in the Monmouthshire WESP 2022-31, in relation to all aspects of the local authority corporate and strategic work. This is particularly relevant in the proposed expansion of Welsh-medium education in both primary and secondary phases, school transport arrangements, provision for Welsh medium learners with Additional Learning Needs (ALN) and the Welsh language capacity of the workforce.

2. RECOMMENDATIONS:

It is recommended that Cabinet Members:

- 2.1 Receive the Monmouthshire WESP 2017-2020 Plan
- 2.2 Agree to the actions, targets and timescales contained within Monmouthshire's Welsh in Education Strategic Plan (WESP) 2022-2031, including:
 - the expansion of Welsh medium primary in the north east of the county and the co-creation of a new secondary school
 - a School Transport Review to ensure all learners within the county have a realistic option of choosing a Welsh-medium education
 - the development of ALN Welsh-medium provision and the delivery of wider ALN services through the medium of Welsh
 - an increase in the proportion of Welsh speakers in the school and local authority workforce

3. KEY ISSUES:

Background to this WESP

- 3.1 Welsh Government's vision is to see one million Welsh speakers across Wales by 2050 and to achieve this the following actions will need to happen:
- more children in Welsh-medium education.
 - better planning in relation to how people learn the language;
 - more easy-to-access opportunities for people to use the language;
 - a stronger infrastructure and a revolution to improve digital provision in Welsh; and
 - a sea change in the way we speak about it.
- 3.2 The WESP is the key strategic document where Monmouthshire sets out its ten-year plan to promote the expansion of Welsh-medium education and increase the opportunities for learners at all levels to engage with and use the language with confidence.
- 3.3 This WESP focuses on the following seven key outcomes which interface with other key areas including our next Welsh Language Strategy, the Curriculum for Wales (CfW) and the Additional Learning Needs and Educational Tribunal Act (ALNET) Act.
- Outcome 1: More nursery children/ three-year-olds receive their education through the medium of Welsh
 - Outcome 2: More reception class children/ five-year-olds receive their education through the medium of Welsh
 - Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another
 - Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh
 - Outcome 5: More opportunities for learners to use Welsh in different contexts in school
 - Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018
 - Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh.

Key actions in this WESP

- 3.4 During the life of the WESP we plan to establish Welsh-medium childcare provision in each of the five main towns in Monmouthshire to increase the number of accessible Welsh-medium childcare places across the county. This will support a sustainable growth in the number of children transferring to a Welsh-medium nursery and subsequently a Welsh-medium primary school.

- 3.5 The relocation of Ysgol Y Fenni in 2024 will increase the capacity of the school so that it can accommodate 420 pupils, a nursery and Welsh-medium childcare on the same site.
- The completion of building work at Ysgol Y Ffin in 2022 will increase the capacity of the school to 210, with a nursery and childcare provision on the same site.
- The proposed opening of a seedling Welsh-medium school and nursery in Monmouth in September in 2023, will provide more learners in the north east of the county with a genuine opportunity to learn through the medium of Welsh without having to travel a long distance each day.
- Taken together, these three developments will create 120 Welsh-medium primary places per cohort across the county, 840 in total when all three schools are full.
- Monmouthshire, Blaenau Gwent, Merthyr Tydfil and Powys have agreed to work collaboratively to consider the delivery of a new secondary provision in Band C of the 21st Century Schools Programme (or an alternative funding route if one becomes available). Directors have commissioned the regional Planning School Places group to review the demand for the school and this will lead to a strategic outline plan being concluded in 2024 with a progression into the full business planning process aligned to the Welsh Government programme. The programme will aim to open in 2028/29 recognising the potential pressures within existing settings.
- 3.6 The development of late immersion provision to support learners joining Welsh-medium schools after Year 1 is a key strategy to open up Welsh-medium education to all learners in Monmouthshire. The current local authority funded pilot in Ysgol Y Ffin is already benefiting pupils in Caldicot and additional grant funding will enable the expansion of this provision to other areas of the county.
- 3.7 A significant factor in ensuring the success of additional capacity and late immersion provision, will be the development of a robust promotion plan. This will be developed with key partners to ensure that parents have easy access to high quality information about the benefits a Welsh-medium education, where they can get support if they are not Welsh speaking themselves and how will their children be supported as they learn the language. Alongside this, the local authority will review admission arrangements to ensure options for a Welsh-medium education are clearly promoted at each stage of the admission process.
- 3.8 Feedback from the consultation indicates that a major barrier for parents choosing Welsh-medium education is the time and distance children must travel to get there. Whilst the creation of a third primary school will address this concern for some learners, it will not result in changes for others, particularly those in secondary Welsh-medium schools outside of the county. As a result, we plan to carry out a review of our school transport policy to

address these concerns and to consider transport options for 3-year-olds and Post-16 learners.

- 3.9 Over the next ten years, current projections suggest that the school population in Monmouthshire will decline. This means that we are likely to see a decline in pupil numbers in our schools. Consequently, an increased demand for Welsh-medium education could potentially intensify the impact of reduced pupil numbers in our English medium schools, particularly in the Monmouth area where there are already a significant number of surplus places.
- 3.10 Whilst we have made good progress in supporting our Welsh-medium schools in preparing and planning for the implementation of the ALNET Act; we accept that there is an urgent need for us to understand the emerging ALN needs of our Welsh-medium learners so that we can match provision and services appropriately. At present, the provision of specialist services through the medium of Welsh is a challenge across Wales and we will need to work with regional partners and wider services to systematically address this as soon as possible.
- 3.11 We are very aware that given the proximity of Monmouthshire as a border county the number of Welsh language speakers in the county is far lower than in other parts of the country. As a result, we often struggle to secure Welsh speaking staff to work in our schools. We will continue to work with the Education Achievement Service (EAS) to build the capacity of staff who teach Welsh as a second language and to increase the number of teachers participating in the Welsh sabbatical scheme and in doing so increase the number of Welsh speaking teachers and support staff in Monmouthshire. However, it is unlikely that these actions alone will secure the additional Welsh speaking staff we need to meet the increase in Welsh education we expect to see over the next ten years.
- Over the life of next WESP, the Local Authority will look to provide increased apprenticeship and employment opportunities for those that have learned the language both as residents of the county or from other areas of Wales. In support the Local Authority will maximise the opportunity to access funding available through the existing Mudiad Meithrin Apprenticeship Scheme in conjunction with the Urdd. This will be particularly important as we look to increase the number of Welsh speakers in our schools and settings to meet the increase in demand for Welsh language education within the county.

Statutory Processes

- 3.12 The Local Authority concluded the statutory eight-week consultation period for this WESP in December 2021. This included providing copies of a draft report to all statutory consultees and meeting virtually with members of the Welsh in Educations Forum (WEF), Select Committee and Headteachers. All comments and feedback from the consultation period have been considered fully and where appropriate reflected in the final WESP report presented to Cabinet.

- 3.5 The Local Authority is required to submit a version of their first ten-year WESP to Welsh Ministers for approval no later than 31st January 2022.
- 3.6 Welsh Ministers will consider this WESP between January and May 2022, including further discussions with the local authority as required, with approval before August 2022 ready for implementation from September 2022.

4. REASONS:

- 4.1 Wales is a bilingual nation with a clear ambition to increase the use of Welsh across the country. We fully support and are committed to the Welsh Government's national strategy for the Welsh Language Cymraeg 2050 and recognise the role of education in achieving this vision.
- 4.2 This WESP sets out the strategic steps and actions Monmouthshire propose to take over the next ten years to contribute to achieving the Welsh Government's vision of million Welsh speakers across Wales by 2050.
- 4.3 The Monmouthshire WESP has been developed to ensure that the local authority complies with statutory guidance issued by Welsh Ministers under section 87 of the Schools Standards and Organisation (Wales) Act 2013 to submit a WESP for approval by Welsh Government.

5. RESOURCE IMPLICATIONS:

- 5.1 The Local Authority secured Welsh Government funding to establish a new school in Monmouth. The funding at the time of application covered 100% of the costs, however, since the start of the pandemic the cost of building work has increased significantly. Consequently, there is a potential resource implication for the Local Authority if Welsh Government are unable to meet any potential increase in costs.
- 5.2 The expectation is that all other costs to implement this WESP will be met through the existing revenue streams. This means that any increase to costs because of the school transport and ALN reviews will need to be considered in the context of the whole authority budget. There is a risk of increased costs whilst English and Welsh medium provisions run concurrently.
- 5.3 The cost of late immersion provision will be an additional cost to the local authority after the pilot period unless further funding as available from Welsh Government.
- 5.4 In 3.5 the prospect of the creation of a new key stage 3 &4 provision is raised. This multi-Authority approach is the most sustainable and appropriate approach to the creation of secondary provision in the north of the county. At this stage it is not possible to identify a specific financial cost be it capital or

revenue, but it should be recognised that this will be a future cost should members decide to proceed.

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

- 6.1 One of the main benefits of this WESP is the Council's commitment to developing and expanding Welsh-medium education in both primary and secondary phases. The increase in capacity across the county will allow our current schools to continue to grow and create additional places in areas where there is increasing demand.
- 6.2 The development of Welsh-medium ALN provision to meet emerging ALN needs will ensure that these learners are well supported in their local school and community, and they can access support and services in Welsh.
- 6.3 The Equality Impact Assessment is included in Appendix 1.

7. CONSULTEES:

- Members of the Children and Young People's Select Committee
- The Governing Bodies and Headteachers of all schools maintained by Monmouthshire County Council
- The Management Committees and Owners of all non-maintained settings registered with Monmouthshire County Council
- Torfaen County Council
- Newport County Council
- Blaenau Gwent County Council
- Coleg Gwent
- The Welsh Language Commissioner
- Relevant Trades Unions
- Estyn
- Education Achievement Service
- Diocese of Monmouth
- Childcare Providers in Monmouthshire
- Mudiad Meithrin
- Aneurin Bevan Health Board (ABHB)
- SNAP Cymru
- Yr Urdd
- School Transport Unit
- Cymraeg I Blant

- Rhieni dros Addysg Gymraeg (RhAG) Menter Iaith Blaenau Gwent, Torfaen Mynwy
- Welsh in Education Forum/ Fforwm Addysg Gymraeg Monmouthshire Youth Council
- Children and Young People DMT

7.1 The feedback from the consultation exercise has been wide ranging and we have been able to reflect many comments and suggestions in the draft before Members for their consideration. Whilst the majority of respondents signalled their support for an ambitious WESP there were concerns raised from a number of significant stakeholders about the timeliness of delivery of the seedling school in Monmouth and the new secondary provision in the north of the County.

8. BACKGROUND PAPERS:

- Guidance on Welsh in Education Strategic Plans
<https://gov.wales/sites/default/files/publications/2021-02/guidance-welsh-in-education-strategic-plan.pdf>
- Overseeing compliance Good practice advice document (Welsh Language Commissioner)
<https://www.welshlanguagecommissioner.wales/media/tu5nll0x/20200901-1-overseeing-compliance.pdf>
- Producing a Welsh Language standards annual report Good practice advice document (Welsh Language Commissioner)
<https://www.welshlanguagecommissioner.wales/media/vfsfhdqi/20200901-5-welsh-language-standards-annual-report.pdf>
- Estyn Thematic Report Local Authority Welsh in Education Strategic Plans September
<https://www.estyn.gov.wales/thematic-report/local-authority-welsh-education-strategic-plans>
- Cymraeg 2050: A million Welsh speakers by 2050
<https://gov.wales/sites/default/files/publications/2018-12/cymraeg-2050-welsh-language-strategy.pdf>
- Draft Monmouthshire Welsh Language Strategy 2022 -2027
<https://www.monmouthshire.gov.uk/welsh-language-strategy-2/>
- Welsh in Education Action Plan
<https://gov.wales/sites/default/files/publications/2018-02/welsh-in-education-action-plan-2017%E2%80%9321.pdf>

9. **AUTHOR:**
Sharon Randall-Smith

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Welsh in Education Strategic Plan 2022 - 2032

Name of Local Authority

Monmouthshire County Council

Period of this Plan

1st September 2022 – 31st August 2032

This Welsh in Education Strategic Plan is made under Section 84 of *The School Standards and Organisation (Wales) Act 2013* and the content complies with the *Welsh in Education Strategic Plans (Wales) Regulations 2019*. We have given due regard to the statutory guidance issued by Welsh Ministers when setting our targets.

Signed: Will McLean Date:

Chief Education Officer Monmouthshire County Council

(The plan needs to be signed by the Chief Education Officer within your Local authority)

- The Welsh in Education Strategic Plans (Wales) Regulations 2019
- The Welsh in Education Strategic Plans (Wales) (Amendment) (Coronavirus) Regulations 2020

Contents

	Page
1 Vision	3
2 Consultation Arrangements	5
3 Population and Linguistic Characteristics	7
4 Current Welsh Provision	11
5 School Transport	16
6 Late Immersion Provision Latecomers to Welsh	16
7 Welsh-medium provision for Pupils with Additional Learning Needs	17
8 School Workforce	19
9 WESP Targets	20
10 WESP Outcomes	22
11 Outcome 1	23
12 Outcome 2	27
13 Outcome 3	31
14 Outcome 4	34
15 Outcome 5	37
16 Outcome 6	42
17 Outcome 7	45
18 How we work with others	48

Welsh in Education Strategic Plan 2022 - 2032

1. Vision

Wales is a bilingual nation with a clear ambition to increase the use of Welsh across the country. We fully support and are committed to the Welsh Government's national strategy for the Welsh Language Cymraeg 2050: a million Welsh speakers. Welsh-medium education in Monmouthshire has been growing over the last twenty years. This growth played a key part in increasing the number of people regularly using Welsh across the county with the 2011 census showing that 8,780 Monmouthshire residents are fluent Welsh speakers and many thousands more have some level of Welsh language skill.

Having recognised the appetite for Welsh-medium primary education in the north and south of the county, we are pleased with the progress we have seen during the life of the last Welsh in Education Plan. Over the last three years we have increased Welsh-medium provision in the north east of the county in Ysgol Y Fenni to a capacity of 317. This means that the school can continue its expansion towards becoming a full two form entry school within the next seven years. More recently, we have started the refurbishment and expansion of Ysgol Y Ffin to ensure it has the capacity to become a full 210 single form entry school, with a Cylch Meithrin within the grounds of the school. These developments will enable Monmouthshire to achieve its target of 120 Reception learners in our Welsh-medium schools during the life of the next WESP, exceeding the upper target of 115 learners set by Welsh Government.

Furthermore, we have increased the total number of Welsh-medium childcare places across the county from 26 in March 2017, to 63 in July 2021 and we aim to increase this to at least 125 places during the life of this WESP. We have worked with Mudiad Meithrin to open a new Cylch Meithrin in Monmouth with a view to market Welsh-medium childcare and ultimately attract more parents towards a Welsh-medium education in the town.

Whilst these are important developments, we acknowledge that the north east of Monmouthshire is currently without Welsh-medium primary provision and this WESP needs to address this as soon as possible. As a result, we plan to open a seedling Welsh-medium school in Monmouth in September 2023. Over the last three years, significant work has been carried out to identify a suitable location for a new Welsh-medium school within the Monmouth area. However, despite our efforts, we have not been able to secure a suitable site within the town because of a lack of available land and any that is available is on a flood plain. Although we have looked further afield, any prospective sites were judged to be unsuitable and/or the distance to travel was too great. We are in the process of considering other options within Monmouth to ensure that more parents have a genuine choice when making a preference for their children's education. As this will potentially involve expanding

into predominately English-speaking areas, we will need to carry out a full consultation process with all key stakeholders. The time required to complete this process means that we will not be able to open the school until September 2023.

We fully recognise the fact that we are a border county with significant cross-border migration into the eastern side of the county. This brings additional challenges around Welsh-medium provision, parental choices and supporting latecomers to the language. That said, a proportion of the families moving into Monmouthshire will want their children to be educated bilingually due to the benefits it brings. The late immersion provision based at Ysgol Gymraeg Y Ffin will be ground-breaking in terms of enabling this and it will also allow families already educating their children in English medium schools to change to Welsh-medium. We know that this will be a key area to address in our this WESP.

The development of Welsh-medium education has been a central priority for Monmouthshire in all three of the last WESPs. Whilst we have made progress, this WESP will focus more sharply on the promotion of the benefits of learning through the medium of Welsh for all learners, and the development of bilingualism as a key skill for our learners and a strategy to support expansion.

We also accept that we need to create more sustainable opportunities for all our learners to become bilingual and confident in Welsh and English, both in school and within the wider community. Looking further into the future, the ability to speak Welsh will ensure that our learners will have all the skills necessary to gain employment in Wales, as employers move increasingly towards a bilingual workforce as a result of the Welsh Language (Wales) Measure 2011.

Starting from a low level of Welsh-language service provision, Monmouthshire has made positive advances in developing the scope and quality of its information available in Welsh over the last five years. At the same time, the number of staff accessing Welsh Language training within the local authority and in schools has increased significantly since the start of the last WESP. However, the number of Welsh speaking staff at more advanced levels remains low. We recognise that we will need to increase the number of new Welsh speakers across our education workforce to support the growth in Welsh-medium education over the next ten years, as well as across wider support services in the local authority such as, Early Years and Additional Learning Needs. We know that this will be a fundamental building block if we are to support and sustain our anticipated growth in Welsh-medium education successfully and as such this will need to be addressed in this WESP.

We will continue to work in collaboration with our strategic partners in the Welsh in Education Forum, and through our five-year Welsh Language Strategy, to increase the opportunities available to learners at all levels in Monmouthshire, to engage and use the Welsh language with confidence.

The vision for our county is to build sustainable and resilient bilingual communities across the county. We will do this by ensuring that we work towards achieving the following overarching aims within our current Welsh Language Strategy:

1. Ensuring that the Welsh Language is alive, dynamic and valued across the county
2. Providing the infrastructure so that people can interact with the Council through the medium of Welsh
3. Ensuring people have more opportunities to engage in activities and receive services through the medium of Welsh
4. Educating more of our children and young people through the medium of Welsh
5. Providing wider opportunities to learn and use the Welsh language with confidence and as a normal part of everyday life.

In order to deliver on our responsibilities in relation to the WESP, we will need to ensure that our next 5-year Welsh Language Strategy prioritises the promotion of the Welsh language and increased opportunities to use the language across the county. In addition, we have a duty to ensure that future policies and strategies consider and assist the development of the Welsh language across all aspects of the Council's corporate and strategic work.

2. Consultation Arrangements

2.1 Consultees

This consultation Document will be published on the Monmouthshire County Council website and made available to the following organisations:	
The Governing Bodies and Headteachers of all schools maintained by Monmouthshire County Council	
The Management Committees and Owners of all non-maintained settings registered with Monmouthshire County Council	
Torfaen County Council	Blaenau Gwent County Council
Newport County Council	Estyn
Coleg Gwent	Diocese of Monmouth
The Welsh Language Commissioner	Childcare Providers in Monmouthshire
Relevant Trades Unions	
Education Workforce Training Providers	
External organisations providing services to children and young people in Monmouthshire	
Mudiad Meithrin	Yr Urdd
Aneurin Bevan Health Board (ABHB)	School Transport Unit
SNAP Cymru	Cymraeg i Blant
Other key groups and organisations	
Rhieni dros Addysg Gymraeg (RhAG)	Menter Iaith Blaenau Gwent, Torfaen Mynwy
Welsh in Education Forum/ Fforwm Addysg Gymraeg	Monmouthshire Youth Council

2.2 The consultation period

The consultation period will commence on the 11th of October 2021 and conclude on the 6th of December 2021. During this period you can provide your views on the draft plan by emailing strategicreview@monmouthshire.gov.uk or completing the online response form on the Monmouthshire website at [Welsh in Education Strategic Plan \(WESP\) - Monmouthshire](#).

Please note that all correspondence should be received by no later than the 6th of December 2021.

2.3 Your Questions

This document should provide you with the answers to any questions that will arise however if there is a question that has not be answered please contact a member of the team on the following email address: strategicreview@monmouthshire.gov.uk

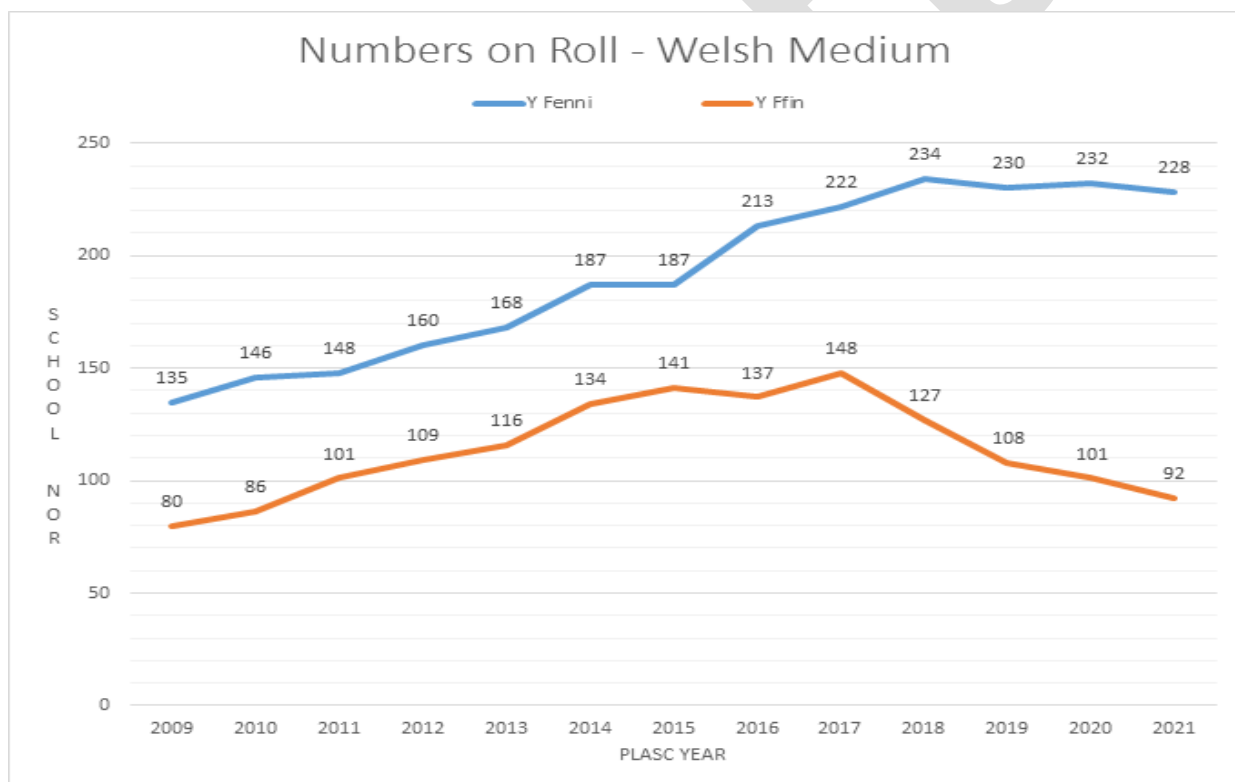
3. Population and Linguistic Characteristics

3.1 Pupil Population Trends and Forecasts

In January 2021, there were 11,586 pupils on roll in Monmouthshire schools, these include:

- 6701 in all primary schools
- 4885 in Secondary Schools
- Including 118 in our Special Needs Resource Bases (79 in secondary provision and 39 in primary provision)

Out of the 6701 pupils in primary schools in Monmouthshire there are 320 of statutory school age in Welsh-medium education. The table below shows the PLASC numbers on roll for Ysgol Y Fenni and Ysgol Y Ffin over the past 12 years.



Source: <https://statswales.gov.wales/Catalogue/Education-and-Skills/Schools-and-Teachers/Schools-Census/Pupil-Level-Annual-School-Census/Pupils/pupil-by-localauthorityregion-typeofschool>

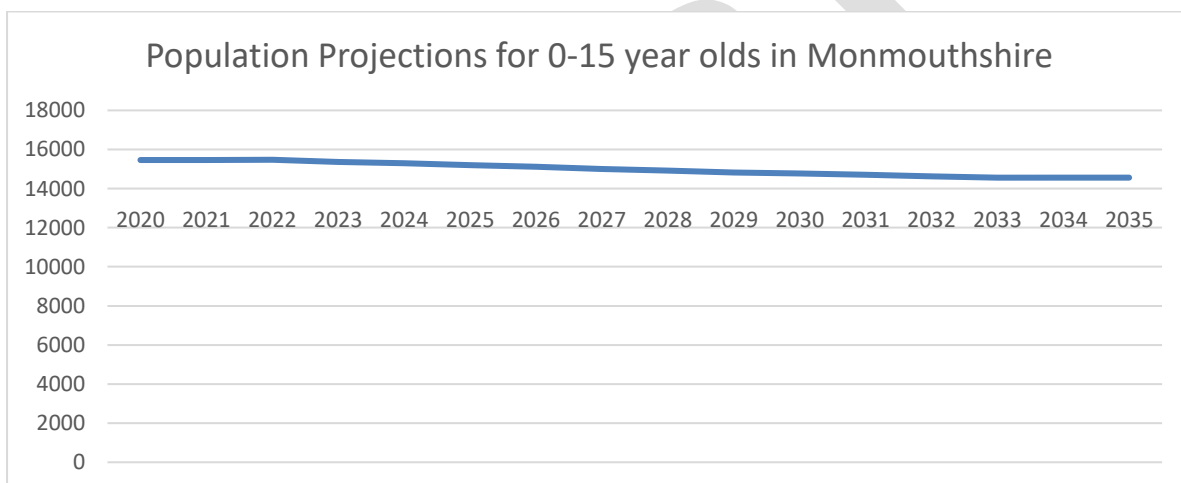
The total pupil population has shown an overall 1.4% reduction in the last 10 years.

An analysis of the pupil population across Monmouthshire shows that there is an 13.7% reduction in pupil numbers in 2020/21, compared to 2003/4. However, during this time, pupil numbers have fluctuated with 2018/19 being the lowest at 11,491.

Overall pupil numbers in Monmouthshire primary schools show an increasing trend. However, this trend is not continued as learners' transition into secondary education. This is evident in Chepstow, where a high number of pupils choose out of county secondary schools in Gloucestershire, or Ysgol Gyfun Gwent Is Coed in Newport, which is the official transition school for Welsh-medium learners in the south of the county.

A similar proportion of pupils transfer into out of county secondary schools in the Abergavenny area. The total includes the number of pupils attending Ysgol Y Fenni who choose to continue their education through the medium of Welsh and make the transition into Welsh-medium secondary provision in Torfaen at Ysgol Gyfun Gwynllyw and those who choose to transfer to Crickhowell in Powys.

Based on the information currently available, the 0 – 15 years pupil projections in the table below indicates a continuing decline in the pupil population of 5.8% by 2035. This means that if nothing changes, the total number of pupils across the county will be lower overall and we will need to reflect the impact of this reduction in cohort sizes when planning for this WESP.



Source: <https://statswales.gov.wales/Catalogue/PopulationandMigration/Population/Projections/Local-Authority/2018-based/populationprojections-by-localauthority-year>

3.2 Effects of Housing Policy and Trends

As part of the Well-being of Future Generations (Wales) Act 2015, local Planning Authorities must have regard for wellbeing when preparing a Local Development Plan (LDP); one of the well-being goals being '**A Wales of vibrant culture and thriving Welsh language**'. As part of the contextual work in preparation for the Council's revised Local Development Plan we are forecasting an overall declining trend in relation to the school-aged population which is likely to have a significant impact on pupil numbers in Welsh and English medium schools.

Our new LDP is currently being developed but inevitably has been delayed due to the COVID-19 pandemic. We have completed a review of the current Local Development Plan (RLDP) in light of the pandemic. This indicates that high house

prices and associated affordability are likely to remain significant issues in Monmouthshire and could be exacerbated further by the impacts of COVID-19 (e.g., increase in unemployment, homelessness resulting in increased demand for affordable housing solutions). House prices in Monmouthshire remain well above the Wales average and are increasingly disproportionate to the incomes of those who work within the County. The likely increase in home/agile working and increased importance of quality of life/environment will influence decisions on where to live making Monmouthshire an even more attractive proposition.

The level of growth identified in the RLDP Preferred Strategy seeks to address our demographic challenges by enabling a more balanced demographic in the County. Whilst there continues to be growth in the over 60 age groups, there is also significant growth in the established households age-groups, 35-44 age group and the under 19 age groups over the Plan period. In addition, there is a levelling out of the age profile with growth coming from a broader cross section of the demographic.

The RLDP growth levels will deliver positive demographic change over the period of the plan and it will be essential to support and enable the provision of balanced communities throughout the County. This means that there is a potential opportunity to provide more affordable housing and in doing so attract younger people and families into Monmouthshire.

The potential impact of our RLDP across Monmouthshire in relation to our WESP can be divided into the following broad opportunities and threats as follows:

Opportunities

- Subject to availability and affordability of housing, more young people staying locally to work from home and raise family
- Subject to appropriate interventions for latecomers to the language, inward migration may assist in sustaining some local schools.
- Greater promotion of Welsh-medium childcare and education opportunities for residents within Monmouthshire
- Consider the language categorisation of new primary schools when looking at new provision

Threats

- Properties being purchased by older people with no school-age children.
- Inward migration of families who choose English medium education may have an adverse impact on local Welsh-medium schools.

We know that any demographic change will result in positive opportunities on which we can build on to strengthen our ambitions in this WESP. However, we also recognise that there will some challenges which we will need to overcome and plan for in this WESP.

3.3 Ability to Speak Welsh

The latest data release of the Annual Population Survey from June 2021 showed that 16.4% of Monmouthshire residents said they can speak Welsh. This is the lowest percentage in Wales, with the Welsh average being 29.2%. In terms of actual numbers Monmouthshire have 14,800 residents saying they can speak Welsh, this being 20th out of 22 local authority areas in Wales. However, compared to census figures in 1991, approximately 1,800 or 2.3 % of people in Monmouthshire could speak Welsh, so the increase has been exceptional over the last 30 years. Across the Gwent region, 4 of the local authorities are in the lowest 8 percentages across all 22 local authorities in Wales.

Compared to the same points in previous releases, Monmouthshire has seen a decline in the percentages, by 1.0 percentage points (pp) compared to 2019

In other categories the survey:

15.1% or 13,600 people in Monmouthshire can read Welsh, 0.2pp lower than in 2020

13.3% or 11,900 people can write Welsh, down 0.6pp from 2020.

18.9% or 17,000 people can understand spoken Welsh, higher than the 18.7% recorded in 2020.

Source: <https://statswales.gov.wales/Catalogue/Welsh-Language/Annual-Population-SurveyWelshLanguage/annualpopulationsurveyestimatesofpersonsaged3andoverwhoSaytheycanSpeakWelsh-by-localauthority-measure>

4. Current Welsh Provision

4.1 Early Years settings

Early Years education has many benefits that help shape a child's confidence and love of learning. When children are young, every experience and encounter present a learning opportunity, particularly when developing language skills. Immersing young children in the Welsh language at the earliest point is the most effective way to ensure a child becomes bilingual, whilst experiencing two different cultures and enriching his/her Welsh identity.

We recognise that the expansion of Welsh-medium childcare and early years education is key to increasing the number of children continuing their statutory education thorough the medium of Welsh.

The Local Authority use its Childcare Sufficiency Assessment to measure the demand for early years childcare. At the time of the last review in March 2017, none of the parents responding to the questionnaire requested additional Welsh-medium childcare. However, the overall opinion amongst respondents was that the range of Welsh-medium / bilingual childcare provision was poor or satisfactory at best. As a result, the following areas for improvement were identified:

- We did not have enough Welsh-medium childcare provision across the county
- There were no Welsh-medium childminders or full day care settings
- We only had one sessional care provider offering 26 places for children aged 2-4 years, as well as lunch club and wrap around for school nursery. There were 39 children accessing childcare at this setting at that time

We are in the process of updating our Childcare Sufficiency Assessment. We will reflect areas for improvement related to Welsh-medium provision in our WESP.

Currently there are 26 approved Early Education providers in Monmouthshire all of which are English medium. We have two Welsh-medium nurseries offering a total of 90 part time places and both of have wraparound provision on site. Currently in Monmouthshire we have a Cylch Meithrin Y Fenni, which is open five full days a week and registered for 28 places, Cylch Meithrin Cil y Coed which opens for 4 sessions a week and is registered for 19 places, and Cylch Meithrin Trefynwy which has been opened as part of 'Set up and Succeed' scheme to support the development of a Welsh-medium school in Monmouth. The setting is registered for 16 places and is open for two sessions a week currently. However, we expect numbers to increase as we prepare to open a seedling Welsh-medium school, with a nursery, in Monmouth in September 2023.

We also have four Cylch Ti a Fi groups situated across Monmouthshire, along with links to a variety of organisations providing Welsh-medium support and activities, including Mudiad Meithrin and Cymraeg i Blant.

We regularly review the outcomes of joint Estyn and CIW inspections and findings from our internal monitoring to identify setting requiring specific and targeted support. Since the introduction of joint Estyn/CIW inspections, 8 English medium settings have been inspected with only 1 having a recommendation to improve standards of Welsh language. In this case we have provided additional training and support for practitioners.

We work closely with Mudiad Meithrin and the SAS Officer to support existing Welsh-medium childcare provision and to identify possible areas to develop additional Cylch Meithrin. We also fund a Ti a Fi Officer employed by Mudiad Meithrin to promote bilingualism and to encourage more families to consider Welsh-medium education.

4.2 Schools: Locations and Language Categories

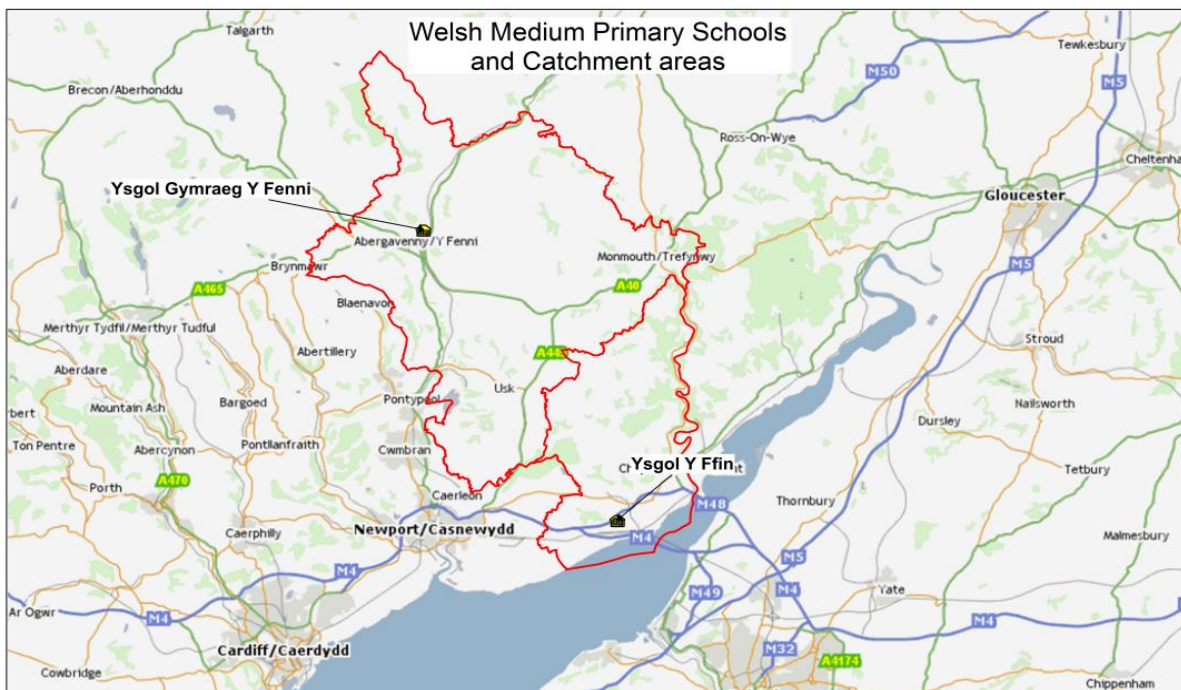
There are currently 34 primary and secondary schools in Monmouthshire of which 2 schools (6%) provide first language Welsh-medium provision.

All schools and local authorities in Wales have a duty to tell parents and the Welsh Government in what language they intend to teach. This can be through either English or Welsh, or through a combination of both languages.

A full list of schools within Monmouthshire with their current language category is provided below:

School Number	School name	Language Category
3327	Archbishop Rowan Williams CIW VA Primary School	EM
2319	Cantref Primary School	EM
2322	Castle Park Primary School	EM
2305	Cross Ash Primary School	EM
2320	Deri view Primary School	EM
2324	Dewstow Primary School	EM
2261	Durand Primary School	EM
2057	Gilwern Primary School	EM
2134	Goytre Fawr Primary School	EM
2321	Kymin View Primary	EM
2263	Llandogo Primary School	EM
2323	Llanfoist Fawr Primary School	EM
3004	Llantilio Pertholey VC Primary School	EM
2243	Llanvihangel Crucorney Primary School	EM
3310	Magor V.A. CIW Primary School	EM
3032	Osbaston CIW Primary School	EM
3317	Our Lady & St Michael's RC Primary School	EM
2304	Overmonnow Primary School	EM
2228	Pembroke Primary School	EM
3031	Raglan CIW V.C. Primary School	EM

2164	Rogiet Primary School	EM
2299	Shirenewton Primary School	EM
3326	St Mary's R.C. Primary School	EM
2303	The Dell Primary School	EM
2246	Thornwell Primary School	EM
2301	Trellech Primary School	EM
2163	Undy Primary School	EM
3022	Usk CIW C.V. Primary School	EM
2317	Ysgol Gymraeg Y Fenni	WM
2318	Ysgol Gymraeg Y Ffin	WM
4066	Caldicot School	EM
4065	Chepstow Comprehensive School	EM
4064	King Henry VIII Comprehensive School	EM
4060	Monmouth Comprehensive School	EM



4.3 Capacity, Number on Roll and Surplus Places in Welsh-medium Schools in Monmouthshire

School capacity is determined using the Welsh Government guidance “Measuring the capacity of school in Wales” it is intended to provide a robust and consistent method of assessing the maximum capacity of a school and the number of pupils that can be accommodated. The capacity then determines the admission number, which is used when awarding or refusing school places. In addition, when the

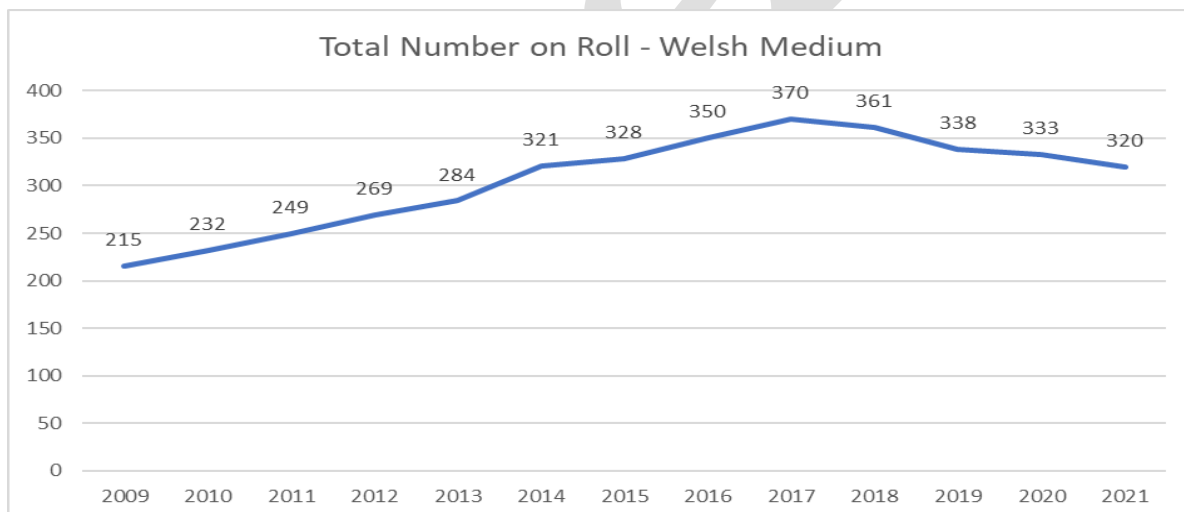
capacity is compared with the number on roll it indicates the number of surplus places or the number of additional places, which may be needed in a school. The table below shows the numbers on roll (reception to year 6), capacity and surplus places in both of our Welsh-medium schools.

January 2021				
School	NOR	Capacity	Surplus Places	% Surplus
Ysgol Gymraeg Y Fenni *	228	317	89	28.1%
Ysgol Gymraeg Y Ffin	92	180	88	48.9%
Total	320	497	177	35.6%

*Additional temporary accommodation has been located on the site to address the recent increase in demand.

4.4 Demand for school places

The number of pupils of statutory school age attending Welsh-medium education has increased from 215 in January 2009 to 320 in January 2021, an increase of 33%. The capacity across the county is currently 497 due to a significant Local Authority investment to increase the capacity of Ysgol Y Fenni.



Based on the current school admission trends the greatest demand for school places within the Welsh-medium sector is in the north of the county in Abergavenny.

4.5 Secondary Welsh-medium Provision

Pupils in Monmouthshire access Welsh-medium secondary provision in neighbouring authorities. Pupils on roll at Ysgol Gymraeg Y Fenni transition to Ysgol Gyfun Gwynllyw in Torfaen and pupils on roll at Ysgol Gymraeg Y Ffin transition to Ysgol Gyfun Gwent Is Coed in Newport.

4.6 Post-16 Welsh-medium Provision

Almost all Monmouthshire pupils wishing to continue to study post-16 courses through the medium of Welsh either remain in Ysgol Gwynllyw or Ysgol Gyfun Gwent Is Coed or transfer to Coleg Gwent depending on the courses they wish to study.

4.7 Welsh in English Medium Schools

All learners in English medium schools and settings learn Welsh as a second language. Overall, learners make good progress in developing Welsh language skills during their time in school. One student in Monmouthshire, with co-operation from Gwynllyw, has successfully achieved a first language Welsh GCSE.

Before the pandemic, the proportion of learners taking full course GCSE continued to rise and appeared to be producing better results for the increased number of pupils studying Welsh as a compulsory element. However, it is too early to determine the impact of the pandemic on pupil progress and outcomes.

We regularly review the recommendations from Estyn inspections for our internal monitoring to identify setting requiring specific and targeted support. Since the introduction of the new framework and up until the suspension of inspections in February 2019, 11 Monmouthshire schools had been inspected with 3 having a recommendation to improve standards in an aspect of Welsh language development. We ensure that these schools access additional training and support from the EAS to secure the necessary improvements.

4.8 Welsh in the New Curriculum

The Curriculum for Wales sets out a clear statement of what is important to ensure that all children and young people have access to the experiences, knowledge and skills they will need for employment, lifelong learning and active citizenship in Wales.

A curriculum is everything a learner experiences and it is not just what we teach, but how we teach it and most importantly; the reason why we teach it. This is particularly important when supporting our children and young people to become ambitious and capable learners who can communicate effectively in both Welsh and English.

The opportunity to experience learning opportunities through both Welsh and English from an early age will provide learners with a firm foundation from which to nurture a lifelong interest in the languages of Wales and across the world. Wider opportunities to use Welsh within and beyond the classroom will support learners to build confidence in using the language and to access Wales's rich history and culture.

We will ensure that our schools receive effective support from the EAS to develop Welsh language skills as set out in the Curriculum for Wales, irrespective of their linguistic category.

5. School Transport

5.1 General Policy

Learners residing in Monmouthshire (up to the age of 16 years) are entitled to apply for free Home to School Transport if they meet one of the following criteria:

1. They live in Monmouthshire
2. Are of compulsory school age (5-16 years old)
3. They attend their catchment or nearest available school
4. Primary learners live 1.5 miles* or more from the school
5. Secondary learners live 2 miles* or more from the school.

*Distances are measured electronically, using the shortest, safest walking distance between the home and main entrance to the school.

Free transport is not provided for:

- learners attending private schools,
- learners in pre and after school activities or children in nursery education
- learners/students aged 16 and over.

5.2 Access to Welsh-medium Education Provision

Free home to school transport is available to learners of statutory school age attending Welsh-medium provision who meet the criteria as above and outlined in our general policy.

6. Late Immersion Provision for Latecomers to Welsh

Schools providing Welsh-medium education use Welsh to deliver the curriculum. Learners in these schools come from a variety of linguistic backgrounds, some from homes where Welsh is spoken, and others where Welsh is not spoken.

When learners start a Welsh-medium school in Reception, they are taught fully in Welsh for the first three years up to and including the year in which they turn 7. After that, Welsh remains the predominant language of the classroom and English is introduced as a subject, and to varying degrees as a medium of instruction. All learners in Welsh-medium education are taught in the same classroom, whether they speak Welsh at home or not.

Historically, the proportion of people speaking Welsh in Monmouthshire has been low in comparison with other areas in Wales. However, the last census data (2011) indicates a four-fold increase in the number of Monmouthshire residents who are fluent Welsh speakers and those having some level of language skill.

As a border county, we have a high proportion of migration from England. Since the removal of the bridge toll in 2020, migration from England has increased significantly, most notably in the south east of the county, this is having an impact on the proportion of families speaking Welsh at home. As a result most learners receiving their education through the medium of Welsh in Monmouthshire do not come from Welsh speaking homes with many migrating into the county after the age of 8 have difficulty accessing Welsh-medium education.

The late immersion model described above is consistent across Wales for children who start school in Reception and at any time during the Foundation Phase. However, this model is not applicable for learners wishing to join a Welsh-medium school from year 3 and upwards. As demand for this kind of provision is growing, different models of immersion to support older learners new to Welsh are evolving.

Currently there is a lack of provision for learners in Monmouthshire who wish to transfer into a Welsh-medium school in Key Stage 2. From September 2021, Monmouthshire established a three-year pilot scheme for late immersion provision based at Ysgol Gymraeg Y Ffin. As well as opening up opportunities for learners to access Welsh-medium education at any time in the primary age range, the pilot will also inform the most appropriate model for immersion provision to meet the needs of learners in Monmouthshire over the life of this WESP. The LA will meet regularly with staff to support the development of the provision and monitor progress.

Following a successful bid for late immersion funding to Welsh Government, we have been able to increase staffing so that this support is available in the north and south of the county. We have made a start on developing a specific plan to promote the opportunities for late immersion provision and plan to accelerate this work from the beginning of 2022. This work will feed into our overall promotion plan.

7. Welsh-medium provision for Pupils with Additional Learning Needs (ALN)

Changes in relation to the statutory provision required to meet the needs of learners with ALN will come into force from September 2021. Within the new ALN system and the Additional Learning Needs and Education Tribunal (ALNET) Act 2018, there is a statutory requirement for the Local Authority to take reasonable steps to create a Welsh-medium and bilingual system of support for learners with SEN or ALN.

In the first year, changes planned to the statutory provision will be sequenced from the start of the autumn term. This means, children who are or are newly identified as having additional learning needs, (that is, those without already identified special educational needs (SEN), or are not awaiting or undergoing an SEN assessment), will move to the new ALN system from 1 September 2021. However, for those children who attend a maintained school (including a PRU) and who have already

identified SEN via school action or school action plus, the new system will apply from 1 January 2022, instead of 1 September 2021.

Learners with additional learning needs in Welsh-medium primary schools in Monmouthshire currently have their needs met within mainstream settings. Learners with additional learning needs in secondary Welsh-medium education are supported in Ysgol Gyfun Gwynllyw in Torfaen, or Ysgol Gyfun Is Coed in Newport, as there is no secondary Welsh-medium provision in Monmouthshire. Monmouthshire provides additional funding to these schools to support individual pupils where appropriate.

There are a range of specialist provisions in Monmouthshire which include:

- three primary Special Needs Resource Bases (SNRB)
- two secondary SNRBs
- a secondary Pupil Referral Service.

The Local Authority ALN and Inclusion Panels agree all placements within these specialist provisions.

Currently, there is no Social, Emotional and Behavioural Difficulties (SEBD) primary provision or discreet specialist provision for Welsh-medium learners with significant ALN or SEN within Monmouthshire. No Monmouthshire pupils are accessing independent specialist provision at present.

At present, we do not have an up-to-date detailed analysis to fully understand the complexity of ALN need in Welsh-medium schools or early years settings and this means that our perception of the number of learners with SEN or ALN in Welsh-medium schools may be underrepresented.

We have worked closely with regional partners to develop and fund the distribution of Welsh-medium resource packs suitable for ALN learners. Similarly, we provide all training and resources to support the ALNET Act in Welsh and have located them on Hwb for easy access. All learners have access to SpLD advice and support through the medium of Welsh and we utilise regional arrangements to access expertise across a range of specialists through the medium of Welsh as required.

8. The School Workforce

8.1 Age profile of Headteachers

An understanding of the age profile of the school workforce, in particular school leadership, is fundamental to effective planning to ensure we have the workforce capacity to achieve the targets in our next WESP.

The following table shows an analysis of the age profile of Headteachers in post on 1st September 2021 across all schools in Monmouthshire.

Age Groups	Number of Headteachers	
	All Schools	Welsh Schools
35 - 39	2	1
40 - 44	6	
45 - 49	7	1
50 - 54	10	
55 - 59	6	
60+	1	
Total	33	2

The groups highlighted in red and amber indicate the number of Headteachers who are currently in post, and who could potentially retire, during the course of the next WESP. This equates to 78% of all Headteachers.

Headteachers in the red highlighted groups will reach retirement age during the next 10 years and therefore are potentially more likely to retire. This equates to over half of the current Headteacher group, and whilst this is a challenge in the context of Headteacher recruitment, it also presents an opportunity in relation to increasing the proportion of Welsh speaking Headteachers.

8.2 Welsh Ability of All School Staff

At present we do not have a clear enough understanding of the Welsh language ability of our staff. This is because although we ask for this information on the application form for new posts, it is not a compulsory element and therefore we rely on the applicant providing the information.

We have begun to analyse data available to us through the SWAC survey. Going forward, this will support us to establish a baseline and identify current and potential gaps in Welsh language skills to inform planning for professional learning with partners.

9.WESP Targets

The Welsh in Education Strategic Plans (Wales) Regulations 2019 requires Monmouthshire to set a ten-year target outlining the expected increase in Year 1 children who are taught through the medium of Welsh in the local authority's area during the lifespan of the next WESP.

The methodology to calculate the target is consistent with the milestones in Cymraeg 2050 which relate to the increase in the number of learners in Welsh-medium education required to meet the target of a million Welsh speakers by 2050. The target is based on the number of Year 1 learners (5/6-year-olds), taken from the Pupil Level Annual School Census (PLASC) data

Local authorities are grouped into different categories to reflect the differences (and recognising similar elements) between them. Welsh Government have set a specific target range for each authority based on the percentage of learners taught in Welsh in the area; the models of Welsh-medium education provision adopted to date and the linguistic nature of your area. The lower target is based on a national target of 30% of Year 1 learners being taught through the medium of Welsh by 2030/31. Local authorities are encouraged to exceed the upper range target where possible.

Monmouthshire is in Group 4 which means that:

1. 13% or fewer Year 1 children in Monmouthshire were being taught through the medium of Welsh in 2019/20.
2. There is a choice between Welsh-medium education and English-medium education in these local authorities.

The other authorities in our group are Bridgend, Blaenau Gwent, Torfaen and Newport.

The table below shows the number of learners in Monmouthshire being taught through the medium of Welsh in 2019/20 and a comparison to the lower and upper targets for 2030/31.

2019/20		2030/31 Target Range for Monmouthshire			
	Actual	Lower	Difference	Upper	Difference
Pupils	32	80	+48	115	+83
Year 1 Cohort	842	800	-42	800	-42
%	3.8%	10%		14%	

In 2019/20 (PLASC 2020), 32 Year 1 learners were taught through the medium of Welsh, representing 3.8% of the cohort. By 2031/32, the expectation from Welsh Government is that between 10% and 14% of the cohort will be taught through the medium of Welsh. Whilst this appears to be a modest increase, it comes at a time when cohort sizes are declining overall.

Through our WESP we aspire to have 120 pupils in Year 1 in Welsh-medium education by 2031/32. This is above the WG target set for Monmouthshire and recognises our ambition to extend one of our existing schools to become a 420-primary school, one to a 210 primary school and establish a third 210 primary school in Monmouth during the life of this WESP.

Draft

10. WESP Outcomes

The Welsh Government requires each Local Authority to plan their WESP around the following seven outcomes. These outcomes reflect a learner's journey and are consistent with the Welsh Government policy area of Cymraeg 2050 and Education in Wales: Our National Mission.

- **Outcome 1:** More nursery children/ three-year-olds receive their education through the medium of Welsh
- **Outcome 2:** More reception class children/ five-year-olds receive their education through the medium of Welsh
- **Outcome 3:** More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another
- **Outcome 4:** More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh
- **Outcome 5:** More opportunities for learners to use Welsh in different contexts in school
- **Outcome 6:** An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018
- **Outcome 7:** Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

It is a requirement that the local authority must plan for each outcome, according to statutory requirements. Each outcome is presented in detail on the following pages and includes a summary of the current position and our proposals for the duration of the plan.

11. Outcome 1

Outcome 1:

More nursery children/ three-year-olds receive their education through the medium of Welsh

Where are we now?

Our most recently published Child Sufficiency Audit, March 2017, highlighted the following areas to address:

1. We did not have enough Welsh-medium childcare provision available in the Monmouth and Caldicot areas.
2. There were no Welsh-medium childminders or full day care settings
3. We had one sessional Welsh-medium care provider offering 26 places for children aged 2-4 years, as well as lunch club and wrap around for school nursery. There were 39 children accessing Welsh-medium childcare in this setting at that time

Although none of the parents who responded to the consultation requested additional Welsh-medium childcare; the overall opinion amongst respondents was that the range of Welsh-medium / bilingual childcare provision was poor or satisfactory at best, particularly in the north of the county.

By July 2021, the number of Welsh-medium childcare settings has increased to three. There are 19 places available in south of the county, located on the site of Ysgol Y Ffin, 16 places in the Monmouth area and 28 places located on the site of Ysgol Y Fenni. This means that we currently have 63 Welsh-medium childcare places across Monmouthshire.

Currently Cylch Meithrin Y Fenni offers Flying Start places in Abergavenny in the north of the county. However, this provision is currently not available in the south of the county.

Many children in Monmouthshire live in predominately English-speaking homes. As a result, many parents and prospective parents are reluctant to consider Welsh education as a realistic option for their children, and this is particularly evident in the south of the county. We recognise that most prospective parents are apprehensive about their child starting school. However, a lack of access to good quality information about the benefits of a bilingual education and clear signposts to support for parents choosing a Welsh-medium option were having a negative impact on Welsh-medium school applications in the south of the county. Over the last three years and with the support of RhAG and regional partners, we have improved the quality and accessibility of information. As a result, the Early Years and Childcare section on the MCC website includes a page on Welsh language provision and support, with links to Welsh-medium childcare settings, Ti a Fi groups, and links to organisations such as Mudiad Meithrin and Cymraeg i Blant. There is also a 'Becoming Bilingual' leaflet to download on our website which promotes Welsh-medium education and explains the wider benefits of becoming bilingual.

Free school transport is provided to all eligible primary and secondary learners in Monmouthshire, including learners attending Welsh-medium primary schools within Monmouthshire and secondary Welsh-medium schools in Torfaen and Newport.

Where do we expect to be within the first five years of our WESP plan?

We aim to achieve the following in relation to Outcome 1 in the first five years:

- Establish a new Cylch Methrin in Chepstow so that Welsh-medium childcare is available in four of the five main settlements within Monmouthshire.
- Establish Welsh-medium Flying Start childcare places in the south and north east of the county.
- Welsh-medium childcare in Monmouthshire is secure and sustainable.
- The demand and uptake of Welsh-medium childcare places is at least 100 across the county.
- More than 60% of practitioners within childcare have received training in the Welsh language and feel confident in communicating with children through the medium of Welsh within the setting.
- Establish an apprenticeship scheme to support the expansion of childcare across the county, including in Welsh-medium settings.
- On-line school admissions actively promote the full range of options for Welsh-medium education.

What do we plan to do to get there?

1. Increase pre-school Welsh-medium provision

- Continue to support existing Welsh-medium childcare providers, certainly in the short term, to ensure they are sustainable financially, with a high level of uptake.
- Establish a Cylch Methrin in Chepstow within the first five years and another in Usk early in the second half of the plan so that every town in Monmouthshire has a Welsh-medium pre-school option. In doing so, we will continue to support increased demand for Welsh-medium primary places.
- Extend access to Welsh-medium Flying Start childcare places in Cylch Meithrin Cil Y Coed in the south of the county so that children of all backgrounds have access to high quality Welsh-medium childcare. We will work to build the capacity to provide as many Flying Start services as possible through the medium of Welsh for example, Baby yoga and access to a Welsh speaking Health Visitor.
- Continue to work closely with Mudiad Meithrin to provide support for existing Welsh-medium childcare providers and to stimulate demand for Welsh-medium provision.
- Continue providing funding to Mudiad Meithrin towards the cost of a Cylch Ti a Fi Officer and to promote the Cymraeg i Blant activities that take place within Monmouthshire.

- Provide all childcare settings with training to build the Welsh-medium capacity of staff such as Cwlwm's 'Camau' Course, Mudiad Meithrin's 'Clebran' support for English medium settings and 'Croesi'r Bont' for WM Cylchoedd Meithrin.
- Monitor the number of practitioners attending Welsh language training annually and survey the number who feel confident to use the language in the setting.
- Develop an in-house apprenticeship scheme to encourage more Welsh speakers to train to work in childcare within the county.

2. Provision of information to parents

- Set up a specific sub-group of the WEF to focus on the promotion of Welsh-medium childcare and education. The purpose of this group will be to consider how to ensure that the benefits of a bilingual education are presented in a credible way, for example, utilising Welsh speakers and learners who can demonstrate the positive impact the Welsh language has on their lives and in their employment. As part of this work we will survey parents who have not chose a Welsh-medium education so that we can better understand the reasons behind this and identify ways to overcome their concerns.
- Continue to develop the quality and range of information for parents to promote the benefits of bilingualism.
- Regularly review the information in our 'Starting School' booklet to ensure that arrangements for applications to Welsh-medium schools is clear, comprehensive and located within the booklet before arrangements for English medium schools.
- Review our on-line application process for schools to include opportunities to provide options about Welsh-medium provision.
- Work in partnership with the WEF sub-group to develop high-quality Welsh-medium resources to support parents to build confidence to choose a Welsh-medium education.
- Utilise local authority settings such as, libraries, leisure centres and hubs, to display and distribute information and resources for parents, to promote Welsh-medium education.
- Ensure that we include links to Welsh-medium schools and Welsh Government promotional information in the Early Years section of our website.
- Extend our work with RhAG to facilitate Welsh-medium parent forums and provide information sessions, particularly in the Caldicot and Monmouth areas of the county.
- Promote Welsh starter classes such as 'Clwb Cwtsh', an eight-week free course.
- Review information provided to Flying Start parents regarding benefits of bilingualism.
- Introduce a scheme to match Welsh speaking families with non-Welsh speaking families considering sending their children to a Welsh-medium nursery as a means of supporting them through the transition process.

3. Access to Welsh-medium provision - School Transport

- Review our school transport policy to ensure that all learners have a genuine opportunity to receive their education through the medium of Welsh. This will include a review of travel times and accessibility, early years and post-16 transport.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of our WESP in relation to Outcome 1

- Monmouthshire has the capacity for at least 125 children to attend a Welsh-medium childcare setting.
- Monmouthshire has the capacity for at least 125 children to attend a Welsh-medium early education setting.
- There will be a new Cylch Meithrin in Usk so that there is a Welsh-medium childcare setting in Monmouthshire, one in each of the five main settlements.
- All childcare practitioners will have attended a suitable Welsh language course by 2025.
- At least 95% of practitioners report they are confident in using the Welsh language in the setting.
- There are sufficient, well qualified Welsh-medium childcare practitioners working in Monmouthshire to ensure high quality, sustainable provision across the county.

12. Outcome 2

Outcome 2:

More reception class children/ five-year-olds receive their education through the medium of Welsh

Where are we now?

1. Reception Learners

Nearly all learners attend a Cylch Meithrin or a school-based Welsh-medium nursery before they start school in Reception and the majority continue their education through the medium of Welsh until the end of key stage 2. In January 2020, there were 32 learners in Year 1 in Monmouthshire being taught in our Welsh-medium schools. This is lower than in previous years because of a decline in the birth rate for that cohort group.

The demand for places in Ysgol Fenni shows an increasing trend, with 64 learners starting Reception in 2021. However, numbers in Ysgol Ffin have not yet reached the standard admission number with 14 starting Reception in September 2021 and this has an impact on overall numbers in the school. Overall, this means that in September 2021, 9.2% of Reception learners are attending a Welsh-medium primary school in Monmouthshire compared to 4.7% the previous year.

2. Welsh-medium Provision

There has been significant local authority investment in Ysgol Y Fenni over the last three years and this has enabled the school to expand its capacity to meet an increasing demand for places. Further expansion of the school is planned as part of our 21st Century School Programme in Abergavenny. This will see the relocation of English medium primary provision onto the site of the new all-through school enabling Ysgol Y Fenni to relocate onto this site. The move to the new site will give Ysgol Y Fenni the capacity to accommodate 420 learners, along with a nursery and a Cylch Meithryn. Additional temporary accommodation has been located on the site to address the recent increase in demand and until the school relocates.

The local authority successfully obtained Welsh Government Grant funding through the Welsh in Education Capital Grant and Early Years Capital Grant programmes to extend and refurbish the site at Ysgol Y Ffin so that it has capacity to accommodate 210 learners. We have recently established new Welsh-medium childcare setting within the school grounds to encourage greater uptake of Welsh-medium education in the area.

The following table shows the number of pupils on role in each of our schools based on PLASC 2021.

January 2021				
School	NOR	Capacity	Surplus Places	% Surplus
Ysgol Gymraeg Y Fenni *	228	317	89	28.1%
Ysgol Gymraeg Y Ffin	92	180	88	48.9%
Total	320	497	177	35.6%

Currently, Welsh-medium learners living in Monmouth travel long distances to access Welsh-medium primary education, because there is no Welsh-medium school in the area. We plan to utilise the Welsh in Education Capital Grant to build a new 210 school in the Monmouth area during the life of this WESP which will significantly increase the capacity of the Welsh-medium sector within Monmouthshire and enable us to fulfil our WESP target of 120 learners in Year 1 in Welsh-medium education by 2030/31. We will open a seedling school for reception and year 1 learners in Monmouth in September 2023 with a Welsh medium nursery on site.

As a result of creating additional capacity for Welsh medium education, and based on increasing demand, we expect to see around 600 learners in Welsh-medium education at the mid-point of this WESP and 850 learners by 2031/32.

3. Provision for Latecomers

At present, there is limited provision for latecomers to Welsh-medium education in the county. This means that families moving into the area with children in different age groups are less likely to consider Welsh-medium education as a genuine option for all of their children. However, since the start of the autumn term 2021, the local authority is investing in a three-year pilot, in partnership with Ysgol Y Ffin, to develop a model for immersion provision to meet the needs of Monmouthshire learners who are latecomers to the Welsh language and currently we have two learners attending the provision. We will apply for additional Welsh Government Immersion Grant funding to develop and expand immersion provision and upskill staff in Welsh-medium schools on immersion techniques.

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 2 in the first five years of our WESP.

- Increase the rate of transfer from Welsh-medium childcare providers and nursery provision into Welsh-medium primary provision to 95% and above.
- Y Fenni is established as a 420 school and relocated on the new site to enable the school to fulfil the increase in the standard admission number.
- Ysgol Y Ffin is approaching its capacity of 210 learners and Reception intake is 30.
- High quality immersion provision in Monmouthshire, is effectively supporting primary latecomers to Welsh.

- The demand for immersion provision across the county is at least 25 learners per year, for learners in Years 2 to 6.
- A seedling Welsh-medium school is established in the Monmouth area of the county.
- We aim to have at least 500 Welsh-medium learners in primary schools in Monmouthshire.

What do we plan to do to get there?

1. Reception Pupils

- Set an ambitious target of 120 Reception Learners in Welsh education by the end of the WESP is 120. This means that we will increase the number of learners by 88 during the lifetime of the WESP.
- Continue to develop high quality promotional materials for parents, including the benefits of a Welsh-medium education.
- Work with Mudiad Meithrin and Welsh-medium childcare providers to ensure a high level of transfer from Welsh-medium settings into Welsh-medium schools.
- Introduce a scheme to match Welsh speaking families with non-Welsh speaking families considering sending their children to a Welsh-medium school as a means of supporting them through the transition process.
- Establish a sustainable provision for latecomers to Welsh education to ensure families new to the area so that Welsh-medium education is a genuine option.

2. Welsh-medium Provision

- Continue to maximise the opportunity for grant funding to increase Welsh-medium provision within Monmouthshire.

3. Provision for Latecomers

- Develop an effective immersion model to provide intensive support for primary aged pupils in Monmouthshire.
- Ensure our model supports immersion provision at key stage 3 in feeder secondary schools
- Secure additional funding from Welsh Government to support the development of our immersion provision.
- Promote the purpose and benefits of our immersion provision at key points in the school application process, working with key partners, through our website, Family information service, social media and in local authority buildings across the county.
- Review school transport to ensure learners are transported to a site where they can access immersion provision regardless of where they live or regularly attend school.
- Provide Welsh-medium schools with professional learning on the language acquisition process underpinning effective immersion, the steps in the process, the learner characteristics and teaching pedagogy that supports immersion.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 2:

- Transfers from Welsh-medium childcare providers and nursery provision into Reception is 95% or above.
- At least 120 Reception learners will be in Welsh-medium education.
- At least 120 Year 1 learners will be in Welsh-medium education.
- There will be three Welsh-medium primary schools in Monmouthshire with the capacity for 120 learners per cohort.
- The number of learners in Welsh-medium primary education will be at least 95% of the full capacity of 840.
- Effective immersion provision will be embedded and effective in supporting primary latecomers to Welsh education.

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13. Outcome 3

Outcome 3:

More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another

Where are we now?

- Retention of Learners

There is a high retention of learners in both Welsh-medium primary schools in Monmouthshire. However, the rate of transition into Welsh-medium secondary education is not as consistent as learners move into key stage 3. This is partly because Welsh-medium secondary provision for Monmouthshire learners is delivered through partnership agreements with Torfaen and Newport. This means that most secondary aged learners need to travel much further, and for longer, to attend secondary Welsh-medium provision compared to when they attended a Welsh-medium primary school. This is particularly true for learners living in the north east of the county.

Over the last three years, Monmouthshire opened two new secondary schools, one in Monmouth and the other in Caldicot. Inevitably this has had an impact on levels of transition to Welsh-medium schools with more parents exercising their preference for an English medium secondary school, particularly in the south of the county. In doing so, this has reduced the number continuing their education through the medium of Welsh. Transition rates from our Welsh-medium primary schools into secondary Welsh-medium secondary schools has been an average of 64.3% over the last three years.

Partnerships between Monmouthshire Welsh-medium primary schools and feeder Welsh-medium secondary schools in other Local Authorities are strong. As a result, they work appropriately to promote linguistic progression to parents/carers.

Welsh-medium and English-medium primary and secondary schools in Monmouthshire provide education either wholly through the medium of Welsh or wholly through the medium of English. Currently, we have no transitional schools or secondary schools with significant use of Welsh status within the county.

All Year 6 learners in Monmouthshire have the opportunity to engage in a range of workshops delivered by the Youth Service that focus on aiding the young people's transition from primary school to secondary school. This includes team building and communication skills, smoking, peer-pressure, equality and diversity, managing responsibility, healthy relationships, online safety, positive mental health and bullying. This programme is currently delivered through the medium of English and we recognise the need to offer this through the medium of Welsh and strengthen partnerships with both Welsh-medium secondary schools to enhance Year 6 to Year 7 transition for learners in Welsh-medium primary schools.

- Collaboration with other Local Authorities

Monmouthshire has established appropriate partnerships with neighbouring Local Authorities to ensure that secondary aged learners can continue their secondary

education through the medium of Welsh. As a result, Welsh-medium learners in the north of the county generally attend Ysgol Gyfun Gwynllyw (YGG) in Torfaen and those in the south attend Ysgol Gyfun Gwent Is Coed (YGGIC).

Learner projections for the next ten years indicate that the arrangements we have in place with Newport and Torfaen will be sufficient to meet the demand from Monmouthshire until 2028/29. Monmouthshire, Blaenau Gwent and Powys have agreed to work collaboratively to deliver a new secondary provision in Band C of the 21st Century Schools Programme. Directors have commissioned the regional Planning School Places group to review the demand for the school and this will lead to a strategic outline plan being concluded in 2024 with a progression into the full business planning process aligned to the Welsh Government programme. The programme will aim to open in 2028/29 recognising the potential pressures within existing settings.

Further work is needed to improve transition rates from primary into secondary Welsh-medium provision, and to improve our understanding of linguistic progression and outcomes for Monmouthshire learners in Welsh-medium secondary schools in other Local Authorities.

To ensure the plan is complete we accept that we need to strengthen progression routes to sixth forms / FE colleges and subsequently, where relevant, to universities and the world of work. This means that we need to take full account of the contribution of sixth forms, further education colleges and apprenticeship providers to support us in achieving higher progress rates.

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 3 in the first five years of our WESP.

- Transition rates from Welsh-medium pre-school provision and Welsh-medium primary schools is 90% or above.
- Capacity for Welsh-medium primary provision in Monmouthshire is 90 learners per cohort and transition to a Welsh-medium secondary school is 95%.
- We have a sound understanding of the linguistic progression of Monmouthshire learners in key stages 3, 4 and 5.
- Our 21st Century Schools Band C programme plan, in collaboration with other local authorities, to co-create a new Welsh medium secondary school in the north east is at an advanced stage and on schedule to open by 2028/9.
- Processes to categorise new primary schools in Monmouthshire are in place and support the expansion of Welsh-medium provision.
- Our school transport review is complete, appropriate actions implemented and parents and learners feel that arrangements support transition into Welsh-medium secondary education appropriately.
- Progression rates into Welsh-medium further and higher education increase.

What do we plan to do to get there?

- Establish Welsh-medium Partnership Boards with existing partners, Torfaen and Newport, to develop a common understanding of provision to plan for Welsh-medium secondary education in the future.
- Establish a Welsh-medium Partnership Board with other local authorities who wish to co-create new secondary Welsh-medium provision from 2028 and beyond to establish a common understanding to effectively plan for the new school.
- Survey parents and learners to identify and understand the key challenges that prevent learners transferring to secondary Welsh-medium education.
- Review our transport policy to identify ways to reduce travel times for secondary learners to encourage more to continue their education in Welsh.
- Develop a mechanism to monitor the linguistic progression of Monmouthshire learners attending Welsh-medium secondary education in collaboration with other local authorities.
- Work with sixth forms, further education colleges and apprenticeship providers to clearly identify progression targets for Welsh-medium learners.
- Secure staffing to deliver the Youth Service Year 6 transition programme in Welsh to learners in Welsh-medium primary schools.
- Through our commissioned service, continue to provide advice and support to schools to increase the amount of Welsh language learning provision on offer.
- Continue to maximise the opportunity to secure additional grant funding to increase Welsh-medium provision within Monmouthshire.
- Review our processes to categorise the language of new primary schools to support further increases in the number of schools able to provide a Welsh-medium education within Monmouthshire.
- Continue to work in partnership with other Local Authorities and colleges to secure greater continuity in Welsh-language provision into key stages 3, 4 and 5.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 3:

- Transition rates from our Welsh-medium primary schools into a Welsh-medium secondary school is 95%.
- All Year 6 learners in Welsh-medium primary schools have the opportunity to engage in the Youth Service transition programme through the medium of Welsh on an annual basis.
- A Welsh-medium secondary school is established through the 21st Century Band C programme in partnership with Powys and Blaenau Gwent.
- School transport will ensure learners have a realistic opportunity to continue their education through the medium of Welsh.

14. Outcome 4

Outcome 4:

More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh

Where are we now?

- Pupils studying through the medium of Welsh

There are no Welsh-medium secondary schools in Monmouthshire. However, Monmouthshire learners attending Ysgol Gyfun Gwynllyw (YGG) or Ysgol Gyfun Gwent Is Coed (YGGIC) will have the opportunity to study all subjects through the medium of Welsh at GCSE level.

All sixth form students studying academic subjects at YGG can study their chosen subject through the medium of Welsh. From 2021, students will be able to remain in YGGIC for sixth form so that they can continue their learning across a range of 16 subjects through the medium of Welsh.

- Pupils studying Welsh as a subject

GCSE Welsh is offered in all four of Monmouthshire's secondary schools, with 718 learners (91.9%) being assessed in the subject in 2021. However, these numbers do not translate into a similar uptake at either AS or A2 level. Due to difficulties in employing Welsh language specialists, A level Welsh second language is only offered in two of our secondary schools, Monmouth and Caldicot. Current numbers show 11 learners in Year 12 and 11 in Year 13 (3.1%) are following this course in 2021. We recognise that there is a need to identify how pupils' interest in the subject can be developed and maintained and work with schools to consider how Welsh is presented as a subject when planning A level options. We plan to work with Coleg Cymraeg Cenedlaethol and other partners as part of a national plan to promote Welsh as a subject to all learners.

Coleg Gwent will continue to focus on embedding full bilingual units into their main courses and qualifications in priority bilingual curriculum areas.

Coleg Gwent records the language of learning and assessment for all learners using the following categories in the LA26 dataset of the Lifelong Learning Wales record (LLWR) field:

- B3: A small amount of Welsh-medium learning
- B2: A significant amount of Welsh-medium learning
- B1 Learning completed in a bilingual context
- C1: Learning completed in a Welsh-medium context

The college has had some success in recent years in increasing the number of learners who fall into the B1 and B2 categories in particular. However, the numbers are still relatively low, and the college is ambitious in its vision to increase

these numbers over the next 10 years. The latest data (number of learners in 2020-2021) is as follows:

B3	B2	B1	C1
276	93	144	0

The table below summarises the proportion of learners studying for a qualification through the medium of Welsh or bilingually.

GCSE Welsh Second Language	AS/A Level Welsh Second Language	Coleg Gwent Provision
91.9%	3.1%	6.0%

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 4 in the first five years of our WESP.

- Increase the proportion of learners assessed in GCSE Welsh to 94%.
- Increase the proportion of Post 16 learners assessed at AS and A2 to 6%
- Bilingual units will be available in childcare, health and social care and public service courses in Coleg Gwent.
- Welsh bilingual units will be embedded into main programmes delivered by Coleg Gwent
- The bilingual delivery for each language category in programmes delivered by Coleg Gwent will be:

B3	B2	B1
2000	400	600

What do we plan to do to get there?

- Engage with Careers Wales to provide advice and support to promote future opportunities available to learners who have a formal Welsh language qualification.
- Ensure that schools promote the benefits of a bilingual education in careers sessions and Compass for Life sessions.
- Provide more opportunities for work experience and local authority apprenticeships for young people from Welsh-medium secondary schools, particularly in shortage areas such as early years and childcare.
- Ensure that all four secondary schools in Monmouthshire offer an A level course in Welsh as part of a wider collaboration model. This may include the sharing of staff with expertise in Welsh language, utilising distance and blended learning strategies developed during the pandemic and the e-sgol project as appropriate.
- We plan to work with Coleg Cymraeg Cenedlaethol and other partners as part of a national plan to promote Welsh as a subject to all learners.

- Coleg Gwent will employ new staff to deliver bilingual units in childcare, health and social care and public service courses to increase the number of bilingual practitioners in the workforce in their key areas.
- The college also plan to develop a digital package to support most full-time vocational learners to achieve at least B3
- All Level 3 Childcare learners enrolled at the Newport Campus will complete one full unit of their main qualification bilingually, requiring learners to evidence how they promote and support Welsh in an Early Years setting.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 4:

- The number of learners assessed at GCSE in Welsh second language is 96%.
- The proportion of Post 16 learners assessed at AS and A2 will be at least 10%
- A bilingual model will be available for all learners attending courses in Coleg Gwent in the seven priority curriculum areas.
- An increase in the number of bilingual Level 3 Early Years practitioners qualified to support the increase in demand in Early Years settings and schools.
- The bilingual delivery for each language category in programmes delivered by Coleg Gwent will be as outlined in the table below:

B3	B2	B1
3000	500	1000

15. Outcome 5

Outcome 5:

More opportunities for learners to use Welsh in different contexts in school

Where are we now?

Most learners in Monmouthshire come from English speaking homes. Historical teacher assessment data indicates that standards of Welsh overall, is generally good in both our Welsh-medium and English medium schools. However, our Welsh-medium schools have identified a decline in oracy skills and confidence in speaking the Welsh language after a long period of absence from school during the pandemic.

The regional consortia developed a bank of distance and blended learning resources to support the on-going development of Welsh language skills within each phase of learning, with a focus on those learners who come from non-Welsh speaking homes. Support for Siarter Iaith has a central role in maintaining language skills for these learners in our Welsh-medium schools.

Support for Cymraeg Campus is on-going in our English medium primary schools and the Urdd's Cymraeg Bob Dydd supports the Siarter Iaith programme in secondary schools.

Siarter Iaith	Cymraeg Campus	
Primary: Silver	Working towards Bronze	Bronze achieved and working towards Silver
100%	18%	82%

The regional consortia are supporting schools to explore progression from Cymraeg Campus and promoting the values of Siarter Iaith with our English medium secondary schools. Specific early development work has been undertaken with all four of our secondary schools.

Since launching the Siarter Iaith programme in schools, we have seen an increase in the use of Welsh in the day-to-day life of schools.

Opportunities to use Welsh in other contexts are supported by other partners organisations and services within the Local Authority.

Coleg Gwent

Coleg Gwent provides its learners with Welsh language enrichment opportunities. In partnership with the Coleg Cymraeg Cenedlaethol, 5 Welsh Ambassadors are appointed each academic year to promote, encourage and facilitate Welsh language provision across all campuses. This includes working with the college's Welsh partners such as the Coleg Cymraeg Cenedlaethol, Yr Urdd, Menter Iaith

and Gwent Police to celebrate national events such as Welsh Language Music Day, St David's Day, Diwrnod Shwmae Su'mae, as well as internal events including our annual Welsh Language Week and our Welsh language forum for learners, Llais.

Participation and engagement levels vary across campuses and departments but approximately 8 -12 learners engage with each of our Welsh-medium extracurricular activity.

During the 2020/21 academic year, 142 learners engaged with Welsh / Bilingual activities (45% of all learners who are consider themselves as Welsh speakers).

Youth Service

The Youth Service recently commissioned two Welsh Language Youth workers, in partnership with the Urdd, to staff a weekly Welsh Youth Club in the south of the county, with a view to opening a second in the north.

Monmouthshire established digital on-line youth service for all young people, including those preferring to engage through the medium of Welsh, to provide support and advice during long periods of lockdown.

Currently, there is no Welsh language support available for young people engaging in our Inspire to Achieve (I2A) + Inspire to Work (I2W) projects. We have identified this as an area to be addressed as soon as possible.

Menter Iaith

Menter iaith supports and promotes the use of the Welsh language, supporting families and raising awareness of the benefits of being bilingual. During lockdown, 92 children from Monmouthshire signed up for one of the 55 Menter iaith's online Welsh language events. Currently, 16 children attend Menter BGTM's After School Club at Ysgol y Fenni on a daily basis.

Urdd Gobaith Cymru

Urdd Gobaith Cymru is a voluntary national children and young people's organisation that provides various opportunities to use Welsh and gain experiences outside the classroom and in their communities.

All these opportunities are available in all Local Authorities in Wales and are a range of local, county, regional and National activities.

The organisation works in the following ways:

In the community

- Officers who provide year-round community arts opportunities
- Departments, households and community clubs for children and young people to maximise and use the Welsh language
- Digital provision for all ages

Sports

- Community clubs
- Sports, county, regional and national competitions
- Regional and National Sports Festivals

- Digital activities
- Provision of physical literacy education to schools

Urdd Camps

- Llangrannog, Glan-llyn, Cardiff and Pentre Ifan
- Residential experiences that offer positive learning experiences, fun and memories of the use of Welsh

Eisteddfod and the Arts

- The Cylch and County Eisteddfod which offers opportunities for schools and pupils to experience the arts, develop self-confidence and learn more about Welsh culture and literature.
- The Urdd National Eisteddfod and be part of a National festival.
- Digital arts, music theatre, art and backstage provision.

Welsh-medium apprenticeships

- Educational progression and employment for young people who want to gain qualifications and experience in Welsh

International

- Message of Peace and Goodwill - extends a hand of friendship and discusses important points for young people at a global level
- Specific projects with partners in Ireland, America and Japan
- International volunteering and exchange opportunities.

Resources

- Urdd digital magazines
- A collection of educational resources to support the New Curriculum

The Urdd work regionally, therefore many activities available to Monmouthshire children and young people are held in a central location across Gwent.

The following table shows the engagement of Monmouthshire learners in Urdd activities before the pandemic.

Monmouthshire 2018 - 2019	No. of children Primary age	No. of children Secondary	Total	Location
Residentials trips	200	70	270	Urdd Centres - Llangrannog, Glan-llyn and Cardiff
Eisteddfod	30		30	Ysgol Gyfun Cwm Rhymni- Caerffili + Ysgol Gyfun Gwynllyw
Mistar Urdd School visits	150		150	
Sporting tournaments	25	25	50	Various location across Gwent
1:1 youth work		1	1	Ysgol Gyfun Gwent Is Coed
Jambori	375		375	Pontypool
	780	96	876	

Whilst it is good to see that learners in Monmouthshire are engaging in Urdd activities, we aim to increase the number significantly during the life of this WESP

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 5 in the first five years of our WESP.

- 67% of Welsh-medium primary schools will be Gold in terms of Siarter Iaith
- 100% of English medium schools will be Bronze in terms of Siarter Iaith
- 75% of English medium schools will be Silver in terms of Siarter Iaith
- 20% of English medium schools will be Gold in terms of Siarter Iaith.
- A second Welsh-medium Youth Club is established in the north of the county.
- Two thirds (20) primary schools regularly participate in Urdd activities.
- Coleg Gwent learner-participation levels for Welsh language activities to increase to 70%.
- There is a full time Welsh Language Youth Worker in Monmouthshire.

What do we plan to do to get there?

- Ensure that our next 5-year Welsh Language Strategy actively supports the promotion of the Welsh language and the wider use of the Welsh Language across the county.
- Provide professional learning opportunities for Senior Leadership, including a focus on strategic development of Cymraeg Campus in English medium school.
- Facilitate networks for Siarter and Welsh co-ordinators
- Provide bespoke support for schools in line with the Regional School Improvement approach
- Engage schools in the development of Cymraeg Campus as part of their wider school self-evaluation and school development planning.
- Raise the profile and market the Siarter Iaith / Cymraeg Campus through social media.
- Promote effective cluster working through Cluster Professional Learning leads for Welsh
- Promote the opportunities available for learners to engage with wider agencies such as Urdd Gobaith Cymru and Menter Iaith.
- Work with Menter Iaith to establish weekly clubs in both Welsh-medium primary schools to create more opportunities to use Welsh outside lessons, offer 10 activities during the school holiday period for 50 children to provide opportunities to use Welsh socially with children from different schools and use Welsh outside the classroom and hold a regional 'Cwis Dim Clem' competition for Year 6 children to promote the use of Welsh to all learners.
- Increase the number of Urdd activities on offer within Monmouthshire for learners in Welsh and English medium schools so that they have the opportunity to participate and engage in the Welsh language in an out of school context.

- Ensure that English-medium schools provide the opportunity for all learners to experience, learn and regularly use the Welsh language from an early age, and in a range of authentic contexts.
- Work with Menter Iaith BGTm to expand opportunities for after school clubs and holiday provision for all learners in the county.
- Coleg Gwent will continue to expand and develop Welsh language enrichment provision and establish a vibrant, diverse and inclusive Welsh community.
- Continue to work in partnership with the Urdd to develop our Welsh-medium Youth offer across the Local Authority.
- Review our SLA with the Urdd to increase Welsh language Youth worker time in Monmouthshire as soon as possible.
- Actively promote the benefits of engaging with the Urdd and opportunities for learners to develop and use Welsh language skills through engagement in Urdd activities to all schools in Monmouthshire
- Actively promote the Cam wrth Gam school scheme as an option for pupils to follow to obtain a qualification in childcare.
- Ensure that the benefits of a bilingual education, the support available to families and opportunities to learn and use the Welsh language with confidence as a normal part of everyday life, is a key feature in the promotion of new housing developments identified in our Local Develop Plan.
- Introduce a scheme to match Welsh language learners in secondary schools with Welsh speakers to develop their skills in the language and possibly encourage more to take external qualifications in Welsh.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 5:

- 100% of Welsh-medium primary schools will be Gold in terms of Siarter Iaith
- 80% of English medium schools will be Bronze in terms of Siarter Iaith
- 40% of English medium schools will be Silver in terms of Siarter Iaith
- 5% of English medium schools will be Gold in terms of Siarter Iaith.
- A third Welsh-medium Youth Club is established in the centre of the county.
- All schools in Monmouthshire regularly participate in Urdd activities.
- Engagement in out of school activities provided by the Urdd is 80% across all schools in the county.
- Engagement in Welsh language enrichment provision provided by Coleg Gwent will double by the end of this WESP (284 learners / 90% learner engagement).

16. Outcome 6

Outcome 6:

An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018

Where are we now?

In preparation for the implementation of the Additional Learning Needs and Education Tribunal (Wales) (ALNET) Act 2018, we have reviewed our ALN provision across all schools, settings, and other providers. As a result, we have identified the following areas in relation to ALN provision for learners in Welsh-medium education.

Monmouthshire does not have a specialist resource base for children with complex ALN as the perceived demand is very low. However, we believe that this is because parents/ carers of children with more complex ALN are more likely to opt to send their children to an English medium primary school due to a current lack of specialist Welsh-medium provision within the local authority and across the region. Consequently, it is highly likely that the perceived number of learners with SEN or ALN in Welsh-medium schools may be underrepresented. There has not been a recent, detailed analysis of ALN children in the Welsh-medium sector to fully understand the level and complexity of ALN need in Welsh-medium schools or early years setting.

There is a shortage of Welsh speaking Educational Psychologists (EP) across the SEWC region as a whole. Currently one local authority has three Welsh speaking EPs, whilst Monmouthshire has none. Monmouthshire has been more successful in recruiting Educational Psychologists to the service, compared other local authorities. However, due partly to Monmouthshire's border location, many applicants apply from neighbouring English LAs. Although recruitment material indicates Welsh as desirable in the job specification; the service has received any applications from Welsh speaking suitably qualified and experienced EPs. Overall, there is a lack of Welsh-medium specialist support across ALN and Inclusion services within the county and across the region.

Over the last three years we have worked regionally to ensure that all training and resources to support the implementation of the ALNET Act is available through the medium of Welsh and is easily located on Hwb.

The SEWC ALN transformation lead has distributed additional funding for Welsh-medium support packs across the region. Specialist advice and training for practitioners supporting learners with challenging behaviour is not available through the medium of Welsh in Monmouthshire.

Correspondence relating to ALN procedures and processes are available in Welsh for parent/carers on request. However, there are no Welsh speakers within the

ALN Statutory or Inclusion Team and this can limit access to advice and support for Welsh speaking parents/carers.

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 6 in the first five years of our WESP.

- We have an accurate understanding of ALN needs within Welsh-medium schools in Monmouthshire to inform the on-going review and planning of specialist provision within the county.
- An annual cycle of audit and analysis of Welsh-medium ALN provision is embedded in local authority processes.
- Transition arrangements for SEN or ALN learners from Welsh-medium schools are well established and effective.
- At least one member of the statutory team will be able to work through the medium Welsh to support learners and engage with parents and schools.
- We will increase the number of Welsh speaking staff who can work through the medium of Welsh to deliver the full range of ALN and Inclusion services we offer within the local authority and those delivered in conjunction with ABHB.
- Learners with SEN or ALN will be able to access advice and support through the medium of Welsh from the local authority and key partners, in line with the requirements of the ALNET Act 2018.

What do we plan to do to get there?

- Undertake a baseline audit of the ALN of Welsh-medium learners to inform the level of need for specialist Welsh-medium provision as a matter of urgency.
- Take appropriate action to address shortcomings identified in the audit of the ALN for Welsh-medium learners, including undertaking any necessary consultation processes if there is a need to develop a specialist provision.
- Conduct an annual audit of Welsh-medium ALN to ensure that the information is as contemporaneous as possible so that it informs future planning effectively and enables the local authority to accurately monitor progress and identify areas for improvement.
- Continue to monitor and review the provision in line with emerging need during the first five years of the WESP. Based on this information, take necessary actions to secure high-quality provision to meet the needs of Welsh-medium learners with ALN.
- Continue to take all reasonable steps to ensure learners with SEN or ALN with emerging needs can access support from the local authority's mainstream schools, specialist settings and central support services (e.g., EPS, SpLD) through the medium of Welsh to ensure we comply with the ALNET Act 2018.
- Audit Welsh-medium schools to establish the level and range of resources, including assessment materials, available to learners with ALN.
- Analyse the outcome of the resources audit to identify gaps in provision. Work with regional /national ALN services to identify /develop and source appropriate materials to close this gap for schools and learners with ALN.

- Ensure that parents are informed of their right to access Welsh-medium childcare for the child with ALN.
- Increase capacity, through training and direct recruitment, of the ALN, Inclusion and Educational Psychology Services to ensure parents/carers and learners with ALN or emerging needs can access services through the medium of Welsh to comply with the ALNET Act 2018.
- Develop robust transition arrangements between primary and secondary phases in other local authorities to ensure that Welsh-medium SEN or ALN provision is appropriately maintained for Welsh-medium learners.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 6:

- SEN or ALN provision in the Welsh-medium sector matches emerging need effectively.
- The number of Welsh speaking staff who can work through the medium of Welsh will be sufficient to meet the demand for support and intervention from Welsh-medium learners.
- Provision and resources to support Welsh-medium SEN or ALN learners is appropriate and equivalent to provision for other mainstream learners, including services provided by the local authority and ABHB.
- Requests for advice, support and correspondence through the medium of Welsh will be met in a timely manner.
- All learners with SEN or ALN make a positive transition from Welsh-medium primary schools in Monmouthshire to Welsh-medium secondary schools in other local authorities.

17. Outcome 7

Outcome 7:

Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

Where are we now?

Alongside the requirement to produce an updated WESP to cover the period 2022 – 2032, the Welsh Language (Wales) Measure 2011 requires us, Monmouthshire County Council to produce a revised five-year Welsh Language Strategy 2022 to 2027.

A key element within the five-year strategy will be the revised WESP as the measures, targets and aspirations contained within it will create a critical mass of new Welsh speakers within the county. As the largest employer within Monmouthshire, the council will support these aspirations by creating increased opportunities to both learn and use the language.

We are very aware that given the proximity of Monmouthshire as a border county the number of Welsh language speakers in the county is far lower than in other parts of the country. As a result, we often struggle to secure Welsh speaking staff to work in our schools. Over the life of next WESP, the Local Authority will look to provide increased apprenticeship and employment opportunities for those that have learned the language both as residents of the county or from other areas of Wales. In support the Local Authority will maximise the opportunity to access funding available through the existing Mudiad Meithrin Apprenticeship Scheme in conjunction with the Urdd. This will be particularly important as we look to increase the number of Welsh speakers in our schools and settings to meet the increase in demand for Welsh language education within the county.

At present, nearly all Monmouthshire schools are English medium. Staff with the highest levels of proficiency generally work in one of our two Welsh-medium primary schools or teach Welsh in a secondary school.

Language Skills: English Medium Primary Schools Monmouthshire and SEWC Region

Ability in Welsh	Monmouthshire	SEWC Region
No Skills	1.0%	0.8%
Entry Level	24.4%	29.6%
Foundation Level	55.6%	50.5%
Intermediate Level	15.1%	13.3%
Advanced Level	1.9%	2.1%
Proficient Level	1.6%	2.3%
The information was not obtained	0.3%	1.6%

Language Skills: English Medium Secondary Schools Monmouthshire and SEWC Region

Ability in Welsh	Monmouthshire	SEWC Region
No Skills	66.1%	61.4%
Entry Level	19.0%	18.2%
Foundation Level	7.1%	5.2%
Intermediate Level	0.6%	2.2%
Advanced Level	2.3%	1.7%
Proficient Level	4.8%	5.9%
The information was not obtained	0.0%	5.4%

Many of our English medium schools have improved the capacity of staff who teacher Welsh as a second language during the life of the last WESP and this compares well with the position across the SEWC region in our primary schools but not as favourably in our secondary schools. However, we recognise that our English medium schools need to continue to develop the higher Welsh language skills of staff to meet the requirements of the new curriculum and contribute to support the targets in the WESP. As a result, very few staff working in Monmouthshire English medium primary or secondary schools could transfer to teach through the medium of Welsh at present.

Eleven schools, and twenty-five teachers engaged with the Welsh Sabbatical Scheme over the last three years. Staff attending Welsh in a Year courses are supported by the EAS to develop their language and methodology skills in readiness for supporting the delivery of Curriculum for Wales in English medium schools. Staff who have completed the sabbatical scheme teach within their own school and play a central role in developing Welsh language teaching across their clusters. This includes demonstrating and sharing a range of second language teaching techniques, delivering training, and providing advice and support to other teachers. We have recognised the need to ensure that these members of staff need on-going support to maintain their Welsh language skills and will work with our Welsh-medium schools to provide opportunities to practice these skills with other Welsh speakers.

Welsh in a Year graduates are supported by the EAS to implement school and cluster level projects, including development of exemplification materials and approaches to the delivery of CfW, enabling practitioners to maintain their language skills and develop their expertise.

The EAS deliver National Professional Learning programmes to schools to support progression of staff along the national professional learning pathway, including Welsh-medium provision for Welsh-medium schools. These programmes support the development of a skilled Welsh-medium workforce and capacity for leadership.

Despite significant energies being deployed in partnership with the regional consortia, Welsh-medium recruitment is a significant concern. The number of Welsh speaking staff currently in our Welsh-medium schools is below the level needed to significantly expand our Welsh-medium and bilingual curriculum offer.

At present across both Welsh-medium primary schools we have 19 qualified teachers, 2 unqualified teachers, 2 HLTAs and 18 teaching assistants. At the point when all three of our Welsh-medium schools are full, we will need at least 12 additional teachers, 2 more HLTAs and up to 8 more teaching assistants. These numbers, along with the increased number of teachers completing the sabbatical scheme, align appropriately with our targeted increase in Welsh speaking staff.

Where do we expect to be within the first five years of our WESP plan?

We plan to achieve the following in relation to Outcome 7 in the first five years of our WESP

- Every department or front facing service in the Local Authority has at least one Welsh speaker.
- All Welsh Language events and Welsh Language vacancies are well publicised to give Welsh speakers and learners living in the county every opportunity to use the Welsh language either online or in social settings and to apply for vacancies.
- Increase the number of Welsh speaking teachers and support staff with the skills to work in Welsh-medium schools in Monmouthshire to be in line with the current SEWC average of 3.9% in primary schools and 4.7% in secondary schools.
- 15 schools and 30 existing teachers will have completed Cwrs Sabathol (an immersive Welsh speaking course).
- All English-medium schools are engaged in professional learning to build Welsh language skills.
- Careers seminars in the county provide information on the potential a career in teaching at a Welsh-medium school can offer.
- All teaching posts are advertised on bespoke teaching and Welsh language recruitment sites Wales wide.
- Increase the number of academic staff in Coleg Gwent with fluent Welsh skills to 9 and advanced level Welsh skills to 21.

What do we plan to do to get there?

- In collaboration with the regional consortium, continue to analyse and collate workforce data to inform local and school specific staff language and pedagogical training and recruitment needs.
- Work with key partners to develop the skills of our school workforce in line with the Welsh Language Competence Framework
- Work with school leaders and professional learning leads to identify and support training needs at school and cluster level.
- Offer the “Say Something in Welsh” fast track courses to existing teachers who are interested in moving into the Welsh-medium sector.
- Establish a series of opportunities to use and retain the Welsh language skills of staff who have completed the sabbatical course in collaboration with other Welsh-medium schools in Monmouthshire.

- Introduce a scheme to match Welsh adult learners with Welsh adult speakers to give them opportunities to practice their Welsh skills and increase the use of the language in Monmouthshire.
- Review recruitment processes to strengthen the requirement for Welsh language skills in the person specification to allow it to become a part of the shortlisting scoring process.
- Make learners aware, at the earliest possible stage that organisations are actively looking for people who can speak Welsh to work for them.
- Work with school leaders, cluster Professional Learning leads for Welsh and Welsh language coordinators to support accurate assessment of Welsh language needs and to identify cluster and school level training needs.
- Direct schools to a range of regional, online and Welsh for Adults training options in support of the development of the Welsh language
- Support teachers attending Welsh in a year course to develop their language and methodology skills in readiness for supporting the delivery of Curriculum for Wales in English medium schools.
- Continue to recruit to the Sabbatical Scheme utilising SWAC data to support schools / cluster to identify needs and practitioners that would benefit from the programmes and lead on Welsh following their secondments.
- Deliver language training, particularly to the English medium sector to support their ability to deliver of Welsh along the Welsh language continuum.
- Provide professional learning on the pedagogical and methodological approaches to teaching Welsh to support language acquisition and immersion.
- Work in partnership with schools to develop and share resources and planning in support of the delivery of Welsh
- Provide networking opportunities to support delivery of key messaging and to enable the sharing of best practice in the delivery and development of Welsh.
- Further develop opportunities through joint working between Initial Teacher Training and Education (ITET) providers, the regional consortia and other work-based learning providers to recruit suitably experienced and qualified staff.
- Access to the Welsh language sabbatical scheme will be targeted at priority areas across the local authority including working with WG and EAS to tailor and implement future Sabbatical Scheme models and support recruitment-need to expand current regional cap of 14.
- Continue to deliver the Work Welsh programme in Coleg Gwent with the primary aim of upskilling Intermediate level staff to Advanced level
- Participate in the Sgiliaith mentoring scheme in order to support staff with Welsh-medium and bilingual delivery
- Seek opportunities to incentivise and attract Welsh speaking staff from all over the country, particularly to fill leadership posts, including Headteachers.
- Look at options to relax PGCE requirements in some situations in further education in order to attract more applicants. These individuals will be sponsored to complete our in-house PGCE in their first 2 years of employment.

What impact do we expect to see at the end of our ten-year WESP?

We expect our actions to have the following impact by the end of this WESP in relation to Outcome 7:

- Every department or front facing service in the Local Authority has at least two Welsh speakers.
- Welsh Language will be a scored element of the recruitment process for all Monmouthshire employees, including school-based staff.
- All English medium primary schools will have at least one member of staff who has completed the Sabbatical scheme.
- We will have sufficient Welsh speaking teachers and support staff to meet increasing demand for Welsh-medium education during the life of this WESP.
- Increase the number of academic staff in Coleg Gwent with fluent Welsh skills to 12 and advanced level Welsh skills to 28.

18. How we work with others

How will we work with others to achieve our vision

The WESP also sets out a requirement for each local authority to establish a Welsh Education Forum (WEF). The WEF provides a formal channel of communication between Monmouth County Council, its maintained schools and other partner organisations that have an interest in Welsh-medium education in Monmouthshire on matters relating to the Welsh-medium Education Strategy and the WESP.

In Monmouthshire the WEF:

- Acts as a consultative group for the development of the WESP.
- Monitors the implementation of the WESP.
- Monitors the provision of Welsh-medium education and act as a consultative group for further developments,
- •Contributes to the annual report to the Welsh Government describing progress in terms of implementing the WESPs targets against the approved timetable.

Monmouthshire's WEF is chaired by the Cabinet Member for Education. The forum has representatives from all stakeholders across the relevant educational settings including primary and secondary headteachers, Coleg Gwent, RhAG, Mudiad Meithrin, the regional consortia EAS, Head of Learning, Education Service, Welsh Language Officer, Menter Iaith BGTM and Welsh Government (Welsh Language Division).

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Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

<p>Name of the Officer completing the evaluation Sharon Randall-Smith</p> <p>Phone no: E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The WESP aims to support growth in the Welsh language across the county by focusing on the following seven outcomes:</p> <ul style="list-style-type: none"> • Outcome 1: More nursery children/ three-year-olds receive their education through the medium of Welsh • Outcome 2: More reception class children/ five-year-olds receive their education through the medium of Welsh • Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another • Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh • Outcome 5: More opportunities for learners to use Welsh in different contexts in school • Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018 • Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh
<p>Name of Service area</p> <p>Children and Young People Directorate</p>	<p>Date</p> <p>October 2021</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The Draft WESP aims to support the growth of Welsh Language across the county by focusing on seven outcomes. During this WESP, we expect to see significant growth in the following key areas.</p> <p>The expansion of Welsh medium childcare will support the growth in demand for Welsh medium education in Monmouthshire. More learners will be able to attend a Welsh medium school without the need to travel long distances. This will lead to increased levels of transition between Years 6 and 7 and lead to more learners studying for external qualifications through the medium of Welsh.</p> <p>Learners and their families will have access to a wider range of community activities where they can use and develop Welsh language skills.</p> <p>There will be increased opportunities for learners of all ages to develop Welsh language skills through our partnership with the Education Achievement Service (EAS) and the local higher education institutes to help facilitate greater numbers of Welsh Medium teachers, support staff and local authority officers.</p>	No impact	<p>This draft WESP aims to support the growth of the Welsh Language in Monmouthshire over the next 10 years in line with the aims of the Cymraeg 2050 Strategy 2017. This Welsh Government strategy was launched with the aim of seeing the number of people enjoying speaking and using Welsh reach a million by 2050. This draft WESP has the ambition to try and ensure that Monmouthshire is making its contribution towards that target.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	The Draft WESP aims to develop ALN provision and resources for Welsh medium learners' equivalent to provision for other mainstream learners. This includes increasing the number of staff who can work through the medium of Welsh to deliver the full range of ALN and Inclusion services, support learners and engage meaningfully with parents. Also where there are refurbishments of existing schools or provision of new facilities it will allow the council to review and upgrade those facilities to make them more accessible for students with disabilities	No specific impact	We believe that this will significantly improve on the current provision for Welsh medium learners with SEN or ALN.
Gender reassignment	No specific impact	No specific impact	No specific impact
Marriage or civil partnership	No specific impact	No specific impact	No specific impact
Pregnancy or maternity	No specific impact	No specific impact	No specific impact
Race	No specific impact	No specific impact	No specific impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	No specific impact	No specific impact	No specific impact
Sex	No specific impact	No specific impact	No specific impact
Sexual Orientation	No specific impact	No specific impact	No specific impact

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Socio-economic Duty and Social Justice</p>	<p>The Draft WESP plans to increase the number of Welsh medium primary schools within the county. Being bilingual has many advantages, for example, due to the Welsh Language (Wales) Measure 2011 the ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare and retail. This is especially the case in the provision of public services where the Welsh Language Standards require local authorities, fire and rescue service and police etc to provide their services to the same standards in both Welsh and English. The expansion of Welsh medium education across Monmouthshire means that more learners will have the opportunity to become bilingual thereby giving them a real advantage in securing employment opportunities..</p>	<p>Time, distance and cost of travel has been identified as a challenge for some learners, particularly those suffering from socio economic disadvantage. As a result, Welsh medium education is not a genuine option for some learners.</p> <p>Learners who did not start Welsh medium education in Nursery or Reception have been unable to join in later years.</p>	<p>The Local Authority plan to review the School Transport Policy to ensure that it provides learners with a genuine opportunity to have a Welsh medium education</p> <p>The additional primary school in Monmouth and the development looking at secondary provision in partnership with Blaenau Gwent, Merthyr Tydfil and Powys will create potential. This will allow more choice to parents wishing to provide Welsh medium education to their children.</p> <p>The development of an Immersion provision within Monmouthshire means that all learners, irrespective of age or linguistic background, will be able to benefit from a Welsh medium education.</p>

2. Policy making and the Welsh language.

<p>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</p>	<p>Describe the positive impacts of this proposal</p>	<p>Describe the negative impacts of this proposal</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</p>
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favorably</p>	<p>The WESP aims to expand Ysgol Y Fenni to a 420 Welsh medium primary school, establishment a new 210 Welsh medium primary school in Monmouth and develop Ysgol Y Ffin into a 210 primary school with Welsh medium childcare on the site. This will significantly increase Welsh medium education across the county and will also increase the number of learners opting for a Welsh medium education.</p> <p>The introduction of an Immersion provision will ensure that the Welsh language is accessible to all learners at any age in Monmouthshire.</p> <p>All Welsh Language events will be well publicised to give Welsh speakers and learners living in the county every opportunity to use the Welsh language either online or in social settings and provide greater community activity that supports and promotes the Welsh language. In addition, the Local Authority will increase its promotion of the benefits of</p>	<p>The demand for Welsh medium education may grow faster than we expect. This could mean that demand could exceed our ability to provide.</p>	<p>We have planned to increase Welsh Medium provision to 120 places per cohort by 2023. This exceeds the Welsh Government target for Monmouthshire and is an increase of 88 places per cohort compared to 2020 PLASC figures.</p> <p>In order to mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutions to help facilitate greater numbers of Welsh Medium teachers.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education</p>

	Welsh medium education to support an increase in demand.		Forum (WEF) to assist us in this process utilizing their expertise and range of contacts.
Operational Recruitment & Training of workforce	<p>The expansion of Welsh medium primary education across the county will generate the need for a greater number of teachers and support staff who can work through the medium of Welsh.</p> <p>Working in partnership with the EAS, we will support recruitment to the Cwrs Sabothol Scheme and provide professional learning opportunities to develop pedagogical and methodological approaches to teaching Welsh to support language acquisition.</p> <p>The Draft WESP outlines a range of strategies and training opportunities to develop the skills of the local authority workforce in line with the Welsh Language Competence Framework.</p>	<p>There is a risk that we will not be able to secure sufficient Welsh speaking teachers or support staff to fulfil the demand for Welsh medium education and for wider service delivery in Welsh.</p>	<p>In order to mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutions to help facilitate greater numbers of Welsh Medium teachers.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and range of contacts.</p>
Service delivery Use of Welsh language in service delivery Promoting use of the language	<p>The Draft WESP and related documentation will be distributed to stakeholders in both Welsh and English.</p> <p>All correspondence and communications in relation to the Draft WESP, including on social media, will be bilingual in line with the Welsh Language (Wales) Measure 2011.</p>	<p>There is a risk that we will not be able to recruit sufficient Welsh speaking specialist local authority staff to deliver all services in Welsh.</p>	<p>In order to mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, and the local higher education institutes to help facilitate greater numbers of Welsh Medium staff.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke</p>





			<p>Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and range of contacts.</p>
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4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare, retail and public services. This means that more learners will have increased employment opportunities as a result of being Bilingual in Welsh and English.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>		
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The Draft WESP aims to make Welsh medium education accessible to more learners by increasing the number of schools across the county and reducing travel time.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>More Welsh medium learners will be able to attend a school in their local community. This will increase the opportunities for more learners to use the Welsh</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	language outside of school in social settings and a range of authentic contexts.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	<p>The Welsh language and the Welsh Government's policy aim of One Million Welsh speakers will be supported by the expansion of Welsh medium primary education across Monmouthshire.</p> <p>The Draft WESP aims to increase opportunities for learners to participate in a range of sport, art and recreation activities in partnership with the Urdd.</p>	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	<p>The expansion of Welsh medium education across Monmouthshire means that more learners will have the opportunity to become bilingual in both English and Welsh and increase their chances of securing employment as adults and fulfilling their potential.</p>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>If learners are able to attend a Welsh medium school in their local community or within a short traveling time, they are more likely to choose and continue their education through the medium of Welsh.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Draft WESP will require key partners to work collaboratively to deliver the aims of the plan within the next ten years.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>An eight-week consultation will commence on 11th October to seek the views of key stakeholders before the WESP is considered for adoption by Cabinet.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The expansion of our existing Welsh medium primary schools and the development of a new Welsh medium primary school will support the growth in demand for Welsh medium education.</p> <p>The development of immersion provision will support and accelerated the growth in demand for Welsh medium education.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p><i>.There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts. Also think about impacts the proposal may have on other organisations</i></p>	

5. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The expansion and development of our Welsh medium provision will provide an opportunity to address any potential safeguarding issues on the existing sites.		
Corporate Parenting	N/A	N/A	N/A

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

Page 488

- Annual Progress report WESP 2017-2021
- Guidance on Welsh in Education Strategic Plans
- The Well-being of Future Generations (Wales) Act 2015
- Prosperity for All: the national strategy
- Cymraeg 2050: A million Welsh speakers 2017
- Education in Wales: Our National Mission, Action Plan 2017-21
- The Welsh in Education, Action Plan 2017- 21
- Taking Wales Forward 2016-2021
- Monmouthshire Welsh Language Strategy 2017 -2022
- Welsh-medium Education Strategy: next steps

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

The main benefits are:

- More children will have the opportunity to attend Welsh medium childcare in Monmouthshire
- More learners will have the opportunity to attend a Welsh medium primary school in Monmouthshire
- There will be an increase in Welsh medium provision for Learners with ALN

- There will be more teaching and support staff in schools that are able to work through the medium of Welsh
- There will be an increase in the opportunities for learners to use Welsh in a range of contexts both within and outside of school.

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

What are you going to do	When are you going to do it?	Who is responsible
<ul style="list-style-type: none"> • Consult with key stakeholders in line with Welsh Government regulations for WESPs. • Consider feedback from the consultation and update the WESP as appropriate. • Cabinet decision after consultation 	Consultation will take 8 weeks (11 th October 2021 to 6 th December) Update WESP Cabinet 19 th January 2022	S Randall-Smith Head of Service

Page 4 of 9

VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>		

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SUBJECT:	WELSH CHURCH FUND WORKING GROUP
MEETING:	Cabinet
DATE:	19th January 2022
DIVISIONS/WARD AFFECTED:	All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group Meeting 7 held on the 22nd December 2021.

2. RECOMMENDATION:

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

SCHEDULE OF APPLICATIONS CONSIDERED 2021/22 – MEETING 7.

1. **Church of St James the Great, Devauden**, requested £7,500 to correct the undulating roof that is not correctly draining away and so is draining into the external walls and creating problems with damp. This has also affected the windows and woodwork as they are now rotting, these issues have been identified in the 2020 Quinquennial report.

Recommendation: £2,000 awarded to assist in providing for the costs of essential repairs and conservation work to this historical church

- 2 **Tintern Angling Club**, requested funding to repair the west bank of the Tintern fishing pond to ensure that members that have disability and accessibility issues can do so safely and without causing further damage and to encourage wildlife to return to the area.

Recommendation: £650 awarded to assist in providing for the material costs of renovating this community leisure asset.

3. **Parochial Church Council of St Mary's Priory Church, Monmouth**, requested £25,000 for the renovation of the ground floor to include a new kitchen, Unisex WC, Storage room and work to all existing and proposed display cases.

Recommendation: £2,000 awarded to assist in funding the renovation of this community asset

4. **St Arvans Village Trust, Tintern**, requested £1,500 for the renovation of the Village Community Meeting Rooms that have fallen into disrepair and require updating to avoid causing Health & Safety issues for potential users of the facility

Recommendation: £750 awarded to assist in funding the renovation of the community meeting rooms in the village hall.

3. OPTIONS APPRAISAL

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

4. EVALUATION CRITERIA

No evaluation criteria are applicable to the grant awarded by the trust.

5. REASONS

A Meeting took place on Wednesday 22nd December of the Welsh Church Fund Committee Working Group to recommend the payment of grants as detailed in the attached schedule (Appendix 1).

County Councillors in attendance at meeting 7:

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

OFFICERS IN ATTENDANCE at meeting 7:

D Jarrett Central Finance
R Williams Committee Administration

5.1 DECLARATIONS OF INTEREST

Application 2: Tintern Angling Club – County Councillor A. Webb declared a personal, prejudicial interest as application signatory.

Application 4: St Arvans Village Trust – County Councillor A. Webb declared a personal, prejudicial interest as application signatory.

Councillor Webb left the meeting and took no part in the decisions to award funding.

5.2 APOLOGIES FOR ABSENCE at meeting 7

None

5.3 CONFIRMATION OF REPORT OF PREVIOUS MEETINGS

The minutes of the meetings held on the 04th November 2021

6. RESOURCE IMPLICATIONS

A total of £5,400 has been allocated to applicants at Meeting 7 of the Welsh Church Fund Committee. The remaining balance of £7,420 is available for distribution within the 2021-22 financial year.

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

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

8. CONSULTEES:

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

9. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2021/22– Meeting 7 (Appendix 1)

10. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

11. CONTACT DETAILS

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

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Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

<p>Name of the Officer D Jarrett Phone no: 4657 E-mail: davejarrett@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 20th December 2021</p>
<p>Name of Service Finance</p>	<p>Date Future Generations Evaluation 20th December 2021</p>

Page 4 of 5

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	No negative impact	
Disability	Proposal to assist in the provision of disabled facilities.	No negative impact	
Gender reassignment	No impact	No negative impact	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	No impact	No negative impact	
Pregnancy or maternity	No impact	No negative impact	
Race	.No impact	No negative impact	
Religion or Belief	.Encouraging religion through education at the point of delivery through the provision of enhanced facilities	No negative impact	
Sex	No impact	No negative impact	
Sexual Orientation	.No Impact	No Negative impact	

Page 496

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	N/A	No Negative impact	





3. Policy making and the Welsh language.


How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	N/A	No Negative impact	
<p>Operational</p> <p>Recruitment & Training of workforce</p>	N/A	No Negative impact	
<p>Service delivery</p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	N/A	No Negative impact	

4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	N/A	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	N/A	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	N/A	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	N/A	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	N/A	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="349 256 521 520">Considering impact on all wellbeing goals together and on other bodies</p>	.N/A	

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

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

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

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

Page 502

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

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

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

What are you going to do	When are you going to do it?	Who is responsible
Award grants	January 2022	Welsh Church Fund

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	19th January 2022	

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WELSH CHURCH FUND - APPLICATIONS 2021/22

APPENDIX 1

MEETING 7: 20th December 2021

<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF PROJECT REQUEST</u>	<u>PROJECT TOTAL COST</u>	<u>DATE Application Received</u>	<u>D of I*</u>	<u>Additional Information</u>	
<u>NEW APPLICATIONS AWAITING DECISION</u>			£	£		£				
1 Church of St James the Great	Devauden	B.Greenland	£7,500	£2,000	Quinquennial report has identified major repairs are required to the roof, windows and woodwork of the church. Funding required to correct the undulating roof that is not correctly draining away and so is draining into the external walls and creating problems with damp. This has also affected the windows and woodwork as they are now rotting.	£156,274	07/12/21	No	Without major renovation, this historic building will have to close for safety reasons or sold, thereby removing it from community use.	
2 Tintern Angling Club	St Arvans	A. Webb	£3,150	£650	funding required to repair west bank of the fish pond to ensure that members that have disability accessibility issues can do so in safety and without causing further damage and encourage wildlife to return to the area.	£3,790	02/11/201	Yes	45 members	
3 Parochial Church Council of St Mary's Priory Church Monmouth	Drybridge	M.Feakins	£25,000	£2,000	Funding required for the renovation of the ground-floor to include a new kitchen, Unisex WC, Storage Room and work to all existing and proposed display cases.	£286,634	14/11/21	No	The existing parquet floor is breaking up and in need of replacement, The kitchen and toilet facilities are required in order to enhance visitor and parishioner experience.	
4 St Arvans Village Trust	St Arvans	A Webb	£1,500	£750	funding required for the renovation of the Village Community Meeting Rooms that have fallen into disrepair and require updating to avoid causing Health & Safety issues for potential users of the facility	£2,750	13/12/21	Yes	Currently there are around 500 users of the meeting rooms on a annual basis	
SUB TOTAL Meeting 7			£37,150	£5,400						
					OTHER INFORMATION :					
MEETING	DATE	CABINET	AWARD							
1	April 15th 2021	May 5th 2021	4,400							
2	May 13th 2021	June 09th 2021	3,000							
3	June 24th 2021	July 07th 2021	4,250							
4	July 22nd 2021	Sept 01st 2021	2,470							
5	Sept 23rd 2021	Oct 06th 2021	5,500							
6	Nov 04th 2021	Dec 01st 2021	2,000							
7	Dec 22nd 2021	Jan 19th 2022	5,400							
8	Jan 27th 2022	Mar 02nd 2022	0							
9	Mar 10th 2022	April 06th 2022	0							
TOTAL AWARDED FOR 2021/22 TO DATE			27,020							
BUDGET 2021/22			34,440							
BALANCE B/F TO 2021/22			£0							
Monmouthshire's Allocation for 2021/22			£34,440							
REMAINING BALANCE			£7,420							

*D of I = Declaration of Interest

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