

CALDICOT TOWN COUNCIL
Report of Town Clerk

FULL TOWN COUNCIL 31ST JANUARY 2018

1. CORRESPONDENCE – ONE VOICE WALES

To Note correspondence received:

1.1. Tackling loneliness amongst older people – request for updates

'Today the Health, Social Care and Sport Committee launched the report from its Inquiry into Loneliness and Isolation

<http://www.assembly.wales/laid%20documents/cr-ld11310/cr-ld11310-e.pdf>

In June 2017, Age Cymru facilitated a Roundtable on Loneliness hosted by Jayne Bryant AM. Following the event, we shared a report with you that provided an overview of the roundtable discussions and showcased some examples of good practice. (Report attached).

We are keen to monitor the impact of the roundtable and would love to hear about your work to tackle loneliness and whether the report inspired any new initiatives, conversations or raised awareness of loneliness in your area of work.

It would be really helpful if you could take the time to send me any updates or details of any initiatives that are working well to tackle loneliness in your area.'

Appendix 1

1.3. Age Cymru EnvisAGE – Tackling loneliness among older people

'EnvisAGE – A spotlight on tackling loneliness and social isolation among older people

<https://www.ageuk.org.uk/cymru/policy/age-cymru-policy-publications-1/envisage-1/>

EnvisAGE is a discussion journal edited by Age Cymru. It aims to explore issues affecting older people, stimulate discussion and share good practice.

In this edition of EnvisAGE, we shine a spotlight on tackling loneliness and social isolation among older people. We look at the reasons for loneliness, and explore a broad range of possible approaches to reducing it to improve wellbeing and quality of life.

Featured articles include:

- *No one should have no one - older people's experiences of loneliness*
 - *Loneliness in later life: what are the risk factors?*
 - *Combatting loneliness amongst older people- prioritise and mobilise!*
 - *The Men's Sheds movement in Wales – an insight from the Squirrel's Nest*
 - *OlympAGE Games provides a festival of fun sporting activities for older people*
 - *Gwanwyn clubs: '...and now for something completely different!'*
 - *Reducing loneliness and social isolation in older people? The role of the third sector and public policy in Wales*
 - *It's going to take a new kind of village: addressing loneliness in an ageing population*
- Sadly, at the beginning of December 2017, the Chair of Age Cymru's Board of Trustees, Meirion Hughes, passed away following a brief illness. As a member of the EnvisAGE editorial board, Meirion made a significant contribution to the success of the journal. We therefore dedicate this edition of EnvisAGE to his lasting memory.*

If you would like more information about EnvisAGE please visit <http://bit.ly/EnvisAGE> or contact Dr Ceri Cryer ceri.cryer@agecymru.org.uk.'

1.4 Training Programme – February-July 2018

Appendix 2

1.5 Public Health (Wales) Act 2017 Section 8: Local Toilets Strategies – Consultation Document on Statutory Guidance for Local Authorities

'The consultation document asks for comments on draft statutory guidance which sets out how Local Authorities in Wales should meet the requirements of Section 8 of the Public Health (Wales) Act 2017. Under this legislation, Local Authorities in Wales are required to prepare, consult on and publish a local toilets strategy for their authority area according to criteria set within the Act. The draft statutory guidance is intended to assist Local Authorities in successfully implementing their duties under Part 8 of the Act and identifying the matters they should take into consideration when preparing, reviewing and consulting upon a local toilets strategy.

A technical guidance document on the mapping of toilet locations is included within the documents as it is referred to in the draft statutory guidance document. It is included for information and does not form part of the consultation.

The consultation period on the draft statutory guidance will end on 4 April 2018. You will be able to access the consultation document and supporting papers at the following link:

<https://consultations.gov.wales/consultations/local-toilets-strategies-statutory-guidance-local-authorities>

1.6 Proposals to tackle crime and poor performance in the waste sector

'Welsh Government and Defra have launched a joint consultation on proposals to tackle crime and poor performance in the waste sector and introduce a new fixed penalty for the waste duty of care. We would like to seek your input on the approaches taken on these proposals.

You can read about the consultation here:

<https://consultations.gov.wales/consultations/reducing-crime-sites-handling-waste-and-introducing-fixed-penalties-waste-duty-care>

The consultation proposals apply to Wales and England.

The closing date for responses is 26 March 2018.

Please send your responses to Welsh Government: waste@gov.wales

1.7 Review of the Local Sector

'I am contacting you to request your assistance in completing our on-line survey designed to collect your Council's responses to the four questions posed by the Panel established to undertake a root and branch review of the sector.

The survey also requests information about the budget level of your Council in the current financial year enabling me to assess whether there is any major difference in responses based on the size and complexity of councils.

We have this important opportunity to influence the results of the review and the importance of the information I am requesting from you cannot be over-stated.

The survey is very simple for you to complete and you will be able to cut and paste in your Council's responses under each of the four questions. The time requirement should be minimal:

1. Name of Council

2. Size of Council in Budget Terms

3. What should Community and Town Councils be responsible for?

4. How should they operate?

5. What's standing in their way to deliver for the local community?

6. How do councils ensure they best represent their local community?

I sincerely hope that you will take the time to complete the survey helping One Voice Wales as your representative body to receive information that will help me to represent the sector from a solid information base.

May I take this opportunity to thank you for your assistance.'

1.8 Email about Bee Friendly Scheme view

'I hope you don't mind me contacting you out of the blue like this but I wanted to make you aware of an interesting new scheme being run in Wales that you may be interested in taking part in. It's called 'Bee Friendly' and seeks to help protect our struggling pollinators via a series of easy measures. It is also an accreditation scheme from the Welsh Government with successful projects being able to call themselves a 'Bee Friendly' area or village or town (similar in nature to the Fairtrade Town idea).

*In 2013, The Welsh Government launched an action plan to protect pollinators in Wales, called the Action Plan for Pollinators. A Task Force group of individuals and organisations was set up to implement the action plan. The Task Force's **Bee Friendly** scheme aims to help all our pollinators by creating a nation of Pollinator-Friendly communities and organisations, schools, public bodies, town and community councils, businesses, universities and colleges, places of worship... and many other organisations all around Wales.*

*We think that it is the first nationally coordinated scheme of its kind and has at its heart – making Wales a Pollinator-Friendly country. Pollinators include honey bees, bumble bees and solitary bees, some wasps, butterflies, moths and hoverflies, and some beetles and flies. Although the scheme is called **Bee Friendly**, we want people to take action to help all our pollinators, and not just bees.*

Declining bee and pollinator health populations have been increasingly highlighted as a cause for concern in the UK. Research indicates that honeybees showed a 23% decline in Wales between 1985 and 2005. Butterflies, hoverflies and many species of moth are also declining across Wales. Wild flower meadows and other semi-natural habitats that support pollinators have also decreased in area.

Pollinators are an essential part of our environment. Honeybees are the main managed pollinator of crops and also provide a crop (honey) themselves. Wild pollinators, which include bumblebees and butterflies, are also important pollinators for crops like fruit and oil seed rape, for clovers, which help to improve pastures for livestock grazing and wild flowers. They contribute to the diversity of plant species, habitats and wildlife. This provides food, makes Wales a better place for people to enjoy and visit and contributes to our economy

*The **Bee Friendly** scheme is open to schools, communities, towns, public bodies, businesses, universities and places of worship in Wales. The idea is that a participating group or Community Council could take action under each of four themes:*

1. Food – providing pollinator-friendly food sources in your area

2. Five Star accommodation – providing places for insect pollinators to live

3. Freedom from pesticides and herbicides – committing to avoid chemicals that harm pollinators

4. Fun – involving all the community and telling people why you are helping pollinators.

It's designed to be easy to engage with and essentially self-certifying. Having taken action and submitted evidence (photos), the Council would then get official accreditation from the Welsh

Government as a Bee Friendly Community and would be able to use the official Bee Friendly logo.

All the information about how to achieve Bee Friendly accreditation is here - <http://www.biodiversitywales.org.uk/Wales-Action-Plan-for-Pollinators>

Some of the organisations who have already gained Bee Friendly Accreditation include Cardiff and Vale Health Board, Cardiff Metropolitan University, many schools, Conwy County Council, Pontyclun Community Council and Chapter Arts Centre in Cardiff.

Julius Roszkowski, Clerk to Pontyclun Community Council, wrote about the council's experience of the Bee Friendly scheme:

'The Council has over a number of years taken initiatives to improve the environment and how they managed their green spaces. Joining the Bee Friendly initiative was a simple way for us to put some structure behind what we were doing and get tangible recognition in the form of "accreditation" and extra community engagement.

As part of the scheme we launched 3 main initiatives

- 1. We identified a number of areas where we could leave the grass or other vegetation to grow to provide sources of food and nesting*
- 2. We will work with local schools and gardeners to create bee nests and bug hotels out of bamboo and old wood*
- 3. We plan to include a category of "Best pollinator garden" in our Resident gardening competition*

Overall this has broadly been a cost neutral initiative as the time/money saved by leaving spaces to grow wild has offset any additional costs in talking to groups and helping build bug hotels/bee nests.

We also found that where we left a 3m wide strip of grass to grow as a "meadow" around the edge of our Park, children found this as a very enjoyable place to play. Over time we now plan to monitor the pollinator numbers in our area and hope to see an increase over time.'

1.9 General Data Protection Regulation

'Guidance is available in relation to the General Data Protection Regulation. Please note the importance of this guidance which you need to support your actions to comply with the regulations by 25 May, 2018.

I would advise you that NALC has commissioned a firm of solicitors to prepare a toolkit for use by councils as they prepare for the implementation date. As a member council you will be provided with the toolkit as soon as it is completed. Furthermore, NALC will be advising One Voice Wales as to how to source the role of Data Protection Officer where this cannot be provided in-house. Again, I will share this guidance with you as soon as we receive it.'

2. CORRESPONDENCE - MONMOUTHSHIRE COUNTY COUNCIL

2.1 CCTV

'I have received the following observations from the control room operators regarding the parking situation at West End, I have also witnessed it for myself when in the control room earlier this week.

The 'footpath' between the road and the service road has only a very low kerb, almost negligible in places, this is affording easy access for vehicles to drive onto and park on the pavement. Some drivers may not even be aware they are actually parking on a 'footpath'.

The situation is compounded by large delivery lorries, supermarket and GPO, who when they can't get into the delivery area will drive over the kerb and park wherever they can, this invariably will be across the footpath.

There is very little definition between the proper entrance/exit of the parking area and the kerb line.

The other point is that as the vehicles are parking long ways on the footpath this is 90 to the camera so the registration plate is not visible.*

Some footage has been stored in the control room to demonstrate the above.

Maybe some discussion with Highways is required to raise the kerb edging to make it less easy to drive onto.

'Please find report for CCTV'

Appendix 3

2.2 Obstructions in the Highway

'At various times you have expressed interest in the future of this policy after it's roll out was paused early last year and the policy reviewed.

Cabinet considered a report on options for the reintroduction of the policy yesterday.

They decided that the principle of providing permits to individual businesses wishing to place items in the public highway should be retained.

However in relation to charges they decided that the one off charge for A boards be withdrawn and the charge for displays, tables, chairs, sales rails etc. be reduced by 50% in 18/19 and that a further report be brought to them in twelve months providing feedback on implementation, options for future charging etc.

Obviously this is a county wide policy so roll out will start again and given resources available it is likely to take some months to get the scheme underway.

I hope this update is of interest. The possibility that the decision will be 'called in' remains until a week Friday but I would be very surprised if this happened given that the matter was scrutinised by our Strong Communities Select Committee.'

2.3 Monmouthshire Well Being Plan Consultation

'I trust you have all had a restful and enjoyable festive period, and are feeling positive about our new year ahead.

I would like to take this opportunity to remind you that the draft Monmouthshire Wellbeing Plan is currently out for consultation and I would welcome your views or ideas in response to the objectives we are collectively hoping to progress to make Monmouthshire an even better county to live and work in. These are going to be complex challenges that are too big for any single organisation to address by itself.

I am keen to know if you agree or disagree with our aims and objectives for the future. I hope you won't mind completing a short questionnaire available on www.monmouthshire.gov.uk/our-monmouthshire . If you want more information please view the [full draft well-being plan](#) .

I would like to draw your attention to the timelines for this. The consultation will last until 7th February 2018 during which time you can contribute your views and comments through the [online questionnaire](#), [Made Open](#), [Facebook](#) or [Twitter](#) (using the hashtag #ourmonmouthshire) or you can also write in with any comments you wish to make.'

2.4 Monmouthshire Local Development Plan Consultation on Draft Review Report /b// P&R 9.1.18 – report circulated to members by email 10.1.18/

'A full review of the Monmouthshire Local Development Plan (LDP) commenced in 2017 and has culminated with the publication of the Draft Review Report. The report provides an overview of the issues that have been considered as part of the full LDP review process and subsequently identifies the potential changes that are likely to be needed to any revised LDP. It also sets out the potential options for revising the LDP. The Draft Review Report was endorsed for public consultation at the meeting of Cabinet on 6 December 2017.

The Draft Review Report is available to view on the Council's website via the link at:

<http://www.monmouthshire.gov.uk/planning-policy/current-consultations>

Copies of the Draft Review Report are also available for public inspection at:

- Monmouthshire County Council, Planning Reception, County Hall, Rhadyr, Usk, NP15 1GA (9:00am - 5:00pm Monday to Thursday and 9:00am - 4:30pm on Friday);*
- Monmouthshire County Council Community Hubs in Caldicot, Chepstow, Monmouth and Usk during normal opening hours;*
- Monmouthshire County Council One Stop Shop and Library in Abergavenny and Library in Giberwen during normal opening hours.*

Comments are invited on the matters set out in the Draft Review Report. The document is available for public consultation from Monday 11 December 2017 to Monday 5 February 2018. All responses must be received by 5pm on Monday 5 February 2018. Responses cannot be accepted after this date. Please note that all comments received will be available for public inspection and cannot be treated as confidential. You are encouraged to use the standard representation form, a copy of which is attached. Additional copies can be obtained from the Planning Policy Team and the venues listed above or can be filled in online or downloaded from the Council's web site via the above link.'

2.5 Dog Fouling Warden/Officer /FTC 25.10.17 response to email/

'Apologies for the delay in my reply!

I can advise that a similar proposal led to a report to the Severnside Area Committee on the 13th March 2013 and the community based pilot recommended by members led directly to our current 'Give Dog Fouling The Red Card' scheme which the Town Council participates in. The scheme currently has 19 participating Town and Community Council's and I attach the minutes of our last meeting for your information which includes areas for potential further development such as for example a Green Flag status scheme for sports pitches and recreation areas.

As current chair I am pleased to advise that the group is generally well received by those taking part and worthwhile progress is being made in trying to raise awareness of the anti-social behaviour of dog fouling. In general it is perceived that dog fouling incidents are reducing. This is reflected in the number of complaints received by Environmental Health in recent years which show a decline.

13/14 – 169 complaints

14/15 – 147 complaints

15/16 – 92 complaints

16/17 – 121 complaints

With regard to the specific proposal of a Severnside Dog Warden/Officer I would suggest that the key issues subject to the 2013 report remain current and in particular:

- *It is our experience that proactive patrolling by paid officers can be a costly approach with very poor cost effectiveness in relation to dog fouling. We agreed working arrangements with Police Community Support Officers in 2010 where they issue fixed penalty notices for offences they witness on our behalf. The feedback from PCSOs is that they rarely witness incidents where dog owners do not pick up, as persons are more inclined not to do so when they can see no one else around, under cover of dark on early morning / late evening walks etc.*
- *Significant issues would have to be explored for example in relation to the authorisation of a Town Council employee to give out fixed penalty notices, the Town Council's obligations to the health and safety of persons employed to do so etc.*
- *There is current provision for incidents to be reported to Environmental Health and if there is sufficient evidence a fixed penalty notice would generally be served in accord with the Council's enforcement policy.*

I hope these observations are of use and please do not hesitate to contact me if you have any queries. I look forward to the Town Council's continued participation in our 'Give Dog Fouling The Red Card' scheme.'

2.6 Summer Play Activities /FTC 29.11.17 response to email/

'I'm not sure of the level of contributions from the local Community Councils for 2018 but the amounts for 2017 are set out below:

Community Council	Amount £
<i>Magor with Undy</i>	<i>4,000</i>
<i>Portskewett</i>	<i>1,000</i>
<i>Rogiet</i>	<i>550</i>
<i>Caerwent</i>	<i>540</i>

2.7 Update on alternative delivery models for Tourism, Leisure, Culture and Youth Service

'As a follow up from the visits made to community and town councils in 2016/17 in relation to the proposed future options being considered for Tourism, Leisure, Culture and Youth services, please can you distribute the link below, which outlines papers currently being presented for the next stages of the democratic process.

*<https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?Cid=246&Mid=2717&Ver=4>
The papers have been presented to Joint Select on 15th January, and will now progress to Cabinet on 29th January and Full Council on 15th February for final decisions. All meetings are live streamed so you can see the scrutiny of the documents and questions raised. These are available on the Monmouthshire County Council You Tube channel.*

Appendix 4

2.8 GDPR Awareness for Town and Community Councils (24.2.18)

*'Dear Town & Community Councils,
A number of you have raised queries about the upcoming requirements of the General Data Protection Regulations. In response to this MCC will be hosting an awareness/training event to inform and guide Town and Community Councils in Monmouthshire on Tuesday, 27th February 2018 at 6pm in the Council Chamber, County Hall, Usk.*

G McIntyre, Town Clerk
S King, Deputy Town Clerk

As many of you will be aware on 25th May 2018, a new piece of EU legislation will come into force known as the General Data Protection regulation or "GDPR". It aims to strengthen and unify data protection for individuals and despite Brexit, it will still apply to all of us. We will be covering the main principles of GDPR, some good practice tips and steps to be taking now in order to become compliant.

As data controllers and processors, Town & Community Councils will be responsible for undertaking their own information audits and policy/ procedure reviews but we will offer guidance where we can.

Please could you let me know by the 9th if possible, how many will be attending from your Council in order for us to prepare in advance of your arrival.'

3. CORRESPONDENCE – GOVERNMENT

3.1 Local Government Partnerships – Community and Town Sector review **[FTC 25.10.17 - response to email invite to M Drakeford]**

'Thank you for your email of 23 November inviting the Cabinet Secretary for Finance to meet with Caldicot Town Council to discuss the Review of the Community and Town Council Sector in Wales. As the Cabinet Secretary for Local Government and Public Services, the Review falls within my portfolio.

The review of Community and Town Council Sector in Wales was launched to give everyone in the sector, and wider community, the opportunity to have their views heard and to shape the future of Community and Town Councils. It is important the views of your council are fed directly in to the review panel, to inform their consideration of what Community and Town Councils should be responsible for, how should they operate, and what is standing in their way to deliver for the local community.

Therefore, as part of their remit, I have asked the Independent Review Panel to deliver a suite of engagement activity to underpin the evidence it gathers. This is likely to include regional events for Community and town Councils which I would encourage you to attend. I do hope you will take the time to respond directly to the Review. Information and contact details regarding the Review can be found here:

<http://gov.wales/docs/dsilg/publications/localgov/171003-rctc-information-sheet.pdf>

Alun Davies'

3.2 Local Government Partnerships – Review of the Community and Town Council Sector

'We hope you have had the chance to discuss and respond to the four high level questions sent out to you in the previous email below.

If you want to provide more detailed information to the Independent Panel, visits to your council can be arranged. Please get in touch to arrange this. Adolygiad.CTC.Review@gov.wales

The review of Community and Town Council Sector in Wales was launched to give everyone in the sector, and wider community, the opportunity to have their views heard and to shape the future of Community and Town Councils. It is important the views of your council are fed directly in to the review panel, to inform their consideration of what Community and Town Councils should be responsible for, how should they operate, and what is standing in their way to deliver for the local community.

The Independent Panel has been hearing views on Community and Town Councils over the past few weeks and engaged with over 100 stakeholders so far. Attached is the latest newsletter to keep up to date with their progress.

****Upcoming Opportunities****

Engagement events are being arranged and will be geographically spread across Wales for all community and town councils to voice their views and meet the Independent Review Panel.

Details of events will be emailed and published on the Welsh Government Website. Please ensure we have your contact details correct. '

3.3 Law Commission - Planning law in Wales Consultation [b/f P&R 9.1.18 – report circulated to members by email 10.1.18] 14.12.17

'Planning Law in Wales

I enclose a copy of the Law Commission's consultation paper on planning law in Wales, published on 30 November 2017.

If you have already received a copy and are considering your response, thank you. We would like to take this opportunity to remind you that the closing date for responses is Thursday 1 March 2018. If you have not previously received a copy, the paper and a summary can be accessed in both English and Welsh, by using the following link:

<https://www.lawcom.gov.uk/project/planning-law-in-wales/>. We would be happy to send a hard copy, in either language, to you or to any of your members wishing to receive one.

The consultation questions in this paper set out the Law Commission's ideas about the ways in which Welsh planning law should be reformed. Comments or responses can be sent to me at planning_wales@lawcommission.gov.uk. The consultation period will run from 30 November to 1 March 2018, after which the Commission will review all the responses received, and publish our final recommendations to the Welsh Government.

Your comments and responses, and those of your members, are likely to be of particular value to the Commission, as it will provide an insight into the potential impact of the proposed changes.

We hope to gather a wide range of views and gain as much information as possible, including information about the costs and benefits of suggested changes. We therefore hope that the paper will be distributed widely within your organisation and membership. Those interested in arranging a meeting to discuss our proposals (either in London or in Wales) can contact me directly.

Dr Charles Mynors'

3.4 Assembly Member for Newport East - Closure of Dementia Unit, Chepstow Hospital [FTC 27.9.17 response to email]

'Thank you for your email and for outlining the issues with the closure of the dementia unit in Chepstow, Jessica has asked me to contact you to say thank you for letting her know the feelings of the town council.

I can confirm that Health now comes under the Welsh Government. Jessica shares an office with the Assembly Member, John Griffiths. Is it okay if she passes your email on to them as he is best placed to pursue health matters, and it is important that they are made aware of the issues. Office of Jessica Morden MP'

'John Griffiths has received a reply from Paul Buss who is the Deputy Chief Executive of ABUHB which is in response to the concerns he raised on your behalf. The letter informed John that representatives were meeting with Caldicot Town council on 4 January 2018 and are

undertaking 30 presentations to members of the public and staff across the health Board area. Other additional events are also being organised.

John was provided with a copy of the consultation document and the letter provided some further detail in regard to the circumstances which led to the proposal being put forward to close St Pierre Ward.

I am attaching a briefing note which gives an overview of the letter, as well some key points from the consultation document, and I hope is helpful.'

Appendix 5

3.5 Future Generations Commissioner - Policy Priorities and Future Plans

'My policy priorities

The wide scope of the Well-being of Future Generations Act provides the opportunity to deliver the Wales we want. But without a clear focus to my work there's a risk that the changes needed will not be delivered.

In the spirit of the Act to involve people in decisions, earlier this year I started a conversation to gather views on the big issues, challenges and opportunities facing future generations.

I engaged with over 1,300 people, representatives from public bodies and policy experts, as well as specific groups, such as homeless young people, migrant women and domestic abuse survivors. I am very grateful to those who fed in their ideas, views and experiences.

Following this process, I have identified six priority areas which I believe will address the root causes of problems facing future generations and help achieve the best multiple outcomes.

They relate to two broad themes:

(1) Creating the right infrastructure for future generations within which the focus will be:

- Housing stock*
- Energy generation and efficiency*
- Transport planning*

(2) Equipping people for the future within which the focus will be:

- Skills*
- Adverse childhood experiences (ACEs)*
- Alternative models for improving health and well-being - often called 'social prescribing'*

My office will work with public bodies and public services boards to proactively pursue change in these areas in terms of highlighting the issues and potential solutions, both at national and local level. This must not however limit them considering other issues as part of their duties under this Act. I will also involve the people and organisations best placed to drive the changes needed including putting in place mechanisms for securing input from those who have 'lived experiences'.

These priority areas will underpin all of my activities and I am developing more detail around them over the coming year. If you or your networks are working in any of the above six priority areas and want to work with us please get in touch on contactus@futuregenerations.wales.

What we will do over the next 12 months

This year and the next two will be crucial in laying the foundations for the cultural change that is needed as the Act is implemented for the first time.

I am keen to work with public services, communities and businesses who want to make the required changes, and I am not afraid to challenge those who do not. I am committed to championing the need to focus on the outcomes achieved and I hope that those who take decisions on behalf of the people of Wales will be as determined as me to ensure that the decisions are fit for both our current and future generations.

I will also be collaborating with partners in developing a resource to help public bodies and public services boards maximise their contribution to the seven well-being goals, and will continue to work with the Wales Audit Office to drive the right outcomes and to prepare the way for the first Future Generations report in 2020.

Take a look at our [future plans here](#).

Annual Report

Finally, you will find details of our first year of operation in our [Annual Report](#). I have also published a [summary document](#) to make it more accessible.

The focus of my first 12 months has been to engage with, support and challenge public bodies and public services boards as they start on their journey to implement this legislation, focussing in particular on providing support and challenge on well-being assessments. As well as meeting hundreds of other groups, organisations and individuals, I also entered into several partnerships to maximise my resources and collaborate effectively.

I and my team have found these regular conversations and the opportunity to attend meetings very helpful in giving us an understanding in how we can best provide support and challenge going forward. Our key message has been that we must embrace the ethos and principles of the Act to drive real change towards the Wales we want and not view it as another tick box compliance exercise.

If you have any questions or comments, or want to get involved do not hesitate to get in touch through contactus@futuregenerations.wales.

4. CORRESPONDENCE - OTHER

4.1 Conversion of business premises to residential properties, Wesley Buildings

Member of the public, regarding Planning Application DC/2017/01391:

'I am unable to attend the next council meeting but I would like to raise my objections to the above proposal.

<https://www.lcpproperties.co.uk/news/190/lcp-posts-'exceptional'-results>

London and Cambridge property company boasts about its exceptional results with in excess of 90 million in pre tax profits. Some of these profits are monies made from our small struggling businesses in Caldicot. Due to these exceptional profits they can easily afford to leave shops empty and offer no real incentive or discount to potential businesses. This leaves Caldicot Town Centre in an increasingly precarious position. It comes as no surprise that with the news that the Severn Bridge Tolls will be abolished that LCP feel that residential units will be far more lucrative. They will give no thought to our community. I am sure these properties will be for rental only and at a premium yield I am also sure that these will be out of the reach of those who desperately need housing. My concern is that if this proposal is passed that it will open the flood gates to this type of conversion, making the town centre a residential complex, but not addressing the housing needs of our community.

I would like to urge the Town Council to raise this issue with both LCP and MCC. I also strongly feel that any further developments of the Town Centre should be put on hold and reviewed with regard to the potential conflict of interests. It feels that the only people that are benefitting from precious 106 monies are the share holders of LCP.'

[FTC deferred application DC/2017/01391 – awaiting further information re. Car Parking]

4.2 Chris Jones Regeneration - Caldicot Town Centre Stakeholder Workshop 2

'Thank you for taking the time to attend Monday's stakeholder workshop on Caldicot town centre and for your constructive contribution. It is appreciated.

Please see attached note of the meeting.

Once we have made further progress we will be in touch about a date for the next workshop.'

Appendix 6

4.3 Curtailment of Mencap Transport by Mon CC

Member of the public:

Several Mencap service users live in Caldicot, and surrounding areas, so that you may be aware of the following:

Service Users Transport to, from Mencap Day Services - on Tue 21 Nov 2017, parents, carers received notification from Chepstow Mencap, that MCC "have introduced a new transport policy, which may impact on the travel arrangements that ... (service user's name) currently receives as part of support from Chepstow Mencap".

"The transport policy is derived from the Social Services and Wellbeing (Wales) Act, which (section 3.1) sets out the Council's duty to assess an individual's need for support services" etc, etc. Section 5.3). The need for transport is not

an eligible need in it's own right expectation that clients will meet their own needs for transport to access services

and / or support".

Mencap Services + Transport - to access such services, the current service users are already assessed by MCC other, Social Workers, (reviewed regularly). Because of their learning disabilities, lack of independence skills, health conditions, mini-bus transport, historically is/was included in their Assessment / Care Plans, as being the most appropriate and safe transport method, applicable for such dependent and vulnerable people.

Vulnerability - service users, besides having learning disabilities, (mental deficits), one/two service users are in excess of 70 yrs of age, many display challenging noisy anti-social behaviours, one has dementia, at least one is wheelchair bound and so on.

Some years ago, of the total Mencap service users, only 2/3 were able to independently go into the community alone.

Those, probably the majority, who are unable to independently access community facilities, without Mencap, and and the safe, escorted transport it provides, would be deprived of any opportunity of experiencing various activities, opportunities facilities, etc, could simply left to 'languish' at home.

This situation is also an unfair additional worry for many of their aging parents.

Clarification, Questions - failing to understand MCC's rationale, by email dated 30 Nov 2017, I contacted (P Matthews etc) as outlined below. Acknowledgement received, but no response thus far.

(1) When will above transport minibus services be cancelled?

(2) Future - would Mencap be allowed to provide such transport, so that service users would pay for that service, from i e, mobility component of their benefits, e g, ESA, PIP, Direct Payments?

(3) Grassroots - are unable to guarantee regular pick-up, drop offs, currently cannot provide service on Friday afternoons, and will not accept some service users unless accompanied by a responsible escort.

*Being the mother of a 42 year old service user, (a widow, carer, appointee, and retired), I contacted Mencap, and was given to understand that in the near future, the current minibus service, which is currently provided for Mencap Berkeley Centre service users attendance etc, (picks-up, drops off to and from their homes), will be cancelled.
May I ask for your support, to contact MCC and request they revisit, to reconsider their potentially disastrous, negative Adult Transport decision.
I would appreciate receiving your response.'*

4.4 Report on volunteer work completed on the Active Travel Act consultation in Caldicot area

*'Pleased find attached a Word Document which explains the work completed by volunteers before and during the Active Travel Act consultation in Caldicot.
A Power Point presentation is also available if requested.
Hilary Matheson will be collecting petitions for paths not included in the Integrated Network Map so far. She will send these to Christian Schmidt by January 12th. Please contact her at winningatsport@gmail.com if she can be of further assistance.
Again, it has been rewarding to work for this important development.'*

Appendix 7

4.5 Caldicot Town Team – Family Fun Day

*'Caldicot Town Team are pleased to be hosting our 4th annual Family Fun Day on Friday August the 3rd in the Town Centre to mark the end of the school term and to celebrate the start of the summer holidays. We are looking for sponsors to contribute towards one or part of our planned attractions and activities in return for company advertising at the event, this year's event will be bigger and better and will include Dinosaurs, Donkeys, bouncy castles, circus workshop, face painting, DJ, and much more. We are also planning to arrange a display area where some local groups and organisations can perform.
With the event run entirely by volunteers we rely on donations to be able to keep promoting our town centre and local area which is why we are hoping you will assist us. We have 2 options available for how you can become involved with this growing event.*

Option 1: Event Sponsorship £100

(Price includes a printed logo on all posters prior to event as well as a correx board of your company which will be displayed in the town centre and also on our website as well as our social media accounts)

Option 2: Stall sponsorship £50

(price includes a printed correx board of your company which will be displayed in the town centre and also on our website as well as social media accounts)

We really hope you will take up this opportunity to help us create a fun and vibrant day for the whole community to come together and enjoy.

If you are interested or have any further questions, please contact us on any of the means above.

Many thanks

Caldicot Town Team'

5. SUBSCRIPTIONS and PUBLICATIONS

To note Subscriptions and Publications - available Town Council Office:

- **One Voice Wales Bulletin**
- **SE Wales RET Newsletter**
- **Severn Estuary Partnership November 2017**
- **Clerks & Councils Direct – January 2018**
- **OVW Monmouth Newport Area Committee Agenda 18.1.18 and minutes 5.10.17**
- **SLCC The Clerk – January 2018**
- **ICCM – Winter Issue**
- **WCVA Newsletter**
- **STRI Bulletin – Winter 2017/18**

*For further information please contact Caldicot Town Council
Telephone: 01291 420441 Email: towncouncil@caldicotc.org.uk*

Loneliness Roundtable

To mark the anniversary of Jo Cox's death and to coincide with the Great Get Together, Age Cymru invited a range of organisations to attend a roundtable on the theme of loneliness. The roundtable was chaired by Jayne Bryant AM and provided an opportunity to debate and highlight different solutions for tackling loneliness and to commit to continuing to working together to ensure Wales has compassionate communities all year round, not just at times of crisis.

Roundtable Report

Loneliness and isolation are a daily reality for many older people. 75,000 older people in Wales report 'always or often' feeling lonely, and there is increasing evidence that this can have severe implications for physical and mental health.

People may become increasingly isolated in later life for diverse reasons, including retirement, bereavement, ill health, a lack of local services or transport and a poor physical environment. Some older people choose to miss out on socialising or activities because even small charges to attend, or the costs of transport, are beyond them. This means that some people barely leave their home, resulting in chronic loneliness and what we increasingly understand to be the severe health impacts associated with this.

During the meeting, attendees shared examples of projects that have been successful in tackling loneliness. The projects highlight the different ways third sector organisations, statutory services and citizens can work together to reach isolated older people and create social networks that reduce levels of loneliness. In order to share the learning and expertise from these projects, a short summary of six projects is included in this report.

In addition to sharing good practice the group asked questions and exchanged the following ideas and solutions:

Work with volunteers and community groups

The majority of projects highlighted by the group are either led or sustained by volunteers. Whilst the value and importance of volunteering should not be underestimated, group members were keen to stress that, in order to be successful and sustainable, projects require an element of statutory or third sector support.

For many organisations working with volunteers, an element of formal financial support is vital to carry out safeguarding checks and manage volunteers effectively. A paid staff member can also ensure the sustainability and growth of a project by providing marketing and outreach services.

It was recognised that there could be difficulties in dealing with bureaucracy. Funding applications can be very time consuming, particularly for those who have not made applications on the past, with guidance being quite poor. As such, it was felt that these processes would benefit from being clearer and applicants better supported. Similarly, several contributors felt there needs to be a clearer, more user-friendly means of transferring local authority assets to local groups, although the importance of authorities ensuring projects are viable is still recognised

Although the case studies below demonstrate that adopting new approaches to working with communities can save public money, they also demonstrate that an element of statutory support is key to ensuring a project's success.

We believe community and town councils could;

- Support older people and community groups to develop and deliver local solutions that counteract loneliness.
- Consider innovative ways to support community groups by encouraging the use of council facilities.
- Work with communities across the generations to foster informal structures that enable people to participate in society on their own terms.

Housing providers' initiatives

Social housing providers, Linc Cymru and Derwen Cymru, described their initiatives aimed at combating loneliness, including clubs and activities aimed not only at their tenants, but those living in the wider community. Such initiatives recognise that if their tenants are to be fully involved in their communities they should not be segregated from others in the locality, but take an active interest and role in activities within their communities.

We believe community and town councils could;

- Encourage housing and residential care providers to open their services and premises to the wider community.

Examples of Good Practice in Tackling Loneliness

Café 50 - Pontyclun

Pontyclun's *Cafe 50* initiative is a highly successful project serving Pontyclun and the surrounding area, established by Margaret and Paul Griffiths, both of whom were local authority and community councillors at the time of the project's inception.

A number of years ago the local authority's budgetary position dictated that the village would lose its day centre. Moves were made by Margaret and Paul to encourage the local authority to pass on the running of the facility to the community council via an asset transfer process. Although this took some time, particularly as the authority required a detailed business plan (having no wish to transfer a facility unless it could be shown the project was viable), ultimately the transfer was achieved.

It was clear that if the project were to become sustainable it would need to provide far more than a daily lunch club. A range of partners was sought, including the RVS and Welcome Friends (a befriending project financed by Community Service Volunteers), ultimately resulting in a facility offering numerous activities throughout the week, including quizzes, physical activities, knitting groups and a highly successful U3A group (University of the Third Age). Additional support has been gained from local businesses – a community shop and local firm of solicitors – helping to ensure the project's sustainability.

The lunch service alone used to cost the local authority £54,000 per year in

Pontyclun, for a comparatively few diners, and the building was empty during evenings and weekends. Today, the cost to the public purse for the lunch club plus a wide range of daily activities has been reduced to around £5,000 per year.

With an aim of boosting engagement even further, plans are in place to secure a part-time paid member of staff, via a local authority grant, to take on much of the running of the facility, as the success of the project has essentially made it very difficult to maintain by volunteers alone. It is hoped this part-time coordinator will not only ensure an ongoing level of service provision, but will also act as a 'welcome officer' who can make links with individuals who may lack the confidence to visit the café alone, as well as identifying and address any problems which may be preventing or discouraging others from attending.

Circles of Support

Mark John-Williams, Director of the Co-production Network for Wales, highlighted the potential to introduce "circles of support" into Wales. Currently found in England and Scotland, there are currently relatively few "Circles" initiatives in Wales at the moment, one notable exception being the Flintshire Community Circles project.

Community Circles are a way for friends and family to support someone through conversation and actions. Each Community Circle has a purpose – the reason why the concerned person wants a circle. This may be to meet new people, get practical support, feel stronger, or help with managing a change. The people in the circle carry out the actions which will help the person start to do or carry on doing things that are important to them.

A Community Circle can be held in someone's home, in a church, temple, or school, a restaurant or a pub: anywhere where the person is comfortable. Members meet every few weeks with the person being supported and their Circle Facilitator, who keeps things on track and makes sure that conversations turn into actions. Essentially everyone in the Circle gains by being part of something shared, focused and often life changing.

Age UK Doncaster has secured a Big Lottery Fund grant of almost £500k to recruit 374 volunteer circle facilitators over the 5-year period of their *Circles for Independence in Later Life* project. Working in partnership with Community Circles, they will particularly target older people who've already been hospitalised, people over 85 living alone and those with dementia symptoms, helping to increase their resilience and social contact, and achieve their goals. Circles will typically meet bi-monthly to review progress and add new goals.

Further details on Circles of Support can be found at <http://community-circles.co.uk/>, whilst details of Age UK Doncaster's *Circles for Independence in Later Life* can be found at <http://www.ageuk.org.uk/doncaster/our-services/circles-for-independence-in-later-life/>

Community Transport Association

Wheels 2 Meals – DANSA Community Transport

DANSA (Dulais, Afan, Neath, Swansea and Amman valley) community transport is a membership based, not for profit, organization, providing inclusive and accessible transport options for people who may not have access to conventional transport arrangements. Based in the former mining village of Crynant, Neath, DANSA operates a mix of transport services including group travel, dial-a-ride, social trips and community car services.

DANSA's service users include a high proportion of older and disabled people, with many commenting that they experience loneliness and isolation as part of their everyday lives. One way in which DANSA is helping to combat loneliness and isolation is to deliver a 'Wheels 2 Meals' service.

DANSA's friendly and helpful minibus drivers pick up residents from local communities and bring them into DANSA's base in Crynant which incorporates a community café and social space, enabling older and disabled people to socialise and enjoy themselves. This time spent out of the house is invaluable, as for many service users, it may be the only time they see or talk to another person all week long.

Seeing and talking to new people or meeting old friends can make a real difference to the quality of life for people who are lonely or isolated. Service users have commented that the 'Wheels 2 Meals' service gives them something to look forward too and has become an essential part of their lives – breaking the monotony of being lonely or isolated – if only for a time.

The community café allows service users to have a warm meal at a very reasonable price and support is provided by dedicated DANSA staff and volunteers to assist people. This support includes assistance eating a meal, getting on and off the minibus and helping to entertain with social activities such as bingo and card games.

The need for DANSA to provide such a community service has arisen, in-part, because of funding cut backs to Day Centers in the Neath Port Talbot area. The demand for the 'Wheels 2 Meals' service has steadily grown over the last eighteen months and highlights not only the vital work community transport groups deliver, but also the increasing need to care for older people experiencing loneliness or isolation.

DANSA Wheels 2 Meals service receives no funding to deliver this service - passengers pay a fare for the cost of transport and for their own meals. DANSA employs a support worker to assist people while at the café and with activities afterwards. DANSA also employs the driver.

Derwen Links Project

Derwen currently provides homes and services to people aged over 55 in 945 properties, covering Independent Living, Sheltered Living, or Extra Care across Newport, Monmouthshire and Caerphilly.

Recent research shows that 75% of Derwen's residents live alone, 32% are aged over 80 and 68% have mobility problems or a long term illness. Furthermore a quarter of its residents see family friends or carers once a week or less and nearly half state that they feel lonely at least some of the time.

In 2016 Derwen was successful in a Postcode Community Trust funding application to set up the Derwen Links project, with the aim of encouraging and building new friendships and connections between isolated older people on its Treberth and Bishpool estate, made up of 300 older people's bungalows in the East of Newport, areas where residents believed there was little sense of community and very few activities or initiatives which allowed them to come together.

The project, which ran from 2016 -17, started off by trying to identify those people who were at risk of loneliness, and focused on bringing people together around shared interests and hobbies. Part of the project funding supported a part-time member of staff to work with the community in order to identify and implement new interventions and activities, with residents being involved with the creation and running of these activities.

One of the most successful aspects was the "Knock a Neighbour" scheme, where residents called on a neighbour they may or may not have known in order to attend the community centre together.

The project had significant benefits, with participants noting a marked decrease in their loneliness scale (using the Campaign to End Loneliness assessment tool). They made real connections with their neighbours, leading to increased confidence and feelings of safety and security, as well as improving their general wellbeing.

Funding for the project has now ended but the community continues to benefit through the Community Champions who emerged as a result of this initiative. They act as volunteer befrienders, working with Derwen to encourage others, particularly new residents or residents at risk of social isolation, to become engaged with the community activities. A pamphlet which the community champions developed gives information on key issues, events and contacts, and has been found to be especially useful to new residents who may benefit from a friendly welcome from a neighbour.

Linc Care Day Services

Established in 1977, Linc-Cymru Housing Association is a socially responsible business, with all profits being reinvested for the benefit of its customers, rather than being distributed to shareholders. The firm has two primary strands: Linc Homes, which operates across South Wales and provides social and affordable homes for rent and to buy, and Linc Care, which provides homes and services to older and vulnerable tenants, including sheltered housing, extra care housing, nursing and respite care.

Linc Care's day services offer the opportunity for non-residents to participate and socialise in a safe and supportive environment, helping to tackle isolation and loneliness. As well as receiving a home cooked meal older people can share experiences, make new friends, socialise with others and build confidence whilst maintaining their independence.

Operating from 10am until 4pm, Linc's day services aim to offer activities which have therapeutic benefits that are inclusive to all. These activities are also designed to encourage people with memory problems to feel part of the community.

The focus is very much on promoting independence and preventing people from feeling socially isolated within their own community. A signposting service is also offered, enabling individuals to establish contact with other community services.

This service is geared towards people who are able to get to and from Linc's extra care schemes, who do not require care services while visiting and who do not meet local authority criteria to qualify for day care. For those who need them, local pick up/drop off buses are available.

The following individuals attended the Roundtable and were involved in this report:

Roon Adam
Race Equality First

Christine Boston
Community Transport Wales (CTA
Wales)

Shan Bowden
One Voice Wales

Jayne Bryant AM
National Assembly for Wales

Prof Vanessa Burholt
Swansea University

David Chinnick
Linc Cymru

Paul Cockeram
Newport City Council

John Griffiths AM
National Assembly for Wales

Margaret Griffiths
Cafe 50 - Pontyclun

Paul Griffiths
Cafe 50 – Pontyclun

David Hagendyk
Learning and Work Institute

Vikki Hiscocks
Derwen Cymru

Tony Husein
Age Cymru Gwent

Steve Huxton
Older People's Commissioner for
Wales

Mark John-Williams
Co-production Network for Wales

Janice Jones
Church of the Resurrection

Saleem Kidwai OBE
The Muslim Council of Wales

Rachel Lewis
Age Cymru

Scott Sanders
Derwen Cymru

Carys Sharp
Pontprennau Community Church

Lesley Thompson
Royal Voluntary Service

Carol Wardman
The Church in Wales

Christopher Williams
Age Cymru

For more information please contact Rachel Lewis: rachel.lewis@agecymru.org.uk
029 2043 1555

Quick Check Training Finder - South - February - July 2018

Module / Venue	Bridgend Town Council, Carnegie House, Wyndham Street, Bridgend. CF31 1EF	Lesser Hall, Town Hall, Cowbridge. CF71 7AD	Neath Community Centre, 10-12 Orchard Street, Neath. SA11 1DU	Pontypool Community Council, 25A Commercial Street, Pontypool, Torfaen. NP4 6JQ	The Sessions House, 43 Maryport Street, Usk. NP15 1AD	Undy Church & Community Hall, Church Road, Undy, Caldicot. NP26 3EN	Civic Offices, Holton Road, Barry. CF63 4RU	Council Offices, Newport Road, Bedwas. CF83 8YB	Civic Centre, Oystermouth Road, Swansea. SA1 3SN
Module 3 - The Council as an Employer	Wednesday 4th April		Tuesday 20th March						
Module 4 - Understanding the Law	Monday 30th April				Thursday 31st May	Monday 26th February	To Be Confirmed	To Be Confirmed	To Be Confirmed
Module 5 - The Council Meeting				Tuesday 27th March				To Be Confirmed	To Be Confirmed
Module 6 - Local Government Finance	Wednesday 25th July			Thursday 26th April				To Be Confirmed	To Be Confirmed
Module 7 - Health & Safety	Wednesday 7th February								
Module 8 - Introduction to Community Engagement	Wednesday 14th March	Tuesday 10th April			Thursday 1st March			To Be Confirmed	
Module 10 - Chairing Skills	Wednesday 4th July	Thursday 12th July	Tuesday 26th June	Tuesday 3rd July	Thursday 19th July	Monday 4th June		To Be Confirmed	To Be Confirmed
Module 12 - Community/Place Planning	Wednesday 16th May	Thursday 24th May		Tuesday 20th February					
Module 13 - Community Engagement Part II (Tools & Techniques)		Thursday 14th June			Thursday 7th June				
Module 16 - Use of IT, Websites & Social Media			Tuesday 17th April					To Be Confirmed	

Module 17 - Making Effective Grant Applications	Wednesday 28th February								To Be Confirmed	To Be Confirmed
Module 18 - Effective Staff Management	Wednesday 13th June									
Module 19 - Devolution of Services/Community Asset Transfer							Monday 23rd April	To Be Confirmed		
Module 20 - Wellbeing of Future Generations Act 2015/Sustainability					Tuesday 15th May	Tuesday 17th July	Thursday 22nd March		To Be Confirmed	
Module 21 - Local Government Finance - ADVANCED							Thursday 5th April	Monday 30th July		

APPENDIX 3

CALDICOT			
DATE	MODE	AREA	DESCRIPTION
03/12/17 05:39:10	Monitor	Caldicot	A Person leaning over in a phone box bending head down to knee. very unusual.
12/12/17 15:56:38	Observations	Caldicot	AREA ALL IN ORDER..GW
12/12/17 15:59:04	Observations	Caldicot	Police log 269 12/12/17 obs kept as requested
12/12/17 17:21:20	Police In	Caldicot	Police log 269 12/12/17: Request obs in the Caldicot area report that a group of school pupils from Llanwern High in Newport are on route to Caldicot Town for a possible altercation with some pupils from Caldicot High School
25/12/17 18:43:41	Police In	Caldicot	Request video review for a vulnerable MISPER possibly seen Caldicot Town Centre at about 1820hrs 11/12/17.
25/12/17 18:59:33	Police Out	Caldicot	Concerned for person Log 254 25/12/17 A Person leaning over in a phone box bending head down to knee. very unusual.



SUBJECT:	FUTURE OF TOURISM, CULTURE, LEISURE AND YOUTH
MEETING:	Cabinet
DATE:	29th January 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

To set out the conclusions and recommendations of the comprehensive options assessment and Full Business Case to inform the future delivery of sustainable Tourism, Leisure, Culture and Youth (TLCY) services in Monmouthshire.

2. RECOMMENDATIONS:

- 2.1 To approve the Full Business Case, Business Plan and associated reports to inform the establishment of a new entity - an Alternative Delivery Model (ADM) - to secure a viable and optimal future for TLCY services; ensuring they are able to thrive and respond to the current and future needs, expectations and aspirations of Monmouthshire residents.
- 2.2 To agree to receive a fully developed initial five-year Management Agreement, inclusive of a complete Evaluation Matrix and a detailed Governance Framework - to be considered at a meeting of Full Council prior to enactment of the ADM. The Management Agreement will govern the interaction between the Council and ADM; and, the obligations and responsibilities that will ensure maintenance of core elements of democratic legitimacy, public accountability and workforce duty of care. On its approval by Full Council, the process of recruitment to senior posts will commence prior to the 'going live' date.
- 2.3 To approve a 'start up' fund of £155,000, drawn from the Priority Investment Reserve, that will allow the establishment of the new entity and provide reassurance around the intensity and rigour of the ongoing due diligence having regard to the requirements of both the Council and ADM. The results of this will inform the Management Agreement as per 2.2 above.
- 2.4 To recognise the amount to be included within the MTFP for the next 5 years of £388,000 and that will need to be taken into consideration as part of the 2018/19 – 2022/23 budget proposals as shown in the graph at 6.1.

3. KEY ISSUES:

The reality of our context

- 3.1 The report sets out the conclusion of a lengthy and wide ranging strategic appraisal of options to provide an optimal future for Tourism, Leisure, Culture and Youth (TLCY) – a

set of services instrumental to the wellbeing and life chances of residents, businesses and visitors to our county. Guiding the purpose of this work since its inception has been the aim of securing the most viable, sustainable and supportable future for TLCY services in order to optimise the contribution they are able to make to the wellbeing of Monmouthshire residents, throughout their lives. This has meant putting considerations of function ahead of form. It is for this reason that this report summarises the headlines of the business case for change and the plan that will deliver it. At this stage it cannot cover every aspect of governance and operations - this finer level of operating detail becoming the focus of next phase 'start up' activity and which will be set out in the Management Agreement.

- 3.2 The conclusion of this work has to be seen in the context of the wider financial, societal and wellbeing challenges and demand pressures upon both the county and Council. The funding the Council receives to run services, continues to decline and as the lowest funded Council in Wales, the gap between Monmouthshire and its twenty-one counterparts, is a significant one. Given the continuing pressures on all areas of public expenditure – this scenario presents as the 'new norm' – and yet doesn't have to signal inevitable decline and degeneration.
- 3.3 The Council and its Public Service Board partners, are signed up to four Wellbeing Objectives – derived from the Wellbeing Assessment and extensive public engagement. This puts TLCY services centre-stage as core catalysts and contributors to quality of life and wellness. TLCY services are not statutory – they are for the most part, 'discretionary'. In many ways, this does not matter. In some important ways however, it does. It has not been feasible historically to afford 'protection' to these services. The reason for this is that TLCY services operate in the market and so have had some freedom to generate income and develop new opportunities to build their own sustainability. In addition, there are genuinely wider, more flexible and accessible options through which to deliver TLCY services than there are for areas such as Education and Social Care – where flexibilities are restricted.

What Tourism, Leisure, Culture and Youth Services do

- 3.4 It is easy to summon up images of local leisure centres, attractions such as Caldicot Castle, Shire Hall and tourist information provision. However this seriously underplays the full scope of the vast array of services delivered by TLCY, which includes:
- Custodianship of 850 km² of countryside and 2,100km of public rights of way
 - Running a Gwent-wide Outdoor Education Service with sites at Gilwern, Talybont & Hilston Park
 - Overseeing Coastline, Castles, a World Heritage Site, a section of the Brecon Beacons National Park, the Wye Valley Area of Outstanding Natural Beauty and landscape partnerships
 - Operating and managing four Leisure Centres, four Museums, three major attractions, smaller community based attractions such as countryside, picnic and historic sites
 - Operating the Youth Service – multiple programmes, support and services to communities & schools

- Delivering the GP Exercise Referral Scheme
 - Operating Tourist Information Centres and tourism development
 - Delivering Sport's Development: Playmakers, Young Ambassadors & Monmouthshire Games
 - Responsibility for play, green infrastructure and biodiversity
- 3.5 Enabling provision of these functions is critical to the wellbeing of our county. The burgeoning costs of poor physical and mental health are well documented and it is a public health imperative to focus more on keeping people well – rather than merely treating them when they become sick. A number of prominent studies document the 'happiness benefits' of engaging in sport, exercise and cultural activity and leisure significantly boosts economic productivity and creativity. In a large rural county where access to service deprivation is a big issue – connecting people with their place through exercise, heritage and culture is a powerful tool. The culture and creative industry is also a growing segment of our economy. Monmouthshire competes in a global economy wherein cultural tourism accounts for nearly 40% of all tourism. STEAM figures document an upward economic trajectory and evidence demonstrates opportunities to address important broader social policy and justice issues. The work undertaken to inform the Wellbeing Assessment shows the 'pull' people feel to our county and the un-paralled access it can offer to awe-inspiring environments which enable people to feel well.

What TLCY services currently cost

- 3.6 All of the above clearly sets out why it is critical to ensure TLCY services are optimised. In 2010, the budget for combined TLCY services was some £6.5m and today this stands at just over £4.4m – 3% of the Council's total budget. Over this period, the service has outperformed all expectations of income and consistently been one of the top two contributors to the MTFP and thus, the drive for efficiency and effectiveness has long been established. Over the years, concessions have been made to sustain delivery when subsidies and support for things like free swimming for 60+ and sports development have decreased and in some cases, withdrawn altogether. The development of Monmouth Pool and leisure facilities has also featured, along with new play projects, investment in Countryside volunteers, Duke of Edinburgh, Young Ambassadors, and recently the Monmouthshire Games and Play-Makers.
- 3.7 Good practice and high output has broadly been maintained because of the immense passion and goodwill that exists on the part of both the on and off payroll workforce. However, staffing cuts, stagnation of income levels as facilities deteriorate, withdrawal of external grants, lack of investment and partners moving out of collaborative arrangements such as Tourist Information Centres and Outdoor Education – are all taking their toll.
- 3.8 Services feel increasingly unviable and delivery on the same footprint and structures appears unfeasible. Capacity is low and there is little, if any, scope to re-purpose and renew. Looking forward, the table below outlines that the costs of delivering services over the next five years, are consistently higher than the MTFP allocation. In order to deliver to these financial targets, services would have to be reduced significantly.

Table 1 – Cost of Delivery of Existing Services Compared to MTFP Allocation

	MTFP Allocation	Predicted Spend	Variation
Year	£000's	£000's	£000's
2018/19	4,316	4,518	202
2019/20	4,241	4,614	373
2020/21	4,210	4,674	464
2021/22	4,178	4,736	558
2022/23	4,143	4,798	655
Total	21,088	23,340	2,252

4. OPTIONS APPRAISAL:

4.1 The scale of the future challenge was first recognised in 13/14, when work was commissioned to consider options for future delivery of Cultural Services. Soon after, the scope of this work was widened to include all TLCY services. In October 2016, Cabinet approved the Strategic Outline Case which set out the full initial appraisal of options for change. These included, 'Transform in House', 'Establish and transfer services to an Alternative Delivery Model', 'Outsource', 'Join forces within an existing Council-led ADM' and 'Do Nothing'. In March 2017 Council agreed to progress the transform in house option (option 2) and the Alternative Delivery Model (option 3) and prepare a full business case to demonstrate a comparative analysis between the two options for consideration. In July 2017 the Joint Select Committee considered the draft full business case for scrutiny. The whole process has been facilitated by an in-house team and informed closely and tested by independent advisors and legal experts.

4.2 The comparative analysis of the two preferred options is summarised as follows:

TRANSFORM IN-HOUSE	NEW ENTITY - ALTERNATIVE DELIVERY MODEL
Over a 5 year period, transforming in-house would cost the council £22.945m, £1.857m above the potential MTFP allocation. This could spell service reductions; service decline & simultaneous price hikes.	ADM option would cost £21.44m. Still slightly outside MTFP allocation but income projections are appropriately conservative for a 'start-up' org and a profit share/ overage facility would be established
Limited opportunities for commercial and enhanced services offer due to funding constraints, declining performance and asset condition & staffing cuts	The ability to optimise; set and establish its own culture, tone and drive a commercial ethos to drive a social wellbeing mission. Strategic investment begins to address investment issues and current constraints
Council services and back office support and systems does not have and are not	Systems, processes policies and practices would all be bespoke and geared up to

TRANSFORM IN-HOUSE	NEW ENTITY - ALTERNATIVE DELIVERY MODEL
required in many cases to have, a commercial ethos. The council delivers 600+ services and the back office has hundreds of customers to serve and support and therefore cannot always react and respond to the requirements of TLCY services in the way needed.	making things happen and work. The ADM, its mission, people and customers are the priority.
Council is limited in accessing specific forms of external funding and grants and in the amount and types of trading that it can carry out. This reduces the range of potential ways in which services might be developed and delivered in future.	Freedoms and flexibilities to run services on behalf of council through 'Teckal', whilst at same time, benefiting from charitable status and trading ability. ADM can build its own resilience.
Staff morale likely affected by inability to progress, improve and enhance delivery	Staff morale has best chance of being maintained at 'high' - recruit and retain the best talent Board taps into social capital, influence and networks of key individuals and entrepreneurs within county
Remains as part of Council serving all usual processes, procedures and requirements Wellbeing is served as best as possible within constraints	Arms-length from council – but works for county – with key lines of accountability to council but without bureaucracy and protractedness Wellbeing is focus and diverts people from seeking assistance from costly council services

Key Considerations

- 4.3 The resultant full business case has been developed in accordance with the Five Stage Business Case Model and demonstrates that the 'new entity'/ ADM maximises value for money, affordability and deliverability. The full business case contains all of the relevant background information and sets out the strategic, financial, economic, commercial and management case. The case is mainly predicated on the opportunity for greater commercialism and the potential to create an optimum operating model. Whilst these terms may sound radical and jargonistic – they are not fanciful. The Council itself will need to grapple with and adapt to the same tests and challenges. A move to an ADM does not just signal change outside of the Council – it sets the bar for change within the Council too. Things within the Council cannot and will not stand still. It will of course take longer for this to occur, given the size and scale of the task. The key issue for TLCY

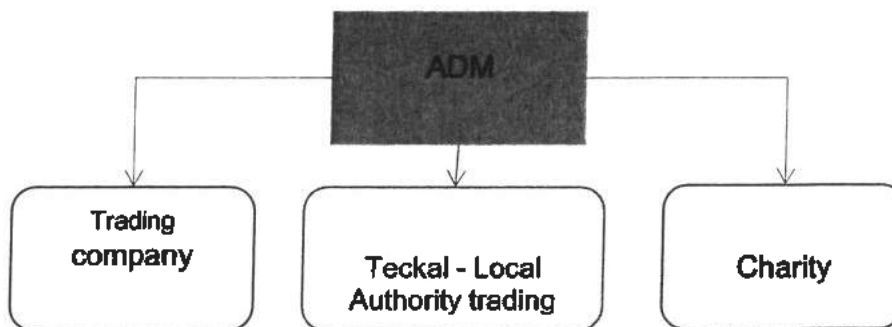
services however, is that they are ready now and can't afford a longer wait for a whole-scale change. The service is at a cross-roads now. It cannot provide further savings or income in its current form. Transform in-house would require prioritisation above other essential services. Acting now puts services on the best path to thrive and move beyond merely hoping to survive.

- 4.4 This underlines the real challenge for the Council itself in taking the big steps needed to balance the books over the coming years. This will mean making choices over what services to provide; what is commissioned and what is delivered in-house. It is possible that more ADMs become the norm as a means of tapping into wider available resources and opportunities to reduce costs. The ADM is thus, not just important for TLCY services – but important for the Council as a whole to have a demonstration of what is possible and what can work, before the even harder choices to come.
- 4.5 The crux of the business case is that TLCY services currently operate sub-optimally. Establishing an alternative means of delivery via an ADM, provides the best chance of optimising service delivery and delivering better outcomes for the county. It is no doubt, the 'easier' option for TLCY to remain within the Council – managing a reduced set of services with reduced performance output and expectation. The future of these services and the people they serve and support, cannot be about doing the easy thing, but the right thing.
- 4.6 In highlighting the differences set out in business case, between 'optimal' and 'sub-optimal' – the latter is no criticism of the Council's operating model or way of working. Aspects of the Council are commercially focussed, nimble and have a well developed and managed risk appetite. However, the Council is a massive organisation, running and operating over 600 different services, with a back office and support services geared up to supporting all of these 'internal customers'. Many services – particularly those in Education and Social Care do not exist to serve a commercial end. Marketing support, as one example, is excellent, but has to serve hundreds of customers whose aims and objectives differ greatly - and so cannot be as responsive as is needed to a commercially focussed service like Leisure which, is competing in an aggressive market. The ADM option also enables greater freedom to tackle the cost base and engage the market on commercial terms. This includes a focus on terms and conditions. The full business case is not predicated on changing the standard terms and conditions of existing employees. However, there are issues related to this which will need to be addressed and these concern the unique circumstance of evening/ weekend enhancements paid at a rate which render the undertaking of commercial endeavours unviable. If the new entity/ ADM is to be a success and compete effectively in a market context, it is not unreasonable that it is able to create the conditions for growth – especially given one outcome of this will be to create wealth, opportunities and more jobs.
- 4.7 In a world where the new UK Research and Innovation has set one of its four grand challenges around the UK's rapidly 'ageing population'; technology giants are acquiring health and social care companies to solve big societal problems and the investment coming through Industrial Strategy to promote wellbeing is targeted at industry and non-public bodies – the new entity will enable exploration of new initiatives across leisure,

health and social care. Rising social care costs are a significant issue and the potential exists for the ADM to leverage networks, opportunities and new investment. Helping to give young people the best start in life and supporting the wellbeing of people and communities throughout the course of their lives requires behavioural shift, innovation and building a wellness legacy. Merely handing more of a diminishing budget to social care is not a sustainable or long-term solution and the ADM should be expected to play a core role in this regard.

Form and Governance

- 4.8 The relationship between the three companies in the ADM Group is shown in the diagram below.



- 4.9 The Charitable arm is to be led by a Board of Trustees comprising nine Directors including two trustees nominated by MCC. The local authority controlled companies will be led by a separate Board of Directors comprising three directors nominated by the Council and two executive directors.
- 4.10 The Structure allows the group to operate in close partnership with MCC through their wholly owned Teckal and trading company, whilst having the benefits of independent charitable status for some of the work. The Teckal and trading companies allows greater freedom to engage in trade where it is needed. Services within the Teckal will be Green Infrastructure (including Rights of Way and Biodiversity), Play and Tourism Development. The Charity will contain services such as Museums, Attractions, Leisure, Youth and Outdoor Education. The structure provides full accountability back to MCC through the management agreement but will give the ADM the freedom to be entrepreneurial whilst ensuring that the organisation is operating as efficiently as possible. The Council will still be able to deliver its strategic vision through its grant and contractual arrangements and importantly its Board participation
- 4.11 The service specification agreed between the Council and the ADM would drive governance in terms of the requirement for compliance with its terms. This will include how the ADM reports to the Council on the annual business plan and how periodic reports are submitted to the Council. It is anticipated that the ADM Lead Officer will also present the annual report to Council. Regular reporting will also take place to MCC on overall performance and progress. The MCC Client Officer will also need to work with the ADM to plan future service requirements and to monitor the ADM's performance.
- 4.12 The ADM Board's will exercise their responsibilities by clearly setting out in the business plan and Management Agreement, the policy guidelines within which they expect the

management to operate. This sets out the short and long-term objectives of the organisation and a system for ensuring that ADM Lead Officers act in accordance with these directions. A procedure will be in place for measuring progress towards corporate objectives.

- 4.13 As the detail of the governance arrangements are a start-up consideration/ activity, the suggestion is the work is done through Audit Committee, given this is an important next stage of continued due diligence. The resultant Governance Framework will be set out in the Management Agreement and approved by Full Council prior to the enactment of the ADM.
- 4.14 A vital feature of the new ADM will be that all staff will work together as a single staff team, under the leadership of the ADM Lead Officers. This will ensure a seamless and integrated organisational culture, offering economies of scale and greater efficiency than the present arrangement of largely separate silos.

Evaluation

- 4.15 The Business Plan sets out the vision and ambitions for the ADM for the next three to five years as well as the expectations around benefits anticipated to be delivered as part of that plan. The Business Plan is based on a clear financial strategy delivered through a series of annual action plans. Action plans will be clearly linked to overall priorities which will be reviewed and agreed annually by the Board.
- 4.16 Key outline financial and business metrics have been developed which will sit alongside other business metrics and the existing key performance indicators (see page 16 and 25 of the business plan) used to judge business performance.
- 4.17 To measure the outcomes of the ADM, an outcome measurement framework is being developed to embrace all activities (see page 15 of the business plan). The outcome areas are Healthy People, Inspired people, Engaged People, Vibrant Communities, Resilient Environment and Enterprising Communities. These areas will contribute towards the Monmouthshire Public Service Board's Well-being Objectives and the seven well-being goals for Wales identified in the Well-being of Future Generations (Wales) Act 2015.
- 4.18 The outcome measurement framework will identify the contributions made for each outcome area. It will provide measures to gather outcome based evidence and drive the improvement of performance by helping refine and develop programmes and activities in the light of the outcomes they deliver. The Council will have the opportunity to inform and scrutinise the framework as part of the Management Agreement, prior to ADM being enacted.

5. REASONS:

- Sustaining access to essential and important local TLCY services is becoming increasingly challenging, to the point where current and future viability appears seriously compromised.

- Given the priority attached to continued sustainable delivery of these services, in serving the interests of wellbeing and wellness county-wide, new means of provision must be identified, tested, costed and delivered. The emphasis is less about 'who' delivers and is more about 'what' gets delivered in satisfying value for money and public demand and expectations
- The whole Council operating model must change if it is to meet the challenges of a continually reducing budget. The Medium Term Financial Plan sets out the aim of saving a total of £19.992m by financial year 2021/22, or broadly 6% of its annual revenue budget. The provision of the services outlined in this full business case is viewed as a crucial aspect of this cost saving programme.
- Whilst the Council makes moves towards a new operating model, as consistent contributors to the MTFP, TLCY services are at a cross-roads. Without significant changes and shifts, it is not possible for more efficiency or greater effectiveness to be gleaned in its current form. The time for TLCY is now if it is to act in the interests of both present and future generations. A new entity/ ADM is deemed to be the best means of achieving this and creating the conditions for optimisation
- The options appraisal, resultant full business case and business plan, bring together the culmination of 3.5+ years' worth of work and due diligence. The work has been facilitated by an-house team, with all detailed analysis, legal advice, dual diligence and professional assurance support coming from independent experts Anthony Collins.
- The move to a new entity/ ADM enables the Council to exercise its role as strategic enabler – setting out expectations of strategic direction and having the necessary tools and levers to ensure operational delivery fulfils expectations.
- The move will provide opportunities for growth, development and heightened productivity. Teams can grow and learn; contribute to higher wellbeing and social justice goals and the opportunity to see the county reach its full potential
- The new entity can respond more quickly to market conditions and maximise its status as an effective 'start-up' business – creating wealth, opportunity and jobs and contributing to the economic productivity of the county.

6. RESOURCE IMPLICATIONS

Financial appraisal of options

- 6.1 The following graph demonstrates the two options and compares this to the do nothing model. The black line then demonstrates the possible MTFP allocation over the next 5 years. Both Options will involve additional investment above the resources allocated through the MTFP. Table 2 demonstrates the costs of the two options for the next five years. The ADM option model at £21.440m is the lower cost option and brings with it the prospect of a profit share mechanism in the event target income levels are exceeded – saving the authority £1.505m over the Transform in house option.

Options for Tourism, Leisure, Culture and Youth Services

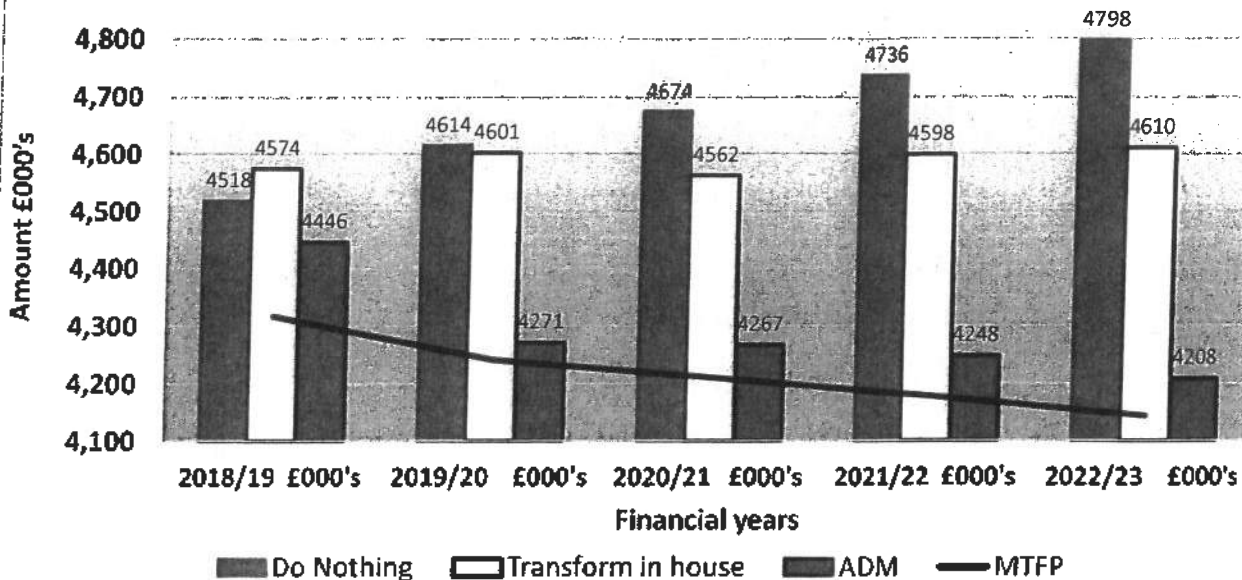


Table 2 – Five Years Option Costs

MTFP Allocation £000's	Year	Transform in House			ADM		
		Operating costs	One-off cost	Total costs	Operating costs	One-off cost	Total costs
		£000's	£000's	£000's	£000's	£000's	£000's
4,316	2018/19	4,574	45	4,619	4,446	155	4,601
4,241	2019/20	4,601	-	4,601	4,271	-	4,271
4,210	2020/21	4,562	-	4,562	4,267	-	4,267
4,178	2021/22	4,598	-	4,598	4,248	-	4,248
4,143	2022/23	4,610	-	4,610	4,208	-	4,208
21,088	Total	22,945	45	22,990	21,440	155	21,595

6.2 The MTFP over a five year period allocates some £21.088m for TLCY services. The ADM Option which maintains and delivers these services will cost £21,440m. These additional costs will need to be built into the MTFP. The calculations for the options based upon the operation for a full financial year and in 2018/19 amount to £130k. As the ADM has an anticipated start date of 1st October, then only half of that cost needs to be added at 65k. Existing pressures occurring within these services currently stand at 202k and so half of that will also need to be factored in at 101k. The MTFP will also need to take account of extra costs of 30k in 2019/20, 57k in 20/21, 70k in 21/22 and 65k in 22/23.

Residual Impact to the Council

6.3 Central costs have been estimated at £970k and although the ADM is expected to continue to use the vast majority of back office and central support services, there is likely to be an immediate additional cost implication to the Council of £143k. Further implications to the authority could occur in future years should the ADM wish to source

those services elsewhere. If this did happen, then further financial consequences could be further £71k at the end of year 3 and £109k by year 5.

- 6.4 Whilst these costs represent a potential pressure to the Council in future years, work will be commencing in advance in order to manage and eliminate these pressures through future rationalisation and restructuring of back office and central support services. These costs are therefore not included in the total costs shown in table 2 above.

Implications of VAT Ruling

- 6.5 Financial conditions are changing. Most recently with the HMRC Ealing Ruling where a proposed change could bring a windfall income gain for councils as they would no longer have to deduct VAT from certain leisure services income streams. In order to evaluate the impact on both options, work has been undertaken by VAT Consultants which indicates that for the transform in house option, this would likely breach the limits set to govern VAT recovery in the council. By way of illustration and based on the Council's planned activities for 2017/18 the estimated impact was £614,000. Whilst mitigations could be brought about delaying capital expenditure on leisure services this would place restrictions around when investment could be carried out which would impede the delivery of the business plan.

Staffing and Workforce

- 6.6 Engagement with staff has been a fundamental element of this ongoing process. Not only has engagement been undertaken from the initial stages of the process, it will continue to be an integral aspect that will be continuously implemented and monitored in a proactive way. Engagement is underpinned by organisational development, building on what is already embedded and developing this to ensure that services are transformed into solutions, that hearts and minds embrace its recommendations. Thus turning the rhetoric into reality, developing a positive and proactive healthy culture aligned to business acumen and seeing new opportunities in everything the organisation does.
- 6.7 Staff are our most valuable asset. Employees come first, and the ethos is that taking care of employees means they in turn, take care of customers. The process has engaged with, listened to and enabled staff to contribute to defining future mission and purpose and identifying areas of competitive advantage.
- 6.8 Over the past 30 months, employees have remained relatively optimistic about the prospect of change. A review in October 2017 established 68% of staff are motivated and willing to enhance services for the future to create resilience and purpose, whilst ensuring services are progressive and recognised for their excellence. Engagement with employees will continue to be prioritised in order to build upon values and ensure they are embedded in behaviours and practice. This will be particularly important in supporting the TUPE transfer of workforce from the Council to the ADM.

Assets

- 6.9 The Council will need to determine the exact treatment of assets but the Council will retain ownership of the assets and lease to the ADM - it is only the provision and management of services that will transfer from the Council to the ADM. One of the key aspects of the

ADM is that the Council will retain ownership of the assets and therefore it is in the interest of the Council to maintain these assets. The assumption is that the ADM would be responsible for day to day maintenance and the Council would retain major maintenance duties. The business plan for the ADM assumes a capital investment of £1m in assets in years 2 and 3 which is funded by additional income generation. In this arrangement the Council will fulfil the role of 'borrower' with debt servicing costs funded by the ADM through income generation activities. The additional benefits of a charitable organisation is that it can access other opportunities through restoration grants and projects that could lessen the burden.

One-off 'start-up' costs

- 6.10 The Council will incur costs during the setup of and initial transition to the ADM model. These are projected to be in the region of £155k as shown in table 3 and in the recommendations for expenditure in areas such as set up costs, legal costs, media, website and marketing. The financial and legal costs relate to the employment of Solicitors and Financial Advisors to assist with the legal set up of the ADM. Additional marketing support and branding will be required prior to the set up to ensure the ADM will be able to respond commercially from the outset. Additional HR support will be needed to guide MCC through the TUPE process and the corporate governance costs relate to the process of establishing and training the Boards. The start-up fund will be drawn from the Priority Investment Reserve.

Table 3: One Off Costs

One Off Costs	Option 2 Transform in House	Option 3 ADM
	Amount £000's	Amount £000's
Financial Support and Legal Advisors	30	75
Marketing, Media, Website, Branding	15	30
Recruitment / Hr Advice	0	30
Corporate Governance Costs	0	20
Total	45	155

7. SAFEGUARDING IMPLICATIONS

- 7.1 The new entity/ADM will be as committed to ensuring that people living within the County are safe and protected. The workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Within the ADM, services will continue to prioritise safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. Employees, volunteers and contractors who come into contact with children or adults at risk in the course of their duties will be expected to understand their responsibility and where necessary take action

to safeguard and promote the welfare of vulnerable people. The ADM would seek to continue its representation on the Monmouthshire County Council Whole Authority Safeguarding Group and will ensure compliance with all policies and procedures. There will be an appointed Safeguarding Lead Officer for the ADM and safeguarding will be a standing item on all meeting agendas across the organisation. The ADM workforce will attend appropriate training to continue to build its strong credentials within this area. The ADM would also complete SAFE audits with continued support by the MCC safeguarding team to ensure all aspects are covered and have a robust reporting system for any concerns that are raised or identified on site. All of the above practices will continue to be central to all services and remain everybody's responsibility.

8. CONSULTEES

Organisation/Consultees	Frequency of engagement	Purpose/Outcomes
Senior Leadership Team Finance Legal	Frequently throughout the past 30 months	To receive scrutiny; guidance and critical advice to aid the process to achieve the optimum recommended position for the authority to present for political decision
Joint Select Committee	September 2016 February 2017 July 2017	To scrutinise draft Outline BC; draft Business Case and provide guidance and recommendations on next steps
Cabinet	May 2016 October 2016	To receive OBC; draft BC and eliminate options to prepare for final decision on optimal model for TLCY services
Council	October 2016 March 2017	To receive OBC; draft BC and eliminate options to prepare for final decision on optimal model for TLCY services
Members Seminars	February 2016 June 2016 December 2016 June 2017	To discuss specifics around Governance; options appraisal and finance.
Anthony Collins Solicitors	Through various face to face and skype calls over period of project	To support the project team and give expert advice through the stages of this project
Other established Trusts	Aspire Social Care, Salford Aspire Leisure, Salford Vivacity, Peterborough Torfaen Leisure, Aneurin Leisure, Newport Live	As part of a reconnaissance exercise to glean information on the setting up of these trusts: processes undertaken; milestones achieved; learning; barriers and achievements made
Town and Community Councils	21 Community Councils and 5 Town Councils	To share potential models for TLCY services and the benefits/consequences. Overall responses were positive and in main supported an ADM model.
Trade Unions	Quarterly through JAG; informal TU/MCC mtgs/ specific TU/staff conferences/Project team	To share detail of each stage of the process and to give opportunity for queries to be raised and dealt with at the appropriate meeting level.

Organisation/Consultees	Frequency of engagement	Purpose/Outcomes
	mtgs specifically geared to discussions around future models for TLCY services	
Local Access Forum	May 2017	To update and consult on the options for a new delivery model including for countryside access services which the forum noted.
Staff within TLCY	4 conferences; 16 staff workshops (vision,; values; culture; customer journey); 19 service team meetings	To ensure staff are communicated appropriately and furnished with details at appropriate stages of the process; opportunity to ask questions; and be an integral part of the process
Joint Select Committee on 15 January 2018	As below	As below

Joint Select Committee Minute – 15th January 2018

Future Monmouthshire: Preferred Delivery Model for Tourism, Leisure, Culture and Youth Services

Context:

To receive a presentation and scrutinise the preferred option for the future of Tourism, Leisure, Culture and Youth Services (TLCY) and to undertake pre-decision scrutiny of the evidence base and business case to support the preferred option.

Key Issues:

In considering the need of the future delivery model of Tourism, Leisure, Culture and Youth Services (TLCY) the following options had been thoroughly researched and considered:

- a) Delivery Option One: Do Nothing.
- b) Delivery Option Two: Transform the Services 'in house'.
- c) Delivery Option Three: Move the Services into an Alternative Delivery Model (ADM).
- d) Delivery Option Four: (a) Outsource the services to a private sector operator or (b) existing Charitable Trust.

Member Scrutiny:

- The impact of VAT changes would breach the partial exemption calculation in the sum of £200,000, but the Authority would be required to repay a higher amount. The Authority would need to be mindful when undertaking its investment which would limit the Authority when it could make potential changes. Monmouthshire's VAT advisers have stated that it does seriously breach Monmouthshire's partial exemption calculation and the recommendation would be that the ADM would be the preferred alternative.
- In response to a question raised regarding commercial failure, it was noted that failure does occur in commercial ventures, the differentiating factor is how the steps are taken to convert this to success.

- These service areas have been one of the top contributors to the Medium Term Financial Plan (MTFP).
- The ADM will be customer focussed with the citizen being placed at the centre of the service being provided. Initially there will be a period of consolidation followed by providing sustainability and optimising performance. Each building will require significant investment to make the customer experience better.
- The Head of Tourism Leisure, Culture & Youth is the chair of the region for leisure and sports development and works collaboratively with nearby local Authorities. The sharing of resources is a good opportunity.
- With regard to the Service Level Agreements (SLAs) in schools, a productive meeting had been held with the four head teachers and the Chief Officer for Children and Young People. All agreed that there was a need to understand the operational management of the sites. Schools have an opportunity to generate income and will continue to do so.
- It was a financial consideration for removing Events Management from the ADM. One of the main considerations was that if we went outside the Authority the VAT for the artists and infrastructure would have to be paid. The ADM would not be best placed to host major events due to the financial aspects required up front in order to undertake this type of work. However, the ADM will still hold community events.
- Clydach Ironworks and similar sites require development. It was noted that the countryside team has been looking at these sites with a view to looking to work with partners to establish sustainable development of these heritage sites.
- In response to a question regarding VAT at events, it was noted that HMRC has made a ruling regarding cultural events in which a VAT exemption will apply. However, HMRC does not class a fireworks display as a cultural activity.
- In the early stages of the ADM the residual impact to the Council will be mitigated through continuity of relationships through agreements to continue operating back office services to the ADM. For example, there will be a need to be mechanisms in place to pay staff, suppliers and collect income. In time, the ADM could review this process.
- £4.4 million maintenance backlog – priorities remain around ensuring that the buildings are safe to use and the Authority is spending money to maintain these buildings. The current strategy is the correct strategy for the amount of funding currently available. In order to solve the backlog issues, this will only arise from new ideas and new investment.
- Business expertise is important.
- Partnership working will be undertaken.
- With regard to addressing grants and income streams, an officer is in post with the correct qualifications and is working with the teams with a view to identifying opportunities to generate income.
- When the decision is made regarding the future of the ADM, a coherent communication strategy will be formulated.

- In response to a question of accountability with regard to the success of the ADM, it was noted that there would be accountability at Council level, the Teckal Board, and the ADM Board, when established.
- It was noted that Mounton House School has a relatively new gymnasium, adequate parking and is out of town. It would be a good location in which to hold junior league sporting events. The school is used by other authorities to hold sporting events. Work is currently ongoing on the review of Additional Learning Needs.
- Ongoing knowledge transfer will be required to ensure that the Authority learns from the success of the ADM and internalises this knowledge within the Authority.
- In terms of financial information for the new organisation, it is critical. The ADM will be looking to re-arrange its cost centre structure and be set up to run like a business. There will be service level agreements with the Authority regarding back office staff, with a view to monitoring and regulating costs.

Committee's Conclusion:

- Difficult decisions will have to be made to ensure the sustainability of discretionary services.
- The Committee discussed commercial risk / success and failure and it is critical that the Authority learns from previous mistakes.
- Residents need to be consulted and be the focal point of the new model.
- Ensure sustainability and resilience of the services and ensure performance is optimised.
- In the early stages there is a need to shape the commercial culture using data to drive evidence based change and upgrading some of the assets through managed maintenance.
- More work is required in terms of staffing capacity and to ensure that the correct expertise is in place. However, the ADM is starting from a very sound base with expertise in house regarding external investment.
- Various options have been explored including a regional model.
- The Authority's environmental and heritage capital needs to be protected for future generations.
- More work is required with regard to Service Level Agreements (SLAs).
- Implementation and delivery of the ADM will be crucial.
- Further work is required around governance to ensure maximum accountability.

It was proposed and seconded that Cabinet considers option 3, to move the Services into an Alternative Delivery Model (ADM).

Upon being put to the vote the following votes were recorded:

In favour of the proposal - 10
Against the proposal - 0
Abstentions - 2

The proposition was carried.

We recommended that Cabinet considers option 3, to move the Services into an Alternative Delivery Model (ADM).

9. BACKGROUND PAPERS

Appendix A – Full Business Case

Appendix B – Transitional Business Plan

Appendix C – Future Generations Evaluation

Appendix D – Additional questions for consideration and response by SLT and Finance Colleagues

Appendix E – Commentary on Board Structure and Make-up (Anthony Collins paper)

Appendix F – Trade Union Statement

10. FUTURE GENERATIONS IMPLICATIONS

The completed Future Generations Evaluation can be found in Appendix B however the main positive and negative impacts of the proposal are as follows:

The purpose of the proposed Alternative Delivery Model is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposed Alternative Delivery Model will enable services to be kept open but with more community focus and coordination, helping knit communities together. Activities in establishing the Alternative Delivery Model will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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Closure of Dementia Unit, Chepstow Hospital

Briefing Note

We have a reply from Paul Buss, Deputy Chief Executive, regarding the concerns you raised on behalf of Caldicot Town Council. A public consultation is presently being undertaken on the 'Redesign of Older Adult Mental Health Services in ABUHB.'

There were some key points:

Covering Letter

Paul provided a rationale for the proposed closure of Chepstow Hospital and in the covering letter the following statements were made:

'This is mainly due to the inability to recruit sufficient qualified nursing staff to safely staff the inpatient wards due to a national shortage of qualified nurses wanting to pursue a career in this field of mental health and the limited number of training places available.'

The current proposal seeks to make those temporary reductions to 72 beds permanent and proposes a further reduction of 5 beds to allow the reduction in the total number of dementia wards across the health board from the current 4 to 3 resulting in the proposed closure of the St Pierre ward in Chepstow Community Hospital.

We acknowledge that the forecasted increase in the older adult population will place increasing demands on our health services and there is a pressing need to continue to build community provision across the health Board to maintain and support people living independently within their own communities.'

Supporting arguments for the closure are as follows:

'The vast majority of Mental Health Services are already provided within the community and the proposed changes would continue to shift further resources away from inpatient services and into the community to meet this expected increase in future demand.'

'As part of the planning work to consider the impact of closing the St Pierre ward an analysis of admissions by location of residence has been undertaken. For South Monmouthshire residents admitted to the St Pierre ward, Chepstow there were 27 people admitted to the ward over the last year. Under the preferred option these patients would be admitted to St Woolos Hospital, Newport.'

Travel time has been identified as a key concern and discussions have started with representatives of Monmouthshire County Council to consider how improvements could be made to community transport services.

We asked specifically what the consultation process would entail which is as follows:

12 week public consultation on the redesign of Older Adult Mental Health Services, commenced in November 2017 and due for closure January 24 2018. Includes 30 presentations, across the 5 boroughs. Additional event arranged for Caldicot Town Council on Jan 4 2018 (we received this letter the day after the event).

The Redesign of Older Adult Mental Health Services – Report

Key points:

Demand

Within Wales the general demography for the older population are predicted to have the greatest increase 1 in 4 will be aged 65+ by 2036. Increase of 147% in the number of people over 85+ by 2036. The number of people with Dementia is projected to increase by 39%

There is a predicted 27% increase in the older adult population in ABUHB over the next 17 years. The total number of over 65s in ABUHB predicted to have dementia will increase from 7,414 in 2015 to 11,298 in 2030.

Staffing and Recruitment

Recruitment and retention of registered nurses is an escalating problem. Currently 22 less registered nurses working in older adult mental health services than would be required to staff the permanent bed configuration of 92 beds. Recruitment measures have been undertaken with no success.

Wales and UK core psychiatric training recruitment for medical staff has seen a downward trend over the past six years with figures for recruitment within Wales being 38% in 2012 and now only 25% in 2017.

Service Model

A temporary decision was taken in 2016 to reduce beds and since then bed occupancy increased. Gwent still has more beds than the average with mean number of beds at 54 compared to their current level of 72.

Some key elements of the longer term proposed adult mental health model are:

The provision of an improved community infrastructure to prevent the need for some people to be admitted to an inpatient service.

The further development of Memory Assessment Services, providing primary care access to early diagnosis and treatment.

Preferred option is to close St Pierre ward.

Keeps 67 beds open and saves approximately £1 million annually which can be invested into other service priorities in the discipline.

Would enable better use of staff providing concentrated support on fewer sites

Risk: Chepstow Community Hospital is part of the PFI. Vacating the ward needs to be fully evaluated. Alternative uses are being looked into.

'There needs to be further discussion around defining what element of an integrated community based support network for older adults should look like in the future.'

Caldicot Town Centre**Stakeholder Workshop No.2****6pm, Monday, 8th December 2017****Caldicot Community Hub****Present:****Councillors**

Cllr Jim Higginson (Caldicot Town Council/Monmouthshire County Council)

Cllr Kay Harris (Caldicot Town Council)

Cllr Dave Evans (Caldicot Town Council/ Monmouthshire County Council)

Cllr Frank Rowberry (Caldicot Town Council)

Cllr Tony Easson (Caldicot Town Council/Monmouthshire County Council)

Cllr Jo Watkins (Monmouthshire County Council)

Cllr Phillip Stevens (Caldicot Town Council)

Caldicot Town Team

Aaron Reeks

Cathy Edwards

Rachel Grumbach

Monmouthshire County Council Officers

Deb-Hill Howells

Cath Fallon

Jude Langdon

Consultant Team

Chris Jones

Chris Gentle

Hamish Munro

1. Apologies

County Councillor Alan Davies

2. Introduction

Chris Jones reminded people of the actions arising from the first workshop held in November.

- Consultancy team to issue note on future role and function of town centre.
- Consultancy team to approach Debenham Property Trust and MW Properties on specific proposals, being:
 - Proposed community hub
 - Jubilee Way car park proposal
- Consultancy team to consider in depth some of the street level items that can be implemented in the short to medium term; Chris Jones to contact key partners once reviewed.

Chris presented the suggested role and function for the town centre which the meeting endorsed.

Hamish Munro provided an update on property related matters:

1. Proposed Community Hub Relocation
 - On-hold
2. Store 21
 - Possible expansion of unit size; support from commission on site context and relationship of store to maximise occupation
3. Jubilee Way Scheme
 - Positive gateway to the town
 - Further design to be undertaken
 - Negotiations with adjoining landowners
4. General
 - Ongoing discussions with other owners/occupiers such as EJ Hales (agents)

3. Project Proposal

Before proceeding further County Councillor Dave Evans asked that it be minuted that he would not be commenting on any of the proposals due to him being on the County Council's Planning Committee. He made no comments on the proposals during the meeting.

The Proposed Community Hub

Chris Jones explained that after much consideration, the County Council has taken the decision not to relocate the existing community hub (library) to the Newport Road block. This is for the following reasons:

- Current operation meets needs of users;
- Uncertainty of relocation being cost neutral to the County Council;
- Question of regeneration impact in terms of additional footfall and resultant dwell and spend in town centre.

In going forward the County Council is to look at ways of enhancing layout and uses within existing building.

Stakeholders asked that the old one stop building needs to be maximised in terms of use and has a latent value in terms of future use and activity.

Jubilee Way Car Park Proposal

Chris Gentle talked through the proposals for the Jubilee Way car park which is based on:

- A residential scheme comprising:
 - 9no. 1 bed units
 - 18no. 2 bed units
 - Dedicated parking (47 spaces – undercroft)
 - Cycle parking provision
 - Active street frontage
- Active link between town centre and onto Jubilee Way and onwards to King George V Playing Fields area
- Public parking - 77 spaces (subject to relaxation on residential parking standards due to sustainability checklist)
- Parking to rear of Newport Rd premises (currently in private ownership) – 12 spaces
- Overall total of 89 parking spaces (public and private)
- Landscaping

Observations from stakeholders included:

- Concerns over loss of car parking with one representative stating that the whole car park area has space for 100 vehicles and this proposal would see a reduction, having an impact on shop workers and town centre users; there was lengthy discussion on the existing arrangement with no proper management of the overall space in terms of enforcement, abuse of parking and land ownership; the meeting agreed that there was a need to consider the wider parking supply within the town centre and how this signed for locals and visitors and general management in terms of short and long stay provision, as well as meeting the needs of town centre employees.
- Toilet provision. With the community hub not relocating, the meeting asked that a central provision for a toilet be provided; Chris Gentle to consider within Jubilee Way scheme and report back to next workshop.
- Percentage of affordability. A representative asked if the requirements was for 25% or 20% affordability. The meeting asked for future confirmation if the scheme was for the private rented sector market or if a housing association would be a partner. The County Council confirmed that the scheme would be a joint venture proposal with the private landowner with the future delivery model for future consideration.
- The meeting identified the following positive attributes about the proposal:
 - It enhances a gateway and first impressions to the town centre;
 - Its contemporary design which is making a confident statement about Caldicot;
 - The relationship of the residential scheme to Jubilee Way in terms of frontages, garden space and treatment of elevations;
 - Opportunities to extend Store 21 block and improve its aspect with its immediate space;
 - Linkages across the site.

The Cross Proposal

Chris Gentle talked through the proposals for the Cross area which is based on:

- Announcing this part of the town and stronger linkage to the Castle through the introduction of shared space and greater priority to pedestrians;
- Relocating bus stops within the area to enhance views in and out of the town centre;
- New street furniture and opportunities to dwell on both sides of Chepstow Road and Sandy Lane;
- Introduction of trees and planting;
- Measures to protect the War Memorial from vehicle damage;
- Greater connectivity with immediate neighbourhoods.

Observations from stakeholders included:

- Need to understand the volume of vehicles that may stack behind buses if they are waiting in carriageway such as back to Sandy Lane roundabout;
- Consideration to Church Road in relation to on-street parking specifically at school run times;
- Need to speak to Castle about signposting and joint promotion; through town wi-fi a phone app could be developed that lets people explore between castle and town centre;
- The meeting identified the following positive attributes about the proposal:

- Ties into Jubilee Way scheme and makes a statement;
- Turns a highway junction into a space;
- Likes suggested materials and furniture.

Caldicot Enterprise Hub Proposal

The consultancy team discussed the third project which is still in development. The basic principles are:

- To show how we can enhance the retail block owned by Debenham Property Trust, specifically the front elevation (ground to upper storeys) by identifying a vacant unit that can be a demonstration project; this needs to look at external fabric, signs/facias, lighting, glazing and relationship to the streetscene; this needs to show how it could be rolled out down the street but choosing one unit to start with
- To provide a ground floor space that promotes the Caldicot brand/experience that could provide an opportunity for organisations such as Caldicot town team to sustain themselves going forward; this space would have a good quality fit out that has an overarching brand, have a core use but surrounding by adaptable activity that responds to tenants/users. Activities could include:
 - Core use – tap house “pie and a pint”, kitchen café with secondary uses around it as below
 - Local enterprise outlet – tasters, sales, talks, networking
 - Arts and crafts co-operative area
 - Tourist information point
 - Living levels visuals/interpretation point – bike hire to experience the levels?
 - WIFI zone lounge area

Observations from stakeholders included:

- Like the idea but requires more development in terms of cost, revenue implications and discussions with building owner.

Street Level Proposals

Chris Jones talked the meeting through the November walkabout and issues/opportunities that have arisen, being:

- **Town centre gateways** –poor boundaries, fencing and sense of arrival along Newport Road and Woodstock Way;
- A need to soften the public space and highway at the junction with **Woodstock Way and Asda** e.g. trees;
- **Connecting the leisure centre** through a walking/cycling link to the corner school site and into the town centre;
- To strengthen the relationship of **King George V Playing Fields** and the town centre – linkages, opportunities for biodiversity, signage, paths, bandstand etc.
- **Gulf Garage site and corner of Newport Rd/Waitrose edge** needs enhancing;
- **Jubilee Way** – road, verges, car park, rear of properties need attention;
- **The Link** between Asda and Newport Rd shops – enhancement to works;
- **Sandy Lane footpath** link to Castle Park Primary School and Caldicot Castle;
- **The Cross area** – Sandy Lane/Chepstow Road/Church Road – gateway, space, enhancement – Castle links.

Chris informed the meeting that an internal meeting had been held with County Council officers from highways, active travel and green infrastructure on these items. A number of proposals would be incorporated into a wider funding bid for the town centre. It was noted that the County Council could not deliver these proposals without external funding with a need for local partners to find ways of aligning resources.

Regeneration Framework

Chris Jones showed an emerging regeneration framework for the town centre with the items in red shown as the consultancy team projects. Other activities would be subject to an application to Welsh Government for Targeted Regeneration Investment funding and a continued partnership approach in the town centre.

Prosperous Caldicot	Connected Caldicot	Healthier Caldicot	Learning in Caldicot
<ul style="list-style-type: none">• Reformatting retail space• Creating social space• In town living• Dynamic public space – public realm• Co-working Space• Caldicot Town Team Plus	<ul style="list-style-type: none">• Mobile communities<ul style="list-style-type: none">◦ Public transport◦ Active travel◦ Digital community• In-town living• Destination management<ul style="list-style-type: none">◦ The Cross◦ Caldicot Castle◦ Living Levels	<ul style="list-style-type: none">• Well-being spaces<ul style="list-style-type: none">◦ Play◦ Grow◦ Cohesion• Local routes• Key corridors• Green trails• Leisure/School/Town linkages• Biodiversity and community outreach	<ul style="list-style-type: none">• 21st Century Schools• Community Hub - learning• Test town trading – link to schools

4. Main Action Points

- 1) Consultancy team to seek formal observations from County Council on proposals and to issue this meeting note as part of initial observations.
- 2) To consider comments on specific proposals and make amendments, where feasible.
- 3) To arrange a third workshop, likely for early March 2018.

Meeting ended at 7-45pm.

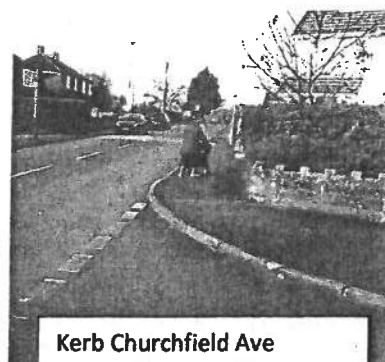
Review of Monmouthshire Active Travel Act volunteer work

In June 2015, volunteers Kay Flatten, Hilary Matheson (Sustrans Volunteers), June Chandler (Assistant Ysgol y Ffyn) and Michelle Williams (Caldicot Running Club) noted important points on maps of Caldicot, Portskewett, Rogiet, Sudbrook. These points were places visited by residents on a regular basis. This information was requested by Christian Schmidt, MCC Dept of Passenger Transport, who then developed the Existing Paths map of these areas.

In 2017 the Integrated Network Map of Caldicot and surrounding area allowed public consultation. The website www.Monmouthshire.gov.uk/the-active-travel-act offered the existing and INM maps. The latter had a table of improvements and new build recommendations for the next 15 years, and a set of numbers connecting the map to the table. An online survey allowed public to make comments on these recommendations until January 16th 2017.

Kay, Hilary and Michelle promoted this consultation by developing a Power Point Presentation explaining the ATA process and proposing paths which are not part of the Integrated Network Plan for MCC. Kay used these slides to make a display at the Caldicot Library during the MCC ATA Consultation on November 21st. Petitions are still in circulation in support of five paths. These paths and their reasons for inclusion in the MCC ATA are as follows:

- Sandy Lane in Caldicot is considered an important walking route from Oakley and Cas Troggy estates, Ysgol Y Ffyn school, Haywain Public House and allotments. Sandy Lane footpaths are also used by people using wheels on chairs, prams, children's scooters and shopping trolleys. There is a new housing development under construction which will increase demand. MCC-S2 is on the INM as a walking and cycling route. If cyclists are to use the road then several kerbs along Sandy Lane (Neddern Way, Margretts Way and Churchfield Ave) need to be cut and paved to give ease of access by walkers, wheelchairs, pushchairs and shopping trollies.



- Moving the Celtic Trail National Cycle Route 4 from Jubilee Way and Newport Rd to Green Lane is in the best interests of cyclist. Starting at the existing integrated path MCC-S3 (known locally as the Spinal Path) exiting onto Budden Crescent and turning onto Margretts Way, crossing Sandy Lane at the Haywain Pub and continuing down Green Lane where traffic calming, 20 MPH limit, road width and new surface make improvements over the existing MCC-S1 route for cyclists. The crossing of Newport Rd Bypass is via an existing push button light. The route would then connect to the red path marked on the INM then use Masefield Rd behind Severn Cwrt to Longfellow Rd. At this point a new crossing is needed and a new path connecting to MCC-S7 which leads to both Severn Tunnel Jct and Caldicot Rail stations. This new path is through car park and walking paths for flats opposite and west of Masefield Rd.



Margretts Way to Green Lane



Newport Rd crossing



Alley to Severn Cwrt



Masefield Rd

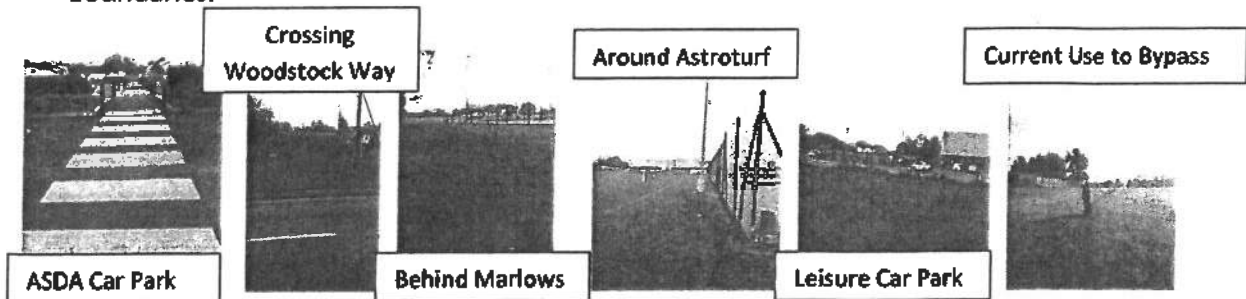


Longfellow Crossing



New path to MCC-S7

- A multiuse footpath connecting Town Centre to Caldicot Leisure Centre and Choir Hall and to residences outside the Newport Road Bypass is needed as part of the Active Travel Act Integrated Network. No such path is shown on the existing INM map and the construction of Caldicot Secondary School is near completion. Any plans for such a connecting path should now be in evidence. It is important to point out that people have been walking through grass football and rugby playing fields and through Sudbrook Cricket Club ground for years. The path needs to be respectful of these fields and be designed around boundaries.



ASDA Car Park

Crossing Woodstock Way

Behind Marlows

Around Astro turf

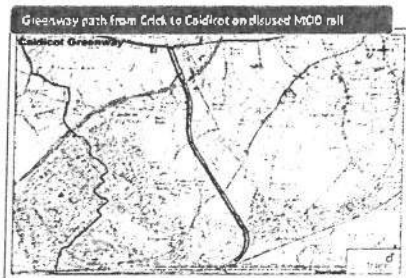
Leisure Car Park

Current Use to Bypass

- Improvements in the walking footpath connecting Castle Lea to Church Rd and crossing said road to Llanthony Close and joining MCC-S2 is needed as part of the Active Travel Act Integrated Network. This path serves Castle Park Primary School and connects to MCC-S3.



- A multiuse path connecting Caldicot and Crick along the disused MOD rail bed is needed as part of the Active Travel Act Integrated Network. No such path is shown on the existing INM map and consultations and planning work has begun on this project. This traffic free path would move the Celtic Trail National Cycle Network Route 4 off Church Road with its increased traffic due to Caldicot housing development and with speed and walled curves.



In the final stages of MCC Active Travel Act Consultation, volunteers posted on Caldicot Community Facebook Page and on Nextdoor Caldicot. They submitted an article to South Wales Argus newspaper. This report was emailed to interested parties and stakeholders. Hilary will collect petitions and send them to Chrtistian Schmidt before the January 16th deadline.

