

'SEVEN FOR SEVERNSIDE'

WHOLE PLACE COMMUNITY PLAN



Version 2 - Draft - November 2015

**COMING TOGETHER IS A BEGINNING
KEEPING TOGETHER IS PROGRESS
WORKING TOGETHER IS SUCCESS”**

Henry Ford

‘The financial and cultural landscape affecting our communities is changing at a pace never seen before.

Cuts to Government support for local authorities (with Monmouthshire faring worse than other authorities in Wales) and the legislative demand for public service transformation have combined to create the need for change.

*Change in the way we prioritise, the way we plan and the way we deliver is no longer an optional extra. **It is a necessity.***

‘Sevenside’ has been at the forefront of changes to community led planning over the past 3 years. But in truth we have only just started.

In 2012, Monmouthshire County Council appointed consultants to develop the ‘Sevenside Total Place Plan’ in 2013. But by June 2015, it was clear that the ‘Plan’, was little understood in the Sevenside Community, had limited ‘buy in’ and was no longer ‘fit for purpose’.

This, new, Community Plan has been prepared by the Sevenside Programme Board.

It includes objectives and projects that remain relevant from the original plan, but adds important projects and community priorities that have been missing —which, in turn, have been informed and shaped by the community consultations in October 2015.

It is not a set of lofty ambitions, nor a lengthy document that is intended to sit on the shelf. It is not a closed book.

It is statement of intent. A defined set of aims and activities, co-ordinated by the Sevenside Programme Board, that together will make Sevenside a better place for those living, working or visiting the area.

We have come far in 3 years, but there is much, much, more to do’

**Town Cllr Alan Davies
Chairperson Sevenside Programme Board**

1. Introduction

‘Sevenside’, the area comprising of the settlements at Caldicot, Magor, Undy, Rogiet, Caerwent, Sudbrook and Portskewett, has been at the forefront of changes to community led planning over the past 3 years.

In 2012, Monmouthshire County Council embraced the new ‘whole place’ approach to community planning with the development and formal adoption of the ‘Sevenside Total Place Plan’ in 2013.

The delivery of the ‘Plan’, to date, has been overseen by the Sevenside Programme Board which is comprised of representatives of the county, town and community councils, Churches, Caldicot Town Team, Caldicot Comprehensive School, Monmouthshire Housing Association, Gwent Police and the Health Board.

However, in June 2015, after 18 months of operation, the Sevenside Programme Board, agreed that it was time to take stock.

Whilst much of the Plan remained relevant, it became increasingly clear to the Board that the Plan lacked focus, inspiration and buy in from key sections of the community, with the following sentiments being repeatedly expressed:

- The plan mainly relates to Caldicot. It has little or no relevance to the other settlements in Sevenside.
- The plan is focussed on what the council sees as priorities. Not what the community sees as important.
- The plan includes important projects, but lacks vision and imagination. There is little to inspire.
- The plan doesn’t capture what matters most for those that live and work in Sevenside. For example there is nothing relevant for young people, health and the ‘social’ agenda.
- The Plan is too general and needs clearer targets that can be delivered

The Programme Board agreed that it was time to undertake a thorough review of the Plan. To address the key limitations, reflect broader concerns and provide a new focus around which the Sevenside community could mobilise its resources and plan ahead with confidence and purpose.

An extensive community consultation exercise undertaken in October 2015 has informed and underpinned important changes to the Plan. But the most important change is that the new plan has been informed and shaped by the Severnside Community itself.

The success of the Plan will be measured by the achievement against these objectives not by the number of words in this document.

The delivery of these objectives will, in turn, depend upon key stakeholders and the Severnside Community pulling together to meet the challenge.

2. EXECUTIVE SUMMARY

This new '*Seven for Severnside—Whole Place Community Plan*' marks a significant step forward for the community of severnside.

The plan has not been compiled by consultants, spending months telling us what we already know.

It has been compiled by community representatives on the Severnside Programme Board reviewing community consultations of recent years, talking to residents about their concerns and has been grounded in a further consultation exercise undertaken in October 2015

It is not encyclopaedic, it is concise. It is not polished it is purposeful.

A statement of intent, clearly defined action points, a framework around which the community can work together NOW to make a better Severnside.

A detailed analysis of the area from available data and community consultations supports the proposal for seven key, 'themed', areas of activity that it is believed will meet with community and stakeholder agreement and will enable us to work together to achieve this vision:

THE SEVEN FOR SEVERNSIDE 'THEMES'

- COMMUNITY HEALTH AND WELLBEING
- TOURISM & ENTERPRISE
- CALDICOT TOWN CENTRE REGENERATION
- COMMUNITY SPIRIT
- COMMUNITY SERVICES
- TRANSPORT ACCESSIBILITY
- 21st CENTURY EDUCATION & COMMUNITY CAMPUS

It is proposed that each of the seven themes will have a dedicated team and team leader, tasked with identifying and delivering short, (within 12 months) , medium (within 2 years) or long term (3 years plus) targets within the timeframe.

A series of proposed interventions and action plans linked to these themes will be developed by each team over a short period of time.

Some activities within each theme are already defined and ongoing—ie Caldicot Town Centre Regeneration & 21st Century Education. Others are yet to be agreed and emerge.

The interventions range from increasing the opportunity for joint working to re-developing Caldicot Town Centre, improving transport links, developing new learning and leisure facilities for widest community use, developing a cross – service approach to community health and wellbeing, improving housing facilities, developing strategies to encourage new businesses and tourism to Severnside, retention and improvement of community services and promoting community spirit.

Central to all the proposed actions is the principle of developing an increased sense of “one community” working together with public services to deliver prosperity and a better quality of life for everyone.

Each ‘theme’ has/will develop specific targets and measurable outcomes to ensure the resources dedicated to it deliver progress towards the vision.

Bringing the wide range of interest groups together, to combine expertise and co-ordinate effort, lies behind a proposed delivery structure for Whole Place outlined in the plan.

The delivery of the whole plan will be overseen by the Severnside Programme Board, within which the County Council will play an active and important supporting role.

3. BACKGROUND

Monmouthshire County Council is changing. Under the banner ‘Your County, Your Way’ Monmouthshire County Council (MCC) has embarked on a journey of cultural and organisational change to enable it to respond creatively to the needs and aspirations of the various communities that make up Monmouthshire.

‘Whole Place’ is an approach developed by MCC that is both innovative, and recognised as such by government and peer authorities; and transformative, based on a fundamental shift in power and responsibility towards communities.

Moving from a prescriptive, ‘top down’, model to a ‘bottom up’ approach designed and driven by citizens and communities.

It involves:

- developing mechanisms through which statutory and voluntary agencies, community groups and local people themselves are engaged, listened to and able to influence decisions that affect them
- designing and delivering services that are based on what matters to local people and their communities; and
- establishing an effective and sustainable collaborative community governance framework connecting citizens, communities, MCC and other partners.

“Whole Place” is about looking at all the needs, issues and challenges facing a community and pooling all available resources to address these in a more co-ordinated and integrated way that involves everyone that has an interest and a role to play in making things better.

As such the approach is as much about People as Place.

Benefits of Whole Place

Local public services can often be inflexible and fragmented; focused around the needs of organisations rather than communities and individuals; and they sometimes fail to deliver the outcomes communities need and expect.

Services tend to be too reactive and address today's problems with too little emphasis on preventing those of tomorrow: early intervention is important in reducing pressure on the public purse.

At a time of ongoing budgetary constraint, there has never been a greater need for local public services to work together to deliver better outcomes for lower cost.

Monmouthshire County Council is evolving and re-shaping its service provision to deliver improved and more cost effective provision of a range of services.

The improved delivery of services to the residents in Monmouthshire, whilst encouraging and fostering growth in the county, from indigenous business and those looking to invest, is also recognised as key to ensuring a successful, prosperous and economically sound region.

Partners supporting an emerging 'Single Integrated Plan' for Monmouthshire realise that in the current climate and with an eye on future service provision, that there are key challenges that cannot be tackled without a more coordinated approach to service delivery in the county, requiring a way of shaping what they do in order to reflect this.

Public services are operating in an environment of significant instability and transition. The only certainty for Monmouthshire in uncertain times is resourcefulness.

MCC is clear about the challenge to deliver "more for less"; develop more collaborative approaches and to explore opportunities for co-creation, community empowerment and ownership.

The Council have chosen to adopt an "ambition and enterprise" stance. This approach is not only about having a plan, strategy or even a "way forward" – it is about strategic value creation and developing a mind-set for the future MCC receives the lowest financial settlement from Government per head of population in Wales.

Monmouthshire furthermore is not eligible for the vast majority of public funding streams and cannot access the EU structural funds that neighbouring local authorities can. However, public funding is just one source of investment and there is a bigger prize that involves commercial finance, inward investment sus-

tainable wealth creation, and the capital that resides within the business and residential communities of the county.

There is an understanding of the type and scale of interaction required between public, private and community sectors and the continuing development of a culture of “social entrepreneurship” in redesigning services that are fit for purpose, delivered in the most sustainable , cost effective way and are able to be fleet of foot in planning for and responding to future change.

4. Policy Context

In order to appreciate the significance of developing a “Whole Place” approach in Monmouthshire it is important to understand its wider context in terms of Welsh Government policy.

In Wales, the challenge of securing better integration and co-ordination in service design and delivery is being addressed by greater collaboration between councils on a regional level.

This is further enforced by the requirement by Welsh Government of Single Integrated Plans (SIP's) for each of the twenty two unitary authority areas, developed in partnership by Local Service Boards.

Monmouthshire's approach has been to develop a “Whole Place” approach at an Area level to complement the county wide SIP.

The county has a diverse range of issues and needs depending on differing economic and social factors and there is a need for any service redesign at a county level to reflect these local circumstances. Equally evidence of local needs and community consultations regarding local priorities require a mechanism that can deliver greater local flexibility within a county wide framework for change.

“Whole Place” seeks to provide this.

In March 2013 the Welsh Government produced a new framework for “Regeneration” in Wales –Vibrant and Viable Places in which it stated an intention to support communities across Wales in the future (2014-15) that provide compelling and comprehensive cases for integrated people and place based programmes for regeneration, mobilising “mainstream” resources around evidence based priorities.

Three key outcomes will inform investment decisions – Prosperous Communities, Learning Communities and Healthy communities. The Welsh Government will also shortly be publishing a Planning white paper which will review the levels at which key planning decisions are made.

Monmouthshire is the only local authority in Wales piloting an approach to “Whole Place” in Wales. Operating at population levels of approximately 20-

25,000 people the four main “administrative” areas provide a useful footprint around which to develop “Whole Place” in Monmouthshire.

‘Cutting edge’

The impetus for ‘whole place’ change that has come from within MCC is proactive, predating other drivers such as the need to deal with unprecedented cuts to government support for local authorities (with Monmouthshire fairing worse relative to most other authorities in Wales) and the imperative for public service transformation outlined in the white paper Reforming Local Government: Power to Local People.

The good news is Monmouthshire as a county is ‘ahead of the game’ with MCC being acknowledged by Ministers, and other local authorities, as being at the ‘cutting edge’ of this agenda.

The ‘not so good’ news is we have a long way to go.

Whilst the direction of travel is clearly towards devolution of power to communities, the council is mindful of the need to have in place robust means of ensuring accountability particularly as the council has an important role to play where public funding is often involved.

As part of this process, the Council aims to create opportunities that empower local communities to shape and enhance their future prospects, supported by the council but with residents, community organisations and the business community taking the opportunity and responsibility themselves in order to realise shared aspirations and ambitions for their area.

This process of change, realignment and shared responsibility will not be without its issues or tensions, but it is one in which it is recognised that the local authority, partners and the wider Severnside Community have a shared interest.

5. The Severnside Programme Board

The 'Whole Place Plan for Severnside' has been developed by Monmouthshire County Council, but has been overseen by the Severnside Programme Board.

The board is currently made up of a network of community organisations and partnerships, third sector organisations, Caldicot Town Council, Magor and Undy, Caerwent, Rogiet. Portskewett Community Council's, Caldicot Comprehensive, Gwent Police, Aneurin Health Board, Registered Social Landlords, Local business Representatives and Monmouthshire County Council.

The purpose of the Board is to oversee the delivery of the themes and projects as outlined in this plan. Regular reviews of the plan take place and if necessary amendments to the themes and or key priorities will be made.

At the heart of this approach is a recognition that plans, projects and programmes are too often dealt with in isolation. Instead, an integrated holistic approach is needed which draws on the evidenced priorities and concerns of the local community and brings together a range of initiatives to address these.

This will continue, but it is acknowledged that limitations on progress to date, are only partly understood by the limitations of the plan itself.

It is also evident from internal review that the current Board remit and composition does not facilitate the community 'buy in' required to make 'whole place' work.

A Review of Board membership and terms of reference is currently underway.

The conclusions of this review will also need to consider the wider Community Governance Review also being undertaken by Monmouthshire County Council to ensure the right blend of representation and community involvement that provides new energy to genuine partnership working and community empowerment in Severnside

With robust community led governance arrangements reflected on the Board, the 'Plan' will provide a route map of clear projects and interventions that, together, can make a significant contribution to making Severnside a better place for those who live, work and come to the area.

5. The Plan

The 'Plan' is not a statement of lofty ambitions, but is focussed on getting things done with the community and its representatives. It is focussed on the partnerships and practical steps needed.

This section of the document, then, sets out the proposed priority interventions for Severnside. Together this programme of activities will make a significant, measurable contribution to the economic, social and environmental performance of Severnside and the quality of life of its communities.

More than a document, the Whole Place approach is designed to create the space for a new collaborative relationship between the local community, local businesses, voluntary groups and public services, which continue to adapt and evolve to address local challenges and opportunities.

The intention of the Plan is not to seek to capture all the different initiatives that can and will play a part in the area's progress over coming years but instead to deliberately focus on those areas and initiatives that have the greatest potential to bring about positive change and to act as a catalyst for greater benefits in the future.

As its title implies, the "Whole Place Community Plan" is about looking at all the needs, issues and challenges facing a community and pooling all available resources to address these.

This will need to be done in a more co-ordinated and integrated way, that involves everyone that has an interest and a role to play in making things better.

As such the approach is as much about People as Place. It is a process as much as a plan - a consistent way of working not a single event.

The most significant intervention by Whole Place in the Severnside area will be the establishment of a way of communicating better where from now on mutual interests and priorities can be discussed, agreed and actioned, with everyone supporting delivery by those best placed to make change happen.

MAKING A DIFFERENCE

Any plan which seeks to tackle a range of issues, involving multiple stakeholders risks losing focus and neglecting difficult but important objectives.

Monitoring the overall progress of the plan and the individual interventions in terms of setting ambitious but realistic targets and measuring progress in terms of individual milestones will be absolutely vital if collective effort is to be sustained and courses changed where things are clearly not working.

Everyone's resources, time as much as money, are too valuable and scarce to be chasing lost causes not making a measurable difference.

Whole Place will therefore have two types of measures - Programme population measures and Project delivery measures:



Programme population measures - set out the key outcomes and indicators at an area or target population level that need to be tracked in terms progress against a baseline.

Project delivery measures - are centred around assessing whether a specific project makes a measurable contribution to addressing a programme population measure.

	QUANTITY	QUALITY
EFFORT	How much service did we deliver?	How well did we deliver it?
EFFECT	How much change/effect did we produce?	What quality of change/effect did we produce?

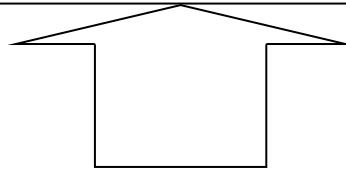
Each intervention included in this plan, now and in the future, will need to identify a related population measure which justifies its inclusion and project delivery measures and targets to help assess its progress.

The Whole place programme delivery arrangements will be the main reporting space for interventions, in addition to any individual organisations ways of measuring progress.

MAKING A BETTER SEVERNSIDE

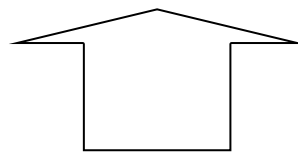
TARGET CONDITION

TO INTRODUCE HOLISTIC, COMMUNITY LED, SUSTAINABLE, CROSS-SERVICE AND CROSS-ORGANISATIONAL SERVICES, ESTABLISHING SEVERNSIDE AS A HEALTHY, SAFE, ENVIROMENTALLY FRIENDLY, HIGHLY DESIRABLE PLACE TO LIVE, SHOP, WORK, VISIT AND DO BUSINESS.



KEY THEMES

- COMMUNITY HEALTH & WELLBEING
- COMMUNITY SPIRIT SEVERNSIDE
- ACCESSIBLE TRANSPORT SEVERNSIDE
- CALDICOT TOWN CENTRE REGENERATION
- 21st CENTURY EDUCATION SEVERNSIDE
- TOURISM & ENTERPRISE IN SEVERNSIDE
- COMMUNITY SERVICES SEVERNSIDE



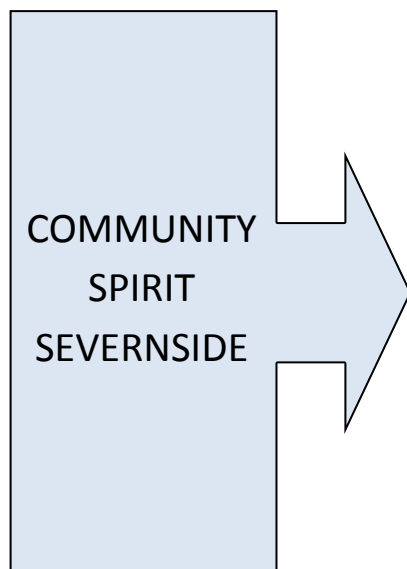
KEY ENABLERS

SEVERNSIDE COMMUNITY HEALTH & WELLBEING TEAM ESTABLISHED
CALDICOT TOWN TEAM ESTABLISHED
SEVERNSIDE TRANSPORT STRATEGY TEAM ESTABLISHED
SEVERNSIDE BUSINESS AND TOURISM TEAM ESTABLISHED
COMMUNITY SERVICES AND YOUNG PEOPLES TEAM ESTABLISHED
21ST CENTURY SCHOOLS TEAM ESTABLISHED
SEVERNSIDE COMMUNITY SPIRIT VOLUNTEER TEAM ESTABLISHED

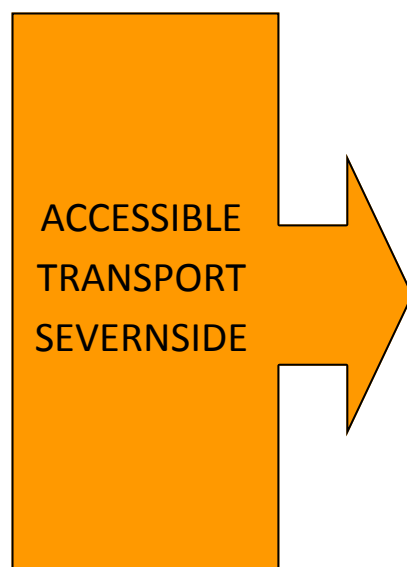
KEY THEME PRIORITIES



- ESTABLISHMENT OF SEVERNSIDE COMMUNITY WELLBEING STRATEGY TEAM
- IMPROVEMENTS IN ACCESS TO HEALTH AND WELL BEING SERVICE PROVISION AND INTERVENTIONS DESIGNED TO IMPROVE COMMUNITY HEALTH
- A COLLABORATIVE CROSS SERVICE PROVISION FOR THE CARE OF VUNERABLE MEMBERS OF THE COMMUNITY



- SEVERNSIDE COMMUNITY SPIRIT VOLUNTEER TEAM ESTABLISHED— CO-ORDINATING A NETWORK OF WELL EQUIPPED COMMUNITY VOLUNTEERS
- A NEW COMMUNITY CENTRE FOR MAGOR & UNDY
- SEVERNSIDE COMMUNITY FARM AND COMMUNITY GARDEN PROJECTS ESTABLISHED.
- ENHANCED COMMUNITY FACILITIES AT CALDICOT INCLUDING THE PROVISION OF A COMBINED THEATRE/ CINEMA
- A STRATEGIC PLAN ESTABLISHED TO PROMOTE AND DELIVER COMMUNITY EVENTS AND CO-OPERATION WITHIN SEVERNSIDE



- SEVERNSIDE TRANSPORT STRATEGY TEAM ESTABLISHED
- AN AREA TRANSPORT STRATEGY WITH PRIORITY ACTIONS ESTABLISHED
- A SAFE CYCLING NETWORK ESTABLISHED
- PROVISION OF A NEW TRAIN STATION AT MAGOR
- METRO LINKS TO MAGOR AND CALDICOT ESTABLISHED
- A NEW MOTORWAY LINK AT ROGIET
- SEVERN TUNNEL PARKWAY FACILITY ESTABLISHED

KEY THEME PRIORITIES (continued)

CALDICOT TOWN CENTRE REGENERATION

- COMPLETION OF THE LINKAGE DEVELOPMENT FROM THE ASDA SITE TO CALDICOT TOWN CENTRE
- COMPLETION OF THE VISIONING REPORT AND DEVELOPMENT PLAN
- APPOINTMENT OF A KEY INVESTOR/DEVELOPER FOR CALDICOT TOWN CENTRE SITE.
- DELIVERY OF THE CALDICOT TOWN TEAM ACTION PLAN

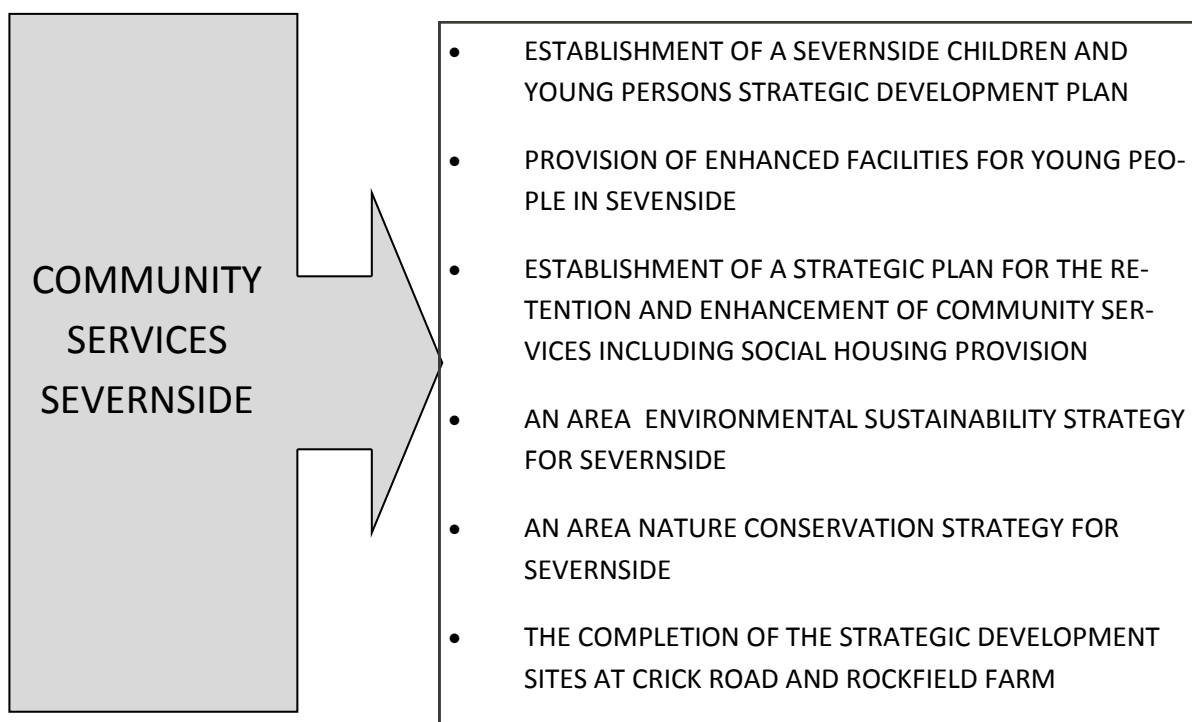
21st CENTURY EDUCATION SEVERNSIDE

- 21ST CENTURY EDUCATION/COMMUNITY CAMPUS TEAM ESTABLISHED
- A PUBLIC COMMUNICATION PORTAL FOR PROJECT PROGRESS UPDATES TO BE ESTABLISHED
- COMPLETION OF THE CALDICOT COMPREHENSIVE REDEVELOPMENT PROJECT ON TIME AND ON BUDGET
- CONTINUED IMPROVEMENT IN SEVERNSIDE EDUCATIONAL FACILITIES AT SATELLITE/FEED SCHOOLS FOR THE 21ST CENTURY CAMPUS

TOURISM & ENTERPRISE IN SEVERNSIDE

- ESTABLISHMENT OF THE SEVERNSIDE TOURISM AND ENTERPRISE TEAM
- LOCAL, NATIONAL AND INTERNATIONAL MARKETING STRATEGY TO PROMOTE SEVERNSIDE AS AN ATTRACTIVE PLACE TO INVEST IN, DO BUSINESS AND VISIT
- IMPROVEMENTS IN THE ATTRACTIONS AND OFFERS AVAILABLE FOR KEY SITES INCLUDING: CALDICOT CASTLE & COUNTRY PARK/ROMAN CAERWENT/MAGOR MARSH RESERVE/BLACKROCK PICNIC SITE/DEWSTOW GARDENS/DAVID BROOME EQUESTRIAN CENTRE/SEVERN TUNNEL & PUMPING STATION
- THE PROVISION OF SAFE QUALITY, SUSTAINABLE WALKING, CYCLING AND OTHER AFFORDABLE LEISURE AND SPORTS FACILITIES (INCLUDING THE COASTAL PATH).
- IDENTIFICATION OF FURTHER SITES FOR BUSINESS AND TOURISM RELATED DEVELOPMENTS INCLUDING ACCOMMODATION FACILITIES.

KEY THEME PRIORITIES (continued)



KEY PARTNERS	
MONMOUTHSHIRE COUNTY COUNCIL	LOCAL GENERAL PRACTITIONERS
WELSH ASSEMBLY GOVERNMENT	LOCAL MEMBER OF PARLIAMENT
LOCAL HEALTH BOARD	LOCAL ASSEMBLY MEMBER
G.A.V.O	LOCAL COMMUNITY ORGANISATIONS
TOWN AND COMMUNITY COUNCIL'S	NATURAL RESOURCES WALES
GWENT POLICE	THIRD SECTOR ORGANISATIONS
BUSINESS REPRESENTATIVES	GWENT WILDLIFE TRUST
MONMOUTHSHIRE HOUSING	LOCAL SCHOOLS REPRESENTATIVES
CALDICOT TOWN TEAM	

As with all plans and aspirations, the success of this plan is dependent on the ability of those involved to work together and support each other throughout its evolution.

“INDIVIDUALLY, WE ARE ONE DROP.

TOGETHER, WE ARE AN OCEAN”

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TOGETHER, WE ARE AN OCEAN”

Ryunosuke Satoro