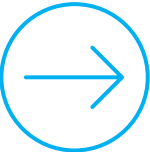
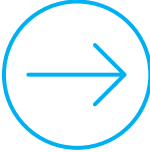

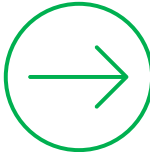
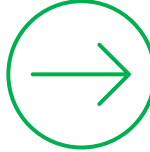
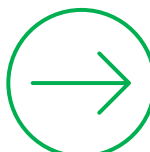

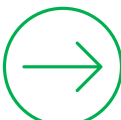

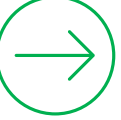


# Appendix G

## Theory of Change



Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Limited dwell, experience and resultant expenditure</li> <li>Shire Hall not meeting its potential as a community, cultural and heritage attractor at a local and regional scale</li> </ul>	Shire Hall Improvements	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>Heritage Fund contributions to both development and capital funding</li> <li>County Council owns the building</li> <li>County Council project delivery staff and sub contractors</li> <li>Building contractor</li> <li>Other community groups and organisations</li> <li>Previous learning from heritage property based projects</li> </ul>	    	<ul style="list-style-type: none"> <li>1 no. cultural space improved</li> <li>1 no. heritage buildings renovated</li> <li>1 no. community space improved</li> <li>1120 sqm of space improved</li> <li>201 sqm of public realm improved</li> <li>50% increase in energy efficiency</li> <li>Volunteering pathway created</li> <li>Skills development programme created</li> </ul>	<ul style="list-style-type: none"> <li>10% rise in visitor numbers</li> <li>10% rise in visitor spend</li> <li>Xx no events across the calendar year</li> <li>250 no. residents accessing training and support (per year) through community learning space</li> <li>5 no. volunteers engaged per year</li> <li>5 no. people attaining NVQ level 1 and 2 per year</li> <li>10 no local enterprises supported by showcasing /promoting their products</li> </ul>	    	<ul style="list-style-type: none"> <li>Greater awareness of the Monmouth story – heritage and culture</li> <li>Increased educational and learning opportunities</li> <li>20 % change in footfall within the environs of the Shire Hall</li> <li>50 % change in vacancy rates within the environs of the Shire Hall</li> <li>Change in diversity and quality of immediate offer</li> <li>Change in the perception of place</li> <li>Change in dwell time and visitor experience</li> <li>Residents with greater life chances and employability</li> <li>Change in the number of students enrolling/completing FE and HE courses</li> </ul>

Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Poor arrival space and linkage to main town centre</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Limited dwell, experience and resultant expenditure</li> </ul>	Arrival and Making the Connections – Blestium and Monnow Street	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>Welsh Government Transforming Towns funding</li> <li>County Council own land and manage immediate highway</li> <li>County Council project delivery staff and sub contractors</li> <li>Civil engineering contractor</li> <li>Other community groups and organisations</li> <li>Previous learning from place based projects</li> </ul>		<ul style="list-style-type: none"> <li>1 no. public realm created</li> <li>8416 sqm of public realm improved</li> <li>1 no new cycle way</li> <li>500m of roads converted to cycle ways</li> <li>2668 sqm of improved carriageway</li> <li>10. new trees planted</li> <li>2 no. cycle infrastructure points</li> <li>1 no. public amenity relocated (public toilets)</li> <li>500 sqm of public amenity relocated</li> <li>1 no. hospitality space created</li> <li>620 sqm of hospitality space created</li> <li>10 no. micro-enterprises supported through weekly markets</li> <li>1 no. community art project</li> </ul>	<ul style="list-style-type: none"> <li>20% rise in visitor numbers</li> <li>20% rise in visitor spend</li> <li>6 no events across the calendar year</li> <li>Average dwell time increases by 25%</li> <li>10% change in footfall</li> </ul>		<ul style="list-style-type: none"> <li>20 % change in footfall</li> <li>50 % change in vacancy rates</li> <li>Change in diversity and quality</li> <li>Change in the perception of place</li> <li>Change in business investment</li> <li>Change in business sentiment</li> <li>Change in consumer spending</li> </ul>
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Market Hall is a keynote vacant building on the northern gateway into the town centre</li> <li>Lack of in-town enterprise space</li> </ul>	Market Hall Redevelopment	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>County Council highway</li> <li>County Council project delivery staff and sub contractors</li> <li>Building contractor</li> <li>Caldicot town centre stakeholder group</li> <li>Other community groups and organisations</li> <li>Previous learning from place based projects</li> </ul>		<ul style="list-style-type: none"> <li>1 no. town centre building improved</li> <li>1 new public Wi-Fi hotspot created</li> <li>10 no. tenants with broadband access of at least 30Mbps</li> <li>600 sqm of office space created</li> <li>1 no. business support function</li> </ul>	<ul style="list-style-type: none"> <li>10 direct business receiving on-site support</li> <li>50 businesses per year receiving signposting/advice and networking</li> <li>100 no. residents accessing training and support (per year)</li> <li>10 no. people attaining NVQ level 1 and 2 per year</li> <li>5 no. volunteers participating on a weekly basis</li> <li>20% increase in footfall in the upper end of the town centre</li> </ul>		<ul style="list-style-type: none"> <li>20 % change in footfall</li> <li>50 % change in vacancy rates</li> <li>Xx % change in employment rate</li> <li>Change in the perception of place</li> <li>Change in business investment</li> <li>Change in business sentiment</li> <li>Change in consumer spending</li> <li>Change in the health of residents</li> <li>More linked activities between the enterprise hub and the town centre</li> </ul>

# **Appendix H**

## **Economic**

### **Appraisal**

### **Assumptions**



# Economic Appraisal Assumptions

The central benefit-cost ratio (BCR) which demonstrates the value for money of the scheme should be based on the valuation of benefits (in accordance with relevant guidance including the HM Treasury Green Book guidance) in line with interventions coming forward as part of the proposed scheme.

A quantitative approach has been adopted for the value for money assessment and has been developed using a robust and conservative approach. This approach has been adopted to ensure that the quantified benefits are not overstated and are proportionate to the interventions that are being brought forward as part of this Levelling Up Fund bid. The points below outline the methodology and assumptions that have been selected based on their appropriateness compared to the type and scale of interventions that are being brought forward as well as the extent of information that was available at the time of bid development.

Key points on the approach are as follows:

- Scheme specific costs and values have been captured in the appraisals and have been based on information within cost estimates developed for each proposal; These cost estimates have been provided as part of application;
- An Optimism Bias rate has been applied to costs included within the economic appraisal in line with best practice and the relevant guidance.
- Values have been discounted at 3.5% a year (in line with the discount rates provided within the Workbook that is required to be submitted as part of this Levelling Up Fund Bid);
- All figures used to estimate benefits have been uplifted to 2022/23 prices;
- All results (costs and benefits) are presented in 2022/23 prices.

Assumptions used for estimating economic benefits as part of the value for money assessment are outlined below:

**Wider Land Value Uplift:** A wider LVU analysis has also been completed as it is understood that the regeneration coming forward as part of the proposed package of improvements within Monmouth town centre would make the area more attractive and therefore would increase the value of properties within 500m of the area. This radius has been assumed due to the size of Monmouth and the nature of improvements being delivered. The Wider Land Value Uplift analysis has been undertaken using the framework provided as part of MHCLG's Future High Streets Fund clarification questions process. It is considered that this is an appropriate framework and methodology to use and the schemes proposed as part of this LUF bid are in line with the scale of interventions brought forward as part of the Future High Streets Fund.

**Public Realm Improvements:** For the improvements to the public realm, figures from the 2010 Communities and Local Government, Valuing the Benefits of Regeneration have been used. The area for the public realm improvements has

been established using design estimations. The public realm benefit estimates increase each year

### **Heritage impacts**

Historic buildings deliver a public benefit to those who visit, want to use them, and want to preserve the cultural heritage for future generations. The redevelopment of Shire Hall is located in a Grade 1 listed building. The bid contains locally significant historic buildings and proposes to retain their historic frontages and appearance, enhancing the streetscape.

The heritage benefits associated with the development have been quantified using guidance on Heritage and value of place by SIMETRICA and Jacobs which is also recommended by the Towns Fund economic case best practice guide- Annex C. The study represents the local resident's Willingness-to-Pay (WTP) to keep the heritage site in its good condition.

The estimated benefit is £5.73 per household (uplifted to 9.83 in current prices) and has been applied to the existing number of households within Monmouth. The benefits are appraised over a 20-year period to align with the general lifecycle of the museum.

### **WTP Benefits from access to a museum**

The Arts Council England: Local Museums Benefit Transfer Report sets out the willingness to pay for visitors and non-visitors having access to a regional museum. In this case, the exhibitions and displays that will form part of the Shire Hall museum will attract visitors across the Monmouthshire region due to its importance in local history. The willingness to pay values are based on values from surveys undertaken across a range of regional museums. The WTP benefit for visitors per visit is considered to be £6.16 and for non-visitors the WTP is expected to be £3.25. Figures are presented in 2020 prices and have been uplifted as appropriate. The benefits are appraised over a 20-year period to align with a rough estimate of the life of the museum.

Wider benefits associated with access to museum have also been calculated comprising of wellbeing impacts. The approach to the calculation has been based on the HMT Green Book recommended approach to the quantification of wellbeing benefits. The 2014 DCMS study developed by Fujiwara et Al suggests that engagement with the cultural sector leads to higher levels of wellbeing and provides a monetary value of £1,084 per person per year. This figure shows the increase in an individual's income that would result in the same increase in terms of wellbeing.

### **Public Realm Benefits**

For benefits related to public realm improvements benefits from the Gateway to Monmouth Scheme have been estimated using an economic model and have been based on benchmarks set out in the 2010 DCLG Valuing Regeneration report and have been based on conservative estimates for similar scheme type set out within the DCLG report.

### Labour Supply Impacts:

Elements of the Market Hall development will generate a total of gross direct jobs. This number is calculated by applying the appropriate employment densities (from the HCA Employment Densities Guide, 3rd Edition) to the floorspace of each use.

Scheme	Use	Floorspace (sqm) (NIA)	Employment density (sqm per FTE <sup>1</sup> )	Gross direct jobs
Market Hall	Commercial	537	10	17

Based on the number of jobs estimated above, the labour supply benefits have been monetised using the methodology set out by MHCLG in the Future High Street Fund clarification process. In line with this the number of jobs generated as a result of investment has been apportioned to the number of new entrants to the market and a benefit has been calculated using the Gross Value Added per Worker using ONS sub-regional productivity statistics.

### Wider benefits

Wider benefits which could not be monetised due to double counting or where a robust methodology was not available, have been outlined within the main application document. These benefits include:

- Improved perception of Monmouth town centre will lead to increase footfall, visitor numbers and expenditure.
- The improved offer in the town centre will diversify the visitor base and attract a wider range of visitors.
- Improved mobility for pedestrians within the town centre.
- Creation of a co-working space will lead to the growth of the local SMEs, lead to new business creation and will help retain businesses in the local area. An open workspace can help create agglomeration benefits and peer networks.
- Interventions will help to retain younger age groups in the area by creating a more diverse work environment.
- Potential for the sectoral profile to diversify within Monmouth and a potential for a shift to more STEM based SMEs
- A community space proposed as part of the Shire Hall proposals will help to deliver training and skills programmes to the local community.

### Treatment of Costs

Costs for the economic appraisal have been obtained from cost estimates developed for each proposal. The cost estimates have been submitted as part of the Levelling Up Application form. A series of consistent steps have been undertaken to present all costs as economic costs, this includes:

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<sup>1</sup> FTE: Full time equivalent (employee)

- Applying risk and optimism bias;
- Rebase costs to the Levelling Up Fund base year (2022);
- Discounting costs to the Levelling Up Fund base year (2022).

The steps above have been undertaken in line with the methodology set out within the Workbook that is required to be completed as part of this bid.



# Appendix I

## Cost Plans



# **SHIRE HALL, MONMOUTH - OPTION 1B - ORDER OF COST ESTIMATE**



## **SUMMARY OF COSTS - 24th May 2022**

The costs for the works have been calculated under three heads as follows

- the works in the Main Building to alter and upgrade it for museum usage
- the works in the Loggia to fully replace and extend the Entrance Area/Shop, to provide an AV installation in the Stair Hall and to make improvements to the unenclosed area of the Loggia
- the Museum fit out, displays and interpretation

Detailed costs for each section are given in the following sheets. In summary the costs adjusted to 3rd Quarter 2024, are:-

### **Building Works**

Main Building	704,000
Loggia/Entrance Improvements	576,000
Building Cost Inflation to 3Q2024	<u>77,000</u>

Sub-Total Works Cost 1,357,000

Professional Fees	18%	244,000
VAT	20%	<u>320,000</u>

**Total Cost 1,921,000**

### **Museum Fit Out Costs (Excludes Council/Function Room)**

Works Cost	1,128,000
Cost Inflation to 3Q2024	<u>136,000</u>

Sub-Total Works Cost 1,264,000

VAT	20%	253,000
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**Total Cost 1,517,000**

## **Notes**

### **Building Works**

All costs are based at 3rd Quarter 2022 with an adjustment for inflation to 3rd Quarter 2024. The adjustment for inflation applied to the construction works is calculated from the RICS BCIS All in Tender Price Index current at 16th May 2022. Inflation, particularly in the construction industry, can be subject to very rapid change over a short period of time, as has been the case in the last 12 months, so needs to be monitored regularly.

Costs are assumed to be based on them being obtained at competitive tender and being procured using a standard form of building contract. If a bespoke framework agreement is to be used we would normally expect the costs to be at least 10% over the levels given above.

It is assumed the works will be carried out in one phase and that there will be no onerous restrictions on working conditions

Costs do not include the provision of loose furniture and fittings, computer & telephone equipment or the like

Costs do not include for any dilapidations or remedial work to the existing building shell - mainly roofs, floors, external walls, windows & external doors - these are all assumed to be well maintained and in good condition.

No Costs internal to the Clients organisation are included here. This includes any staff costs, temporary accommodation, removal costs, storage costs or the like

No costs are included for any legal fees of whatever sort arising from the proposals. This includes any fees arising from bespoke contract conditions or disputes arising from the carrying out of the works.

No allowance has been made for any potential tax fluctuations

No allowance has been made for and further shutdowns or the like arising from the Covid 19 pandemic

No allowance has been made for any additional works consequent on any changes to Building Regulations after the date of the Innes Associates Report

### **Museum Fit Out**

Costs are currently "Order of Magnitude" based on approximate rates obtained from other projects. These will be refined in due course

All costs are based at 3rd Quarter 2022 with an adjustment for inflation to 3rd Quarter 2024. The adjustment for inflation for the museum fit out is based on average inflation in the general economy of 6% per annum going forward to 3rd Quarter 2024. Inflation can be subject to very rapid change over a short period of time, as has been the case in the last 12 months, so needs to be monitored regularly.

ORDER OF COST ESTIMATE			APPLEYARD & TREW LLP
Project: Shire Hall, Monmouth Option 1B, Main Building		Date:	24-May-2022
Job Nr: 6464		Base Date:	3rd Quarter 2022
ELEMENT	COST	COMMENT	
Demolitions & Alterations	18,000	Some relatively minor alterations and removals of existing finishes and fittings	
Substructure	0		
Structural Framing	0		
Upper Floors	12,000	Possible strengthening to second floor store to permit increased loading	
Stairs	7,500	New bespoke stair between Nelson Collection and Multi-Use Room	
Roof	0		
External Walls	0		
Windows & External Doors	0		
Internal Walls	4,000	Isolated alterations to existing walls	
Internal Doors & Screens	14,500	Two or three new doors. Some further work to ironmongery on existing doors	
Wall Finishes	48,000	Assumed relatively minor works to existing wall finishes. Provisional allowance for some acoustic treatment to walls in double height spaces, particularly proposed Learning Space	
Floor Finishes	42,000	Generally timber/stone floors retained as existing and protected/refinished. Some isolated replacement of carpet/vinyl type finishes	
Ceiling Finishes	48,000	Assumed relatively minor works to existing ceilings. Provisional allowance for some additional acoustic work if required, particularly in proposed Learning Space	
Decorations	57,500	Full redecoration	
Fittings	18,000	Relatively minor works to fit out sundry offices & general stores	
Sanitary Fittings	0	Retained as existing	
Other	0		
Builders Work in Connection with Services	25,000	Forming holes, chasing, supports for services etc. Provisional Sum of £12k allowed for work to facilitate works to trench heaters in floors - depends on how these are fixed and how much disruption to finishes is caused by their overhaul & replacement	
Total of Building Elements	294,500		
Heat Source & Fuel Distribution	0	Served from existing	
Heating Distribution & Controls	84,000	Adapting heating to provide zone control - £36k. Substantial overhaul/replacement of trench heaters/grilles - £48k but really depends on balance between overhaul & replacement	
Hot & Cold Water Distribution	5,000	Alterations to strip out existing points in proposed Nelson Collection & Store. Installation of TMV3 valves to all WHBs/sinks	
Ventilation & Air Conditioning	19,500	Attenuators to existing AHU serving Kitchen/Nelson Collection. CO2 sensors/controls to same. Alterations to extract systems for WCs where new stair installed. New heat recovery vent to Temporary Gallery	
Above Ground Drainage	1,000	Alterations to strip out existing points in proposed Nelson Collection & Store.	
Preliminaries & Design	6,000	Including work to isolate/remove services prior to alterations	
Electrical Installation	86,500	General lighting to refitted areas and lighting upgrades to gallery/display spaces - it is assumed that the existing distribution can be relatively easily modified. Replacement lighting in proposed Learning Space. Some alterations to small power in gallery/display spaces to suit proposed layouts.	
External Lighting & Power	0	Assumed no changes	
Technology Installation	30,000	Alterations to suit proposed changes in function. Improved AV in proposed Learning Space	
Fire/Security Systems/CCTV	24,000	Relatively minor extension & alteration of existing systems. Access control assumed by mechanical locks	
Preliminaries & Design	6,000	Including work to isolate/remove services prior to alterations	
On Site Power/Heat Generation	0		
Lift	0		
Total of Service Elements	262,000		
Drainage	0	No expectation of any changes to drainage or any other external works	
Paving	0		
Gates & Fences	0		
Street Furniture	0		
Utilities	0		
Total of External works	0		
Total of All Elements	556,500		
Contractors Preliminaries	15.0%	83,475	Scaffold, Management, Insurances etc etc.
Contingency & Design Development	10.0%	63,998	
<b>WORKS COST (EXCL.VAT/FEES)</b>		703,973	<b>AT 3RD QUARTER 2022</b>
Inflation Allowance to 3Q2024	6%	42,238	Based on RICS forecast for Tender Prices at 3rd Quarter 2024. (All In TPI 389)
<b>WORKS COST (EXCL.VAT/FEES)</b>		746,211	<b>AT 3RD QUARTER 2024</b>

ORDER OF COST ESTIMATE			APPLEYARD & TREW LLP
Project: Shire Hall, Monmouth Option 1B, Replace Entrance Pod		Date:	24-May-2022
Job Nr: 6464		Base Date:	3rd Quarter 2022
ELEMENT	COST	COMMENT	
Demolitions & Alterations	45,000	Remove all existing screening around current entrance & all iron gates etc to outer perimeter of loggia. Making good stonework where disturbed. Remove part of storage cupboards. Alterations to LH doorway into stair hall	
Substructure	15,000	Carefully take up small section of existing slabs and store for re-use; excavate to RL and install new slab at a level to suit the proposed finished floor. Thickenings to support new glazing. Assumed some further work to front and right hand side to enable construction of new screens	
Structural Framing	0		
Upper Floors	0		
Stairs	0		
Roof	0		
External Walls	0		
Windows & External Doors	95,000	New structural glass surround to entrance lobby with auto opening doors	
Internal Walls	11,500	Some work to provide an enclosure or similar for the AV display in the stair hall	
Internal Doors & Screens	0		
Wall Finishes	0		
Floor Finishes	7,500	Screed & insulation with existing retained paving re-laid	
Ceiling Finishes	4,500	New ceiling	
Decorations	2,500	Limited redecoration only to areas affected by the works	
Fittings	84,000	New fit out to entire extended area of reception/shop and part of stair hall for AV	
Sanitary Fittings	0		
Other	6,000	Some work to relocate stall holders sink displaced by entrance extension	
Builders Work in Connection with Services	3,500	Forming holes, chasing, supports for services etc	
Total of Building Elements	274,500		
Heat Source & Fuel Distribution	0	Served from existing	
Heating Distribution & Controls	16,000	New installation across extended entrance area	
Hot & Cold Water Distribution	0		
Ventilation & Air Conditioning	6,000	New overdoor heater	
Above Ground Drainage	0		
Preliminaries & Design	2,000	Including work to isolate/remove services prior to alterations	
Electrical Installation	10,000	General power & lighting to refitted area	
External Lighting & Power	12,000	Improved lighting installation to loggia ceiling	
Technology Installation	24,000	Entrance, shop and AV display fit out	
Fire/Security Systems/CCTV	2,000	Extension & alteration of existing systems	
Preliminaries & Design	2,000	Including work to isolate services prior to demolition	
On Site Power/Heat Generation	0		
Lift	0		
Total of Service Elements	74,000		
Drainage	2,500	Allowance for minor alteration to existing drainage point serving sink shown in the existing storage cupboards as this will be relocated	
Gates & Fences	80,000	Provision of new architectural metalwork, opening panels to the openings into the loggia. Allowance of £6k per unit + P&OH although this may vary with design and material selection	
Street Furniture	24,000	Banners & totems. Seats under loggia	
Utilities	0	Assumed no works required	
Total of External works	106,500		
Total of All Elements	455,000		
Contractors Preliminaries	15.0%	68,250	Scaffold, Management, Insurances etc etc.
Contingency & Design Development	10.0%	52,325	
<b>WORKS COST (EXCL.VAT/FEES)</b>		575,575	<b>AT 3RD QUARTER 2022</b>
Inflation Allowance to 3Q2024	6%	34,535	Based on RICS forecast for Tender Prices at 3rd Quarter 2024. (All In TPI 389)
<b>WORKS COST (EXCL.VAT/FEES)</b>		610,110	<b>AT 3RD QUARTER 2024</b>

ORDER OF COST ESTIMATE			APPLEYARD & TREW LLP
Project: Shire Hall, Monmouth Option 1B, Museum Fit Out		Date:	24-May-2022
Job Nr: 6464		Base Date:	3rd Quarter 2022
ROOM	COST	COMMENT	
Temporary Exhibition	17,250	Limited permanent works	
Education & Multi-Use	115,000	Secure display cases/fitted storage to back wall only	
Courtroom & Robing Room	115,000	Minor works to existing joinery fit out. New interpretation and small amount of new display cases	
Courtroom No.2 & First Floor Landing	552,000	Full display installation - Monmouth Story	
Nelson Collection	219,000	Full display installation	
Second Floor Balconies	46,000	Interpretation - Monmouth Story	
Council/Function Room	0	Works to this area to be confirmed - see note below	
Main Staircase	35,000	Relatively limited display space proportionally to the area of this space	
Second Floor Storage	29,000	Roller racking	
<b>TOTAL COST (EXCL.VAT/FEES)</b>		1,128,250	<b>AT 3RD QUARTER 2022</b>
Inflation Allowance to 3Q2024	12%	135,390	Based on Average Inflation in the General Economy of 6% per year for next two years
<b>TOTAL COST (EXCL.VAT/FEES)</b>		1,263,640	<b>AT 3RD QUARTER 2024</b>

Notes

Council/Function Room - The usage of this room is to be confirmed. A potential allowance of approximately £100,000 may need to be added to costs although this could vary depending on the proposed usage

Cost heading	Costs (£) Q2 2021
<b>Monnow Street (Real 2021 Price)</b>	
Temporary experimental design	£170,000
Monitoring and consultation	£100,000
conceptual design, surveys, technical, tender	£250,000
civils works (footways, carraigeways, drainage)	£3,500,000
optimism bias @30%	£1,050,000
<b>Blestium Street (Real 2021 Price)</b>	
Planning and SUDs submissions	£69,203
technical design drawings, tender	£179,928
demolition	£14,706
public realm surfaces:	£901,783
drainage, new build, art, tensile structure	£1,127,938
prelims @20%	£408,885
Contingency @ 7.5%	£183,998

**Inflation to Q3 2022  
- BCIS All in TPI**

1.108761329

<b>Date Estimated</b>	<b>Costs (£) Q3 2022</b>
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07/06/2021	£188,500.00
07/06/2021	£110,900.00
07/06/2021	£277,200.00
07/06/2021	£3,880,700.00
07/06/2021	£1,337,190.00

07/06/2021	£76,700.00
07/06/2021	£199,500.00
07/06/2021	£16,300.00
07/06/2021	£999,900.00
07/06/2021	£1,250,600.00
07/06/2021	£453,360.00
07/06/2021	£204,012.00

**Series: BCIS All-in TPI**

Series number: 101 quarterly

Base: 1985 mean = 100

Last updated: 19-May-2022

Notes:

Downloaded: 08-Jun-2022 10:41

Date	Index	Status	Equivalent sample
Aug-2020	330	Provisional	
Nov-2020	328	Provisional	
Feb-2021	328	Provisional	
May-2021	331	Provisional	
Aug-2021	339	Provisional	
Nov-2021	344	Provisional	
Feb-2022	349	Provisional	
May-2022	359	Forecast	
Aug-2022	367	Forecast	
Nov-2022	369	Forecast	
Feb-2023	373	Forecast	
May-2023	375	Forecast	
Aug-2023	375	Forecast	
Nov-2023	378	Forecast	
Feb-2024	384	Forecast	
May-2024	389	Forecast	
Aug-2024	389	Forecast	
Nov-2024	393	Forecast	
Feb-2025	400	Forecast	
May-2025	405	Forecast	



Series: BCIS All-in TPI

Series number:	101	quarterly
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Base: 1985 mean = 100

Last updated: 19-May-2022

Notes:

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Date	Index	Status	Equivalent sample
Aug-2025	405	Forecast	
Nov-2025	407	Forecast	
Feb-2026	415	Forecast	
May-2026	420	Forecast	
Aug-2026	420	Forecast	
Nov-2026	423	Forecast	
Feb-2027	431	Forecast	

Cost Plan: **Monmouth Market Option A**  
Base Date: 3Q2022  
Issue Date: June 2022

GIFA      m<sup>2</sup>      ft<sup>2</sup>  
1,600.00      17,222.24

COST CENTRE	GROUP ELEMENT/ELEMENT	£	£/m2	£/ft2
	<b>FACILITATING WORKS AND BUILDING WORKS</b>			
0	Business Hub	1,055,394	659.62	61.28
1	Residential	1,081,627	676.02	62.80
2	Restaurant/ Café	211,299	132.06	12.27
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (A)</b>	<b>2,348,320</b>	<b>1,467.70</b>	<b>136.35</b>
3	Main contractor's preliminaries (B)	375,731	234.83	21.82
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (including main contractor's preliminaries) (C) [C = A + B]</b>	<b>2,724,051</b>	<b>1,702.53</b>	<b>158.17</b>
4	Main contractor's overheads and profit @ 8% (D)	217,924	136.20	12.65
	<b>TOTAL: BUILDING WORKS ESTIMATE (E) [E = C + D]</b>	<b>2,941,975</b>	<b>1,838.73</b>	<b>170.82</b>
	<b>PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT COSTS ESTIMATE</b>			
5	Project team fees (F)	200,000	125.00	11.61
6	Other development costs (G)	60,000	37.50	3.48
	<b>TOTAL: PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT/PROJECT COST ESTIMATE (H) [H = F + G]</b>	<b>260,000</b>	<b>162.50</b>	<b>15.10</b>
	<b>BASE COST ESTIMATE (I) [I = E + H]</b>	<b>3,201,975</b>	<b>2,001.23</b>	<b>185.92</b>
7	Risk allowances			
	(a) Design development risk @ 5%	160,099	100.06	9.30
	(b) Construction risk at @ 10%	320,198	200.12	18.59
	(c) Employer change risk - Excluded	Excluded	Excluded	Excluded
	(d) Employer other risk - Excluded	Excluded	Excluded	Excluded
	<b>TOTAL: RISK ALLOWANCE ESTIMATE (J)</b>	<b>480,296</b>	<b>300.19</b>	<b>27.89</b>
	<b>COST LIMIT (excluding inflation) (K) [K = I + J]</b>	<b>3,682,272</b>	<b>2,301.42</b>	<b>213.81</b>
8	Inflation allowance (L) - Excluded	Excluded	Excluded	Excluded
	<b>COST LIMIT (excluding VAT assessment) (M) [M = K + L]</b>	<b>3,682,272</b>	<b>2,301.42</b>	<b>213.81</b>
9	VAT ASSESSMENT - Excluded	Excluded	Excluded	Excluded

Cost Plan: **Monmouth Market Option B**  
Base Date: 3Q2022  
Issue Date: June 2022

GIFA  $\text{m}^2$   $\text{ft}^2$   
1,739.00 18,718.42

COST CENTRE	GROUP ELEMENT/ELEMENT	£	£/m2	£/ft2
	<b>FACILITATING WORKS AND BUILDING WORKS</b>			
0	Business Hub	1,227,404	705.81	65.57
1	Residential	1,538,704	884.82	82.20
2	Restaurant/ Café	190,900	109.78	10.20
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (A)</b>	<b>2,957,008</b>	<b>1,700.41</b>	<b>157.97</b>
3	Main contractor's preliminaries (B)	532,261	306.07	28.44
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (including main contractor's preliminaries) (C) [C = A + B]</b>	<b>3,489,269</b>	<b>2,006.48</b>	<b>186.41</b>
4	Main contractor's overheads and profit @ 8% (D)	209,356	120.39	11.18
	<b>TOTAL: BUILDING WORKS ESTIMATE (E) [E = C + D]</b>	<b>3,698,626</b>	<b>2,126.87</b>	<b>197.59</b>
	<b>PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT COSTS ESTIMATE</b>			
5	Project team fees (F)	210,000	120.76	11.22
6	Other development costs (G)	60,000	34.50	3.21
	<b>TOTAL: PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT/PROJECT COST ESTIMATE (H) [H = F + G]</b>	<b>270,000</b>	<b>155.26</b>	<b>14.42</b>
	<b>BASE COST ESTIMATE (I) [I = E + H]</b>	<b>3,968,626</b>	<b>2,282.13</b>	<b>212.02</b>
7	Risk allowances			
	(a) Design development risk @ 5%	198,431	114.11	10.60
	(b) Construction risk at @ 10%	396,863	228.21	21.20
	(c) Employer change risk - Excluded	Excluded	Excluded	Excluded
	(d) Employer other risk - Excluded	Excluded	Excluded	Excluded
	<b>TOTAL: RISK ALLOWANCE ESTIMATE (J)</b>	<b>595,294</b>	<b>342.32</b>	<b>31.80</b>
	<b>COST LIMIT (excluding inflation) (K) [K = I + J]</b>	<b>4,563,919</b>	<b>2,624.45</b>	<b>243.82</b>
14	Inflation allowance (L) - Excluded	Excluded	Excluded	Excluded
	<b>COST LIMIT (excluding VAT assessment) (M) [M = K + L]</b>	<b>4,563,919</b>	<b>2,624.45</b>	<b>243.82</b>
15	VAT ASSESSMENT - Excluded	Excluded	Excluded	Excluded

Cost Plan: **Monmouth Market Option B+**  
Base Date: 3Q2022  
Issue Date: June 2022

GIFA  $\text{m}^2$   $\text{ft}^2$   
2,219.00 23,885.09

COST CENTRE	GROUP ELEMENT/ELEMENT	£	£/m2	£/ft2
	<b>FACILITATING WORKS AND BUILDING WORKS</b>			
0	Business Hub	1,252,255	564.33	52.43
1	Residential	2,369,995	1,068.05	99.22
2	Restaurant/ Café	186,693	84.13	7.82
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (A)</b>	<b>3,808,943</b>	<b>1,716.51</b>	<b>159.47</b>
3	Main contractor's preliminaries (B)	685,610	308.97	28.70
	<b>SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (including main contractor's preliminaries) (C) [C = A + B]</b>	<b>4,494,553</b>	<b>2,025.49</b>	<b>188.17</b>
4	Main contractor's overheads and profit @ 8% (D)	269,673	121.53	11.29
	<b>TOTAL: BUILDING WORKS ESTIMATE (E) [E = C + D]</b>	<b>4,764,226</b>	<b>2,147.01</b>	<b>199.46</b>
	<b>PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT COSTS ESTIMATE</b>			
5	Project team fees (F)	210,000	94.64	8.79
6	Other development costs (G)	60,000	27.04	2.51
	<b>TOTAL: PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT/PROJECT COST ESTIMATE (H) [H = F + G]</b>	<b>270,000</b>	<b>121.68</b>	<b>11.30</b>
	<b>BASE COST ESTIMATE (I) [I = E + H]</b>	<b>5,034,226</b>	<b>2,268.69</b>	<b>210.77</b>
7	Risk allowances			
	(a) Design development risk @ 5%	251,711	113.43	10.54
	(b) Construction risk at @ 10%	503,423	226.87	21.08
	(c) Employer change risk - Excluded	Excluded	Excluded	Excluded
	(d) Employer other risk - Excluded	Excluded	Excluded	Excluded
	<b>TOTAL: RISK ALLOWANCE ESTIMATE (J)</b>	<b>755,134</b>	<b>340.30</b>	<b>31.62</b>
	<b>COST LIMIT (excluding inflation) (K) [K = I + J]</b>	<b>5,789,360</b>	<b>2,608.99</b>	<b>242.38</b>
14	Inflation allowance (L) - Excluded	Excluded	Excluded	Excluded
	<b>COST LIMIT (excluding VAT assessment) (M) [M = K + L]</b>	<b>5,789,360</b>	<b>2,608.99</b>	<b>242.38</b>
15	VAT ASSESSMENT - Excluded	Excluded	Excluded	Excluded

# **Appendix J Contract Procurement Rules 2021**





## **Contract Procedure Rules 2021**

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## **Definitions and Interpretations**

In these Contract Procedure Rules the following definitions will apply:

<b>Approved Lists</b>	a list of suppliers or providers that have been selected by the Council through a non-OJEU tendering process, from which Authorised Officers may select, by way of a mini competition to provide services to the Council.
<b>Authorised Officer</b>	means any officer named within the Council's Authorised Signatory List with responsibility for carrying out procurement processes detailed within these Contract Procedure Rules.
<b>Contract</b>	means any form of agreement ( including, without limitation, official purchase orders) for the supply of goods, provision of services or carrying out of works.
<b>Contract Manager</b>	means an officer responsible for the monitoring and management of a contract
<b>Contractor</b>	means any third party contractor, supplier or provider with whom the Council enters into a contract for the carrying out of works, the provision of services or the supply of goods.
<b>Corporate Frameworks Register</b>	a list of contracts that are accessible to the Council
<b>Framework Agreement</b>	an agreement with one or more contractors, the purpose of which is to establish the terms ( in particular with regard to price and quality) governing a contract or contracts to be awarded during the period for which the framework agreement applies.
<b>Head of Service</b>	means the officer with responsibility for a service area within the Council.
<b>Goods</b>	an umbrella term to mean all goods, supplies, substances and materials that the Council purchases, hires or otherwise obtains.
<b>Lots</b>	means the sub division of contracts into different parts or categories, usually to increase competition and allow greater supplier access.
<b>OJEU thresholds</b>	means the financial thresholds assigned by the Public Contract Regulations 2015 which require tender opportunities above a certain financial threshold to be advertised in the Supplement to the Official Journal of the European Union ( "OJEU") or any subsequent UK National eNotification service.
<b>Operational Buyers Guides</b>	means the operational procurement guidance that is developed for Authorised Officers that is contained within the procurement pages of the Council's intranet.

<b>Procurement</b>	means the process by which the Council manages the acquisition of all its goods, services and works, in a manner that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also providing opportunity for how this money can be spent in a way that delivers wider economic, social, environmental and cultural well-being both locally and within Wales
<b>Procurement Process</b>	means the procurement process that spans the whole life cycle, from identification of needs, options appraisal, supplier selection, award and contract management through to the end of a contract or the end of the useful life of the asset, or disposal of the asset.
<b>Public Contract Regulations</b>	refers to the governance that applies to all above threshold procurement processes that are contained within the Public Contract Regulations 2015 or any amendments or variations that follow from UK Government.
<b>Services</b>	includes all services, which the Council purchases or otherwise obtains, including advice, specialist consultancy, work or agency staff etc.
<b>Tender(s)</b>	means the competitive process used to obtain pricing and quality returns through either a quotation or tender exercise.
<b>Tenderer(s)</b>	means an individual, individuals, partnerships, companies or other bodies invited to submit a price and quality return for providing the Council with services, supplying goods or carrying out works.
<b>Variation(s)</b>	means any alteration to a contract, including additions, omissions, substitutions, alterations or changes of any other nature.
<b>Works</b>	includes all works of new construction and repairs in respect of physical assets ( buildings, roads, etc.) including all those activities constituting Works for the purposes of the Public Contract Regulations 2015, or any amendments or variations that follow from UK Government.

## **SECTION 1 – GENERAL CONSIDERATIONS.**

### **1. Introduction**

Monmouthshire County Council spends approximately £100 million annually on bought in goods, services and works. It is therefore crucial that this level of spend is undertaken in such a manner that represents maximum value to the residents of Monmouthshire and our service users.

There is growing interest in how the Council can leverage our considerable purchasing power to secure an array of economic, social and environmental outcomes. This renewed scrutiny provides an opportunity to think again about how we approach procurement.

21<sup>st</sup> Century procurement practice needs to be considered as a strategic undertaking. By adopting a sustainable public procurement path we will ensure that we build proportionate social, environmental, economic and cultural benefits into all procurement activities. In this way the Council can promote social inclusion, boost local economies and the resilience of our supply chains, whilst reducing our carbon footprint and preventing human trafficking in our supply chains for current and future generations.

Procurement is the process by which the Council manages the acquisition of all its Goods, Services and Works. It spans the whole life cycle of the requirement, including the identification of need, make or buy decisions, through to supplier selection, award and Contract Management to the end of a contract or the end of the useful life or disposal of an asset.

## **2. Key Messages**

- a) These Contract Procedure Rules are made under sections 135(1) and 135(2) of the Local Government Act 1972, which requires that Local Authorities provide Contract Procedure Rules in respect of contracts for the supply of goods, services and works to ensure competition and to regulate the manner in which tenders are invited.
- b) Procurement and Commissioning activity by the Council is governed by detailed European and UK legislation. The law requires all Council procurement (to include schools) to be conducted transparently, fairly and in a non-discriminatory and proportionate manner.

- c) The funding for all goods, services and works must be in accordance with approved budgets and comply with Financial Regulations.
- d) Before undertaking any competitive tendering process or before placing any official purchase orders on behalf of the Council, Authorised Officers must familiarise themselves with the Corporate Frameworks Register which has been developed either by the Council or on its behalf.
- e) A full list of accessible contracts can be located on [sharepoint](#) within the Procurement pages
- f) These Contract Procedure Rules are not intended as detailed guidance for implementation and should be read in conjunction with the Council's Operational Buyers Guides, which can be located on sharepoint within the Procurement pages.
- g) All values referred to in these Contract Procedure Rules are Exclusive of VAT.

### **3. Authorised Signatory List**

- a) All officers that are required to lead a given procurement or commissioning process on behalf of the Council must be named and have the relevant approvals within the [Councils Authorised Signatory](#) List which is held by the Strategic Procurement Unit.

### **4. Exempt Contracts**

The following contracts are exempt from the requirements of these Contract Procedure Rules:

- a) contracts of employment which make an individual a direct employee of the Council ( this exemption does not extend to the recruitment of agency staff)
- b) contracts relating solely to the disposal or acquisition of an interest in land and property.
- c) Contracts for the execution of mandatory works by statutory undertakers, such as utilities providers.
- d) use of the Council's in-house services
- e) individual care packages or education placements where it is considered in the Council's interest or the Council is required to meet obligations under relevant legislation
- f) orders placed under a corporate framework arrangement or contract arranged for the Council by the Strategic Procurement Manager.
- g) unconditional grants by the Council
- h) In a genuine emergency threatening public health, injury to persons or serious and immediate damage to property, an Authorised Officer can take any necessary action to alleviate the threat. This power is limited to the alleviation of the threat and does not extend to any Works beyond what is strictly essential.

An exemption form does not need to be completed for any of the reasons stated in clause 4.

## **5. Exemption Process**

- a) In exceptional circumstances an Authorised Officer can request an exemption from the Council's Contract Procedure Rules. No exemption will be considered where the value of such action exceeds the EU procurement thresholds or any subsequent UK Government threshold. Approval has to be obtained in the first instance by the completion of the "Request for Exemption from Compliance with the Contract Procedure Rules", which can be obtained from Internal Audit.
  
- b) Where approval has been granted Contract Procedure Rules shall not apply to the following:
  - I. Purchase by auction or works of art-artists
  
  - II. Single tender action where a single contractor or a proprietary item or service of a special character is required and justified.
  
  - III. Extensions of existing contracts where the extension is in accordance with the terms & conditions, specification, rates and/or prices of the original Contract award and where provision for the extension was provided for in the original contract notice.
  
  - IV. Extensions of consultancy contracts (where the combined original value and extension value do not exceed any EU/UK thresholds), where continuation of Services is deemed necessary, and where the particular knowledge and understanding of the requirement is intrinsically linked to the supplier, and no suitable supplier could undertake the work without undue delay or additional/further cost.

Poor planning or insufficient time is not justification for seeking an exemption.

## **6. Declarations of Interests**

- a) No officer or agent of the Council shall improperly use their position to obtain any personal or private benefit from any contract entered into by the Council.
- b) Elected Members and employees of the Council shall comply with the requirements of Section 117 of the Local Government Act 1972 and the officers and Elected Members Code of Conduct as set out in the Constitution in respect of the declaration of interests in contracts with the Council.
- c) Such interests must be declared to the Council's Head of Law/ Monitoring Officer for inclusion in the appropriate registers, detailing how the conflict has been addressed.

## **7. Welsh Language Act**

- a) All invitations to tender for a contract below the OJEU financial threshold must state that tenders may be submitted in Welsh.
- b) Any invitation to tender for a contract must be published in Welsh, where the:
  - i. Subject matter of the tender for a contract suggests that it should be produced in Welsh, or
  - ii. The anticipated audience, and their expectations, suggests that the document should be produced in Welsh.
- c) Where a tender or quote has been received in Welsh, this must be treated no less favourably than a submission in English.

- d) If a tender has been submitted in Welsh and it is necessary to interview the bidder as part of the assessment process, you must:
  - i. Offer to provide a translation service from Welsh to English to enable the bidder to use the Welsh language at the interview; and
  - ii. If the bidder wishes to use the Welsh language at interview, provide a simultaneous translation service for that purpose ( unless you conduct the interview in Welsh without a translation service).
- e) When informing a bidder of the decision to award a contract, you must do so in Welsh if the quotation or tender was submitted in Welsh.
- f) Where relevant to the subject matter of the contract, contracts must contain provision requiring the contractor to comply with all applicable requirements of:
  - i. The Council's Welsh Language Scheme
  - ii. The Welsh Language ( Wales) Measure 2011

## **8. Amendment and review of the Contract Procedure Rules**

- a) A full review of these Contract Procedure Rules will be periodically undertaken following any substantive change to EU or UK law.
- b) Amendments to the appendices associated with these Contract Procedure Rules i.e. Operational Buyers Guides, will be updated and/or amended as necessary by the Strategic Procurement Manager.



## **9. ICT Procurement**

- a) The procurement of software and licences shall be undertaken centrally by the Council's Digital Programme team (or its successor). Any exception to this rule will need to be justified by the Head of Service where the procurement activity is taking place and approved by the Head of Service for Digital and Agile.

## **10. Non-Council Staff**

- a) Any person who is not an officer of the Council, but is engaged by the Council to advise, conduct, or supervise any stage of a Tender, must Comply with the Council's Contract Procedure and Financial Rules. No consultant shall make any decision on whether to award a contract or who a contract should be awarded to.

## **11. Electronic Tendering**

- a) All procurements in excess of £10,000 must be conducted electronically using the Council's approved e sourcing tools. No formal communication shall be made outside of this system.

## **SECTION 2 – SUSTAINABLE PROCUREMENT PLANNING.**

## 12. Pre Procurement Considerations

- a) In advance of the new financial year and quarterly thereafter budget holders will be required to submit to the Strategic Procurement Manager a completed “Procurement Forward Plan Notice” detailing the additional planned procurement activities over £75,000 for goods and services and £1,000,000 for works.

## 13. Risk Assessment

- a) There is risk in every supplier relationship, the focus should be on identifying these risks and managing them proactively. All Authorised Officers who have a responsibility for administering a procurement exercise shall carry out a risk assessment, proportionate to the nature and value of the proposed requirement. More detailed guidance can be located on [sharepoint](#) within the Procurement pages.
- b) The [Risk Log](#) shall be prepared at the outset of the pre procurement considerations and thereafter maintained and updated throughout the duration of the contract. The relevant Authorised Officer must be informed of any risks identified and of the contingency measures in place.

## 14. In-house Providers

- a) Before commencing any external procurement activity, Authorised Officers shall establish whether an in-house service provider is able to cater for the procurement in question. If it is confirmed in writing by the in-house provider that they do not have the capacity to fulfil the service, the relevant officer can proceed to procure in accordance with these Contract Procedure Rules.

b) For the avoidance of doubt, the following in-house service providers are included:

- Building Hygiene & Cleaning Services
- School Meals & Catering provision
- Energy Management Services
- ICT & Digital Support
- Landscape & Grounds Maintenance Services
- Landlord Services – including New Build, Refurbishments & Maintenance
- Refuse collection & Waste Management Services
- Strategic Procurement
- Legal Services
- Health & Safety Support
- Corporate Training provision
- Communications & Marketing
- HR & Payroll

c) Where an Authorised Officer has evidence that the price provided via an in-house provider does not represent value for money, they may apply to the Strategic Procurement Manager and Internal Audit Section for the authority to waive this requirement and procure from the external market.

d) Any amendments to the list of in-house providers will be communicated via the Strategic Procurement Units sharepoint pages.

## **15. Framework Agreements**

- a) The Council has entered into a number of collaborative contracts or framework agreements for goods, services and works.
- b) The Strategic Procurement Unit maintain a register of framework arrangements that have been endorsed by the Strategic Procurement Manager. Where it is deemed that the framework offers best value for money, use of the framework will be mandatory.
- c) The use of framework agreements not listed in the Councils register of frameworks is only permissible once the Strategic Procurement Manager has approved its use.
- d) Where officers wish to rely upon the use of a framework arrangement they must ensure that all relevant guidance issued in relation to the use of the framework is understood and abided by. This will include, the scope of the framework, the process for utilising the framework, whether this be a mini competition or direct award, the weightings attached to the award criteria and the terms and conditions that govern its use.
- e) All mini competitions made via a framework agreement must include a contract award notice via [Sell2Wales](#) when the contract has been awarded.

## **16. Use of an Approved List**

- a) A relevant Head of Service may determine that a list or lists shall be kept of persons who or suppliers which may be invited to tender for contracts for the supply of goods, services or the execution of works of specified categories, values or amounts.
- b) The approved list must contain the names of all persons, suppliers who wish to be included in it and are approved by the relevant Head of Service. The approved list must be maintained by an Authorised Officer who is named within the Council's Authorised Signatory List.
- c) The approved list shall be compiled and maintained in accordance with these Contract Procedure Rules.
- d) No approved lists will be maintained where the aggregated value exceeds the OJEU limit or subsequent UK thresholds

## **17. Preliminary Market Consultations**

- a) Before undertaking any competitive procurement exercise or before placing any Official Purchase Orders on behalf of the Council, Authorised Officers will need to be familiar with the guidance provided within the operational Buyers Guide.
- b) Authorised Officers may wish to conduct market consultation, prior to a Request For Quotation ( RFQ) or Invitation To Tender ( ITT).Such market consultation could potentially cover, the nature, level, coverage and standard of supply, the price range and any innovative ideas that should be considered when developing the procurement documentation with which to test the market.

- c) Prior to undertaking Market Consultation for above OJEU requirements (or subsequent UK thresholds), advice and guidance must be sought from the Strategic Procurement Unit.

## **18. Estimating the Contract Value**

- a) The value of the contract shall mean the estimated total monetary value over the lifetime of the requirement (not the annual value) and must include any extension options. Where the duration of the contract is indeterminate, the estimated value of the contract shall be calculated over a period of four years.
- b) No procurement exercise may be artificially split to avoid compliance with these Contract Procedure Rules, the European Union procurement directives or any subsequent UK Government amendments.
- c) Where the same goods, services or works are purchased at regular intervals by the Council, it is the aggregated value of these purchases that determines the total contract value.
- d) Where the aggregated value is equal to or above the existing OJEU ( or subsequent UK) financial threshold, advice and guidance should be sought from the Strategic Procurement Unit.

## **19. Wellbeing of Future Generations (Wales) Act 2015 & Community Benefits**

- a) The Council is committed to achieving economic, social, environmental and cultural changes through utilising its third party spending power to help promote Well Being within the day to day delivery of contracts across the County and within Wales, to ensure a better quality of life for everyone, now and for generations to come.
- b) It is a requirement that all Council contracts exceeding £1,000,000 in value should include the delivery of community benefits as a contractual obligation on the successful bidder.

- c) Any contract funded or part-funded by UK or Welsh Government are also likely to require the inclusion of Community Benefits as a contractual obligation, regardless of the value of the contract.
- d) Examples of Community Benefits that can be included in contractual clauses include:
- Targeted Recruitment and Training opportunities for the economically inactive
  - Community Initiatives
  - Contributions to education
  - Promotion of social enterprises and supported businesses
  - Promoting environmental benefits and
  - Supply chain initiatives
- e) In all cases where Community Benefits are being delivered, there must be a contractual requirement for the successful contractor to provide monitoring information on the Community Benefits as determined by the Strategic Procurement Manager.
- f) Regard must be had to Welsh Government guidance on Community Benefits and other such guidance as the Strategic Procurement Manager may issue from time to time on the approaches to delivering Community Benefits through Council contracts.
- g) It is the Authorised Officers responsibility to ensure that the successful contractor delivers the Community Benefits that they have agreed as part of the contractual agreement.

## **20. Key Financial Thresholds & Procurement Procedures.**

The procurement of any goods, services or works, including an extension or variation to a contract requires appropriate levels of authority before it can commence and prior to contract award. See table below

<b>ACTIVITY</b>	<b>Up to £10,000</b>	<b>£10,001 - £75,000</b>	<b>£75,001 – Up to relevant EU Threshold</b>	<b>In excess of relevant EU Threshold</b>
<b>Procurement process as a minimum</b>	<p>Prepare specification and scoring criteria.</p> <p>Up to two written quotations, which represents value for money.</p> <p>Where possible at least one quotation must be sought from a local supplier</p>	<p>Prepare specification and scoring criteria.</p> <p>A minimum of four written quotations, which represents value for money.</p> <p>Where possible at least two quotations must be sought from local suppliers or suppliers within an “NP” Post Code.</p>	<p>Prepare specification and scoring criteria.</p> <p>An openly advertised formal tendering process must be undertaken or a compliant framework must be used.</p>	<p>Prepare specification and scoring criteria.</p> <p>Formal OJEU compliant tender procedure or a compliant framework must be used.</p>
<b>Method of Publication</b>	Email	<p>Using the Council’s approved e sourcing tool</p> <p><a href="http://www.sell2wales.gov.wales">www.sell2wales.gov.wales</a></p>	Using the Council’s approved e sourcing tool	Contact Strategic Procurement Unit
<b>RFQ – ITT Opening &amp; Evalaution</b>	One Authorised Officer	<p>One Authorised Officer to access returns via the post box facility via sell2wales <a href="#">(Buyer User Guide Post-box)</a></p> <p>Two relevant Officers to evaluate returns.</p>	<p>One Authorised Officer to access returns via the post box facility via sell2wales <a href="#">(Buyer User Guide Post-box)</a></p> <p>Two relevant Officers to evaluate returns.</p>	Two Officers from the Strategic Procurement Unit
<b>Authority to advertise.</b>	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.
<b>Authority to award</b>	Relevant line manager.	Relevant line manager.	Relevant Head of Service	Relevant Head of Service
<b>Method of awarding</b>	Purchase Order	Signed and returned “ Contract of Award Letter”	Signed and returned “ Form of Tender”	Signed and returned “ Form of Tender”



			Signed "Form of Agreement"	Signed "Form of Agreement"
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## 21. Public Contract Regulations 2015

- a) Where the aggregated value of the requirement dictates that the European Union Procurement Directives ( and any subsequent UK Legislation) apply:
- b) The advice of the Strategic Procurement Unit must be sought at the outset to develop a procurement strategy and to determine the procurement procedure to be followed.

## 22. Division of Contracts into Lots

- a) The Council may, where it considers appropriate, decide to award a contract in the form of separate lots and may determine the size and subject matter of such lots in accordance with the Public Contract Regulations 2015 or subsequent UK Legislation.
- b) Where the Council is developing above OJEU procurement solutions and has decided not to subdivide a contract into lots, it has a duty to provide an indication of its reasons within the procurement documentation.

Refer to the Strategic Procurement Unit for advice and guidance.

## 23. Contracts and documentation

- a) All contracts must be in writing and where possible be subject to the Council's standard terms and conditions.

- b) All Contracts, irrespective of value, shall, where appropriate, clearly specify as a minimum:
  - I. What is to be supplied (i.e. the works, materials, services, matters or things to be furnished, had or done)
  - II. The provisions for payment (i.e. the price to be paid and when)
  - III. The time, or times, within which the contract is to be performed
  - IV. The provisions for the Council to terminate the Contract
  
- c) The formal advice of the Head of Law/Monitoring Officer must be sought for a Contract that includes one or more of the following features:
  - I. Where the Contract Value is greater than the EU Threshold for Services and Supplies ( or subsequent UK threshold) and greater than £250,000 for Works;
  - II. Where it involves financial lease arrangements;
  - III. Where it is proposed to use a contractor's own terms;
  - IV. Where it is particularly complex or high risk;
  - V. Where payment in advance is required then formal written approval of the S151 Officer is also required.
  
- d) All Contract formalities must be concluded before the supply, service or works begin, bar in exceptional circumstances, and then only with the written approval of the Head of Law/Monitoring Officer

- e) The Authorised Officer responsible for securing signature of the Contract must ensure that the person signing for the other contracting party has authority to bind it. Cases where this is uncertain must be referred to legal services

## **24. Contractor Subsidies and State Aid**

- a) Where it is proposed to provide financial support to a Contractor, or where a Contractor proposal entails financial support or benefit from the Council or another public body necessary to ensure the continuance of Contracting activity (State Aid), the advice of the Head of Law/Monitoring Officer must be sought prior to advertising the opportunity or concluding the Contract.

## **25. General Data Protection Regulations**

- a) In carrying out any procurement, the Authorised Officer must take all reasonable steps, including incorporation of appropriate provision into tender documentation and Contracts, to ensure that the personal data of individuals is protected in accordance with all legal requirements (including the General Data Protection Regulation) and Codes of Practice from the Information Commissioner's Office (ICO). The Authorised Officer must ensure the Councils' obligations and risks, in respect of personal data, are considered and indemnities are sought where appropriate.

More information and guidance can be obtained from the Council's Data Protection Officer.

## **SECTION 3 – PROCUREMENT TENDERING PROCESS.**

## 26. **Supplier Selection**

- a) It must be demonstrated that appropriately experienced, technically competent and financially resilient contractors have the essential credentials to be shortlisted.

Supplier Selection criteria for shortlisting may include, but not be limited to:

- i. Financial standing, including provisions for insurance to cover liability
  - ii. Technical or professional capability and capacity
  - iii. Health & Safety assurances
  - iv. Environmental Sustainability
  - v. Evidence as to whether they are unsuitable on certain grounds, e.g. people trafficking, bankruptcy, bribery, corruption, money laundering or failure to pay taxes
  - vi. Data Protection – GDPR Implications.
  - vii. Ethical Supply chain considerations
- 
- b) Authorised Officers shall ensure that appropriate and proportionate supplier selection questions are included at the selection or pre-qualification stage depending on the outcomes of the risk assessment and the procurement process being used.

## **27. Financial Vetting**

- a) Financial vetting shall be considered for all tenders in excess of £75,000.
- b) The decision as to whether a financial assessment is required should be based on risk and the impact on the Council of contract failure. All vetting shall be undertaken at the selection stage and agreed with the Council's Internal Audit Section.

## **28. Insurance**

- a) Authorised Officers undertaking the procurement shall ensure as a minimum that all Contractors have sufficient levels of insurance in place prior to entering and throughout the duration of a Contract.
- b) These amounts may only be varied on the advice of the Insurance Officer whose advice shall be sought on any other insurances required.
- c) Details of minimum insurance thresholds are available via the Operational Buyers Guides located within the Procurement pages within sharepoint.

## **29. Bribery and Corruption**

- a) Authorised Officers must comply with the Council's "Code of Conduct Policy for employees" in addition to the Council's "Anti-Fraud, Bribery and Corruption Policy 2017" and must not invite or accept any gift or reward in respect of the award or performance of any contract. It will be for the officer to prove that anything received was not received corruptly. High standards of conduct are obligatory. Corrupt behaviour will lead to investigation under the council's disciplinary procedures and is a criminal offence under the "Bribery Act 2010"

### **30. Contract Terms and Conditions**

- a) Authorised Officers shall use their best endeavours to ensure that contracts are entered into on the appropriate set of Council's terms and conditions ( which can be located on [sharepoint](#) within the Procurement section), which shall be included with each purchase order or invitation to tender.
- b) Where this is not possible, variations to the relevant Council terms and conditions and/or the terms and conditions submitted by a contractor must be formally approved in writing by the Council's Head of Law/ Monitoring Officer.

### **31. Tender Evaluation Criteria**

- a) The criteria must be designed to secure value for money for the Council. Generally, this shall be the 'most economically advantageous Tender ( MEAT)
- b) All evaluation criteria must be defined and listed within the procurement documents by the Authorised Officer. Such criteria shall remain unchanged at all times throughout the evaluation and contract award procedure.
- c) Such evaluation criteria should be listed in its order of importance and any particular scoring or weightings attributed to the criteria.

Further information on [award criteria and weightings](#) can be accessed via the Procurement sharepoint pages.

### **32. Errors and Omissions in submitted bids**

a) As a general rule, no adjustment or qualification to any quotation or tender(s) is permitted. Errors or omissions identified during the evaluation process shall be dealt with as follows:

- I. Where the error contained in a quotation or tender appears to be of a clerical or arithmetical nature, or appears to be an e sourcing technical issue, the tenderer shall be given details of the error(s) and shall be given the option to either agree to the tender being corrected or withdrawn.
- II. The tenderer will be given up to 3 working days to respond.
- III. If confirmation from the tenderer is not received within the defined timescale, the tender will be withdrawn.

Request For Quotation and Invitation to Tender documentation must state how errors (and omissions) will be dealt with.

### **33. Tender Negotiation and Clarification**

- a) Planned and structured supplier contact in the form of market consultation (soft market testing) or dialogue / negotiation as part of a prescribed procedure are permitted.
- b) Discussions with tenderers after submission of a Tender and before the award of a Contract, with a view to obtaining adjustments in price, delivery or content (i.e. post-tender negotiations) is generally not be permitted.
- c) An Authorised Officer may seek clarification of the information provided ( or omitted) by a tenderer only where it is necessary to aid understanding. The types of clarification may include:
  - I. Where a tenderer has made an accidental omission such as not including a relevant certificate.
  - II. Where ALL tenderers responding have misinterpreted a question.

- III. The Council will however not seek clarifications from individual tenderers where a question has been misinterpreted, not answered or poorly answered.
- IV. If, for any reason, it is necessary to amend the specification after tenders have been received, a new tender process shall be undertaken.

#### **34. Late Submissions**

- a) The invitation to tender or quotation shall state that no tender or quotation will be considered unless it is received by the date and time stipulated in the invitation.

#### **35. Abnormally Low Tenders**

- a) Where the overall tendered price or costs raise significant doubts that the Contractor will be able to perform their obligations within the terms specified, the Council shall require tenderers to fully explain the price and costs proposed.
- b) This must be undertaken in accordance with the Regulations and in consultation with the Strategic Procurement Unit.

#### **36. Bonds and Securities**



- a) The Authorised Officer is responsible for ensuring that a risk assessment is undertaken, to determine if a performance bond or performance guarantee is required. If appropriate, the advice of the Council's Finance officers should be sought.

#### **SECTION 4 – CONTRACT AWARD.**

### **37. Authorised Award of Tenders/Quotations and Reports**

- a) An Authorised Officer shall only award a Contract where it represents best value for money.
- b) A Contract shall only be awarded using the pre-determined tender evaluation criteria and weightings.
- c) Where a tender is to be evaluated on price only, the Contract must be awarded to the Tenderer submitting the lowest (compliant with specification) price.
- d) A Contract may only be awarded by an Authorised Officer with the required approval to award contracts. As outlined in the Authorised Signatory List.
- e) Where the procurement is conducted pursuant to the Public Contract Regulations 2015 or subsequent UK Regulations, the Authorised Officer must notify all tenderers in writing of the outcome of the tender, of the Council's intention to award a contract.
- f) Unsuccessful tenderers must be informed of the scoring attributed to the evaluation, being their score and the score of the winning tender, as well as any characteristics and relative advantages of the winning tender. The name of the winning tenderer must also be provided.
- g) Where the procurement is conducted pursuant to the Public Contract Regulations 2015 or subsequent UK Law, the Authorised Officer must allow the statutory standstill period prior to issuing a final award of contract and shall publish a Contract Award Notice in the Official Journal of the European Union ( OJEU) or its UK equivalent no later than 30 days after the date of the contract.

- h) Under Regulation 84(1) of the Public Contracts Regulations 2015, there is an obligation to create a report on every above OJEU public contract and framework agreement entered into, and to send a copy of this to the Cabinet Office if requested to do so.
- i) Where the Public Contract Regulations 2015 or any subsequent UK Law do not apply, all successful and unsuccessful tenderers should be notified of the award decision at the same time. Standard templates both for the successful and unsuccessful contractors can be located within sharepoint under the procurement pages.

## **SECTION 5 – CONTRACT MANAGEMENT.**

### 38. Contract Management

- a) All tenders in excess of £75,000 should consider the appointment of a dedicated contract manager. The resources spent managing the contract should be proportionate to the price being paid and the risks being managed.
- b) In addition to the processes by which Contracts are established, there is a need to ensure that Contracts are properly managed during their life. These Contract Procedure Rules therefore cover aspects of Contract Management, which relate to ongoing day to day contract welfare, Contract variation & price control at any time during the Contract period.
- c) The day to day management of Contracts shall be undertaken by the Contract Manager and shall include monitoring in respect of:
  - I. Performance
  - II. Compliance with specification and contract terms
  - III. Cost
  - IV. Value for money
  - V. User satisfaction
  - VI. Risk
  - VII. Community benefits (where applied)
- d) It is the responsibility of the contract manager to raise any incidents of poor performance immediately with the Contractor and seek rectification. In instances of particularly poor performance, or persistent poor performance, the Contract Manager should consider the appropriate course of action taking advice from the Strategic Procurement Manager in the first instance.

### **39. Contract Extension**

- a) The decision to extend the contract period (term) may only be made before the original contract expiry date, where it is in accordance with the terms and conditions of the original contract.
- b) Approval via the relevant Authorised Officer has to be obtained in the first instance by the completion of the “Request for Exemption from Compliance with the Contract Procedure Rules”, which can be obtained from Internal Audit.
- c) Where the terms of the contract and the original procurement exercise do not expressly provide for an extension, the contract may only be extended in exceptional circumstances, where legislation permits and value for money issues have been addressed. Such decisions will be made by the relevant Authorised Officer, Internal Audit & the Strategic Procurement Manager.

### **40. Contract Variation**

- a) Contracts may be varied without a new procurement procedure where:
  - I. The variations have been provided for in the relevant contract documents in clear unequivocal terms and these do not alter the overall nature of the contract; and/or
  - II. Additional goods, services or works which were not included in the original quotation or tender have become necessary, where a change of contractor cannot be made for economic or technical reasons or where it would cause serious inconvenience or duplication and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or

- III. The circumstances causing the need for variation were unforeseen, the variation does not alter the overall nature of the contract and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%.
- b) In all cases of contract variation, careful consideration must be made of the impact of the increased value of the contract on the procurement threshold levels, particularly whether the increase in value will move a contract from below OJEU value into high value, OJEU level. In this circumstance the variation should not normally be granted.

#### **41. Assignments and novation**

- a) Any contracts subject to novation must be referred to the Head of Law/ Monitoring Officer at the earliest possible instance.

#### **42. Termination of Contract**

- a) For any Contract exceeding £75,000 in value, early termination must be approved by the Head of Law/ Monitoring Officer.
- b) Contracts of a lesser value may be terminated early by agreement prior to the expiry date or in accordance with the termination provisions set out in the contract following consultation with the Strategic Procurement Manager.



# **Appendix K**

## **Project**

### **Delivery**

### **Plan**





# **Monmouth LUF Delivery Plan**

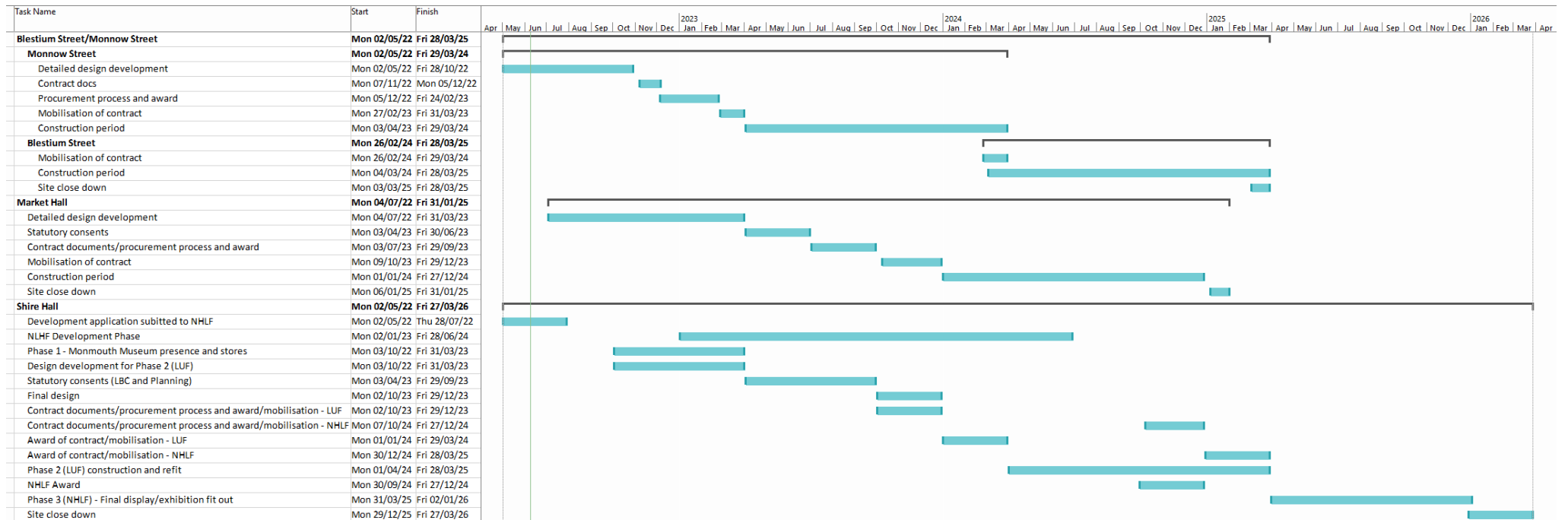
**Monmouthshire County Council**  
**June 2022**



## **1. Purpose**

The Monmouth LUF Delivery Plan outlines the County Council's approach to project delivery and identifies specific areas of details such as stakeholder management and statutory consents.

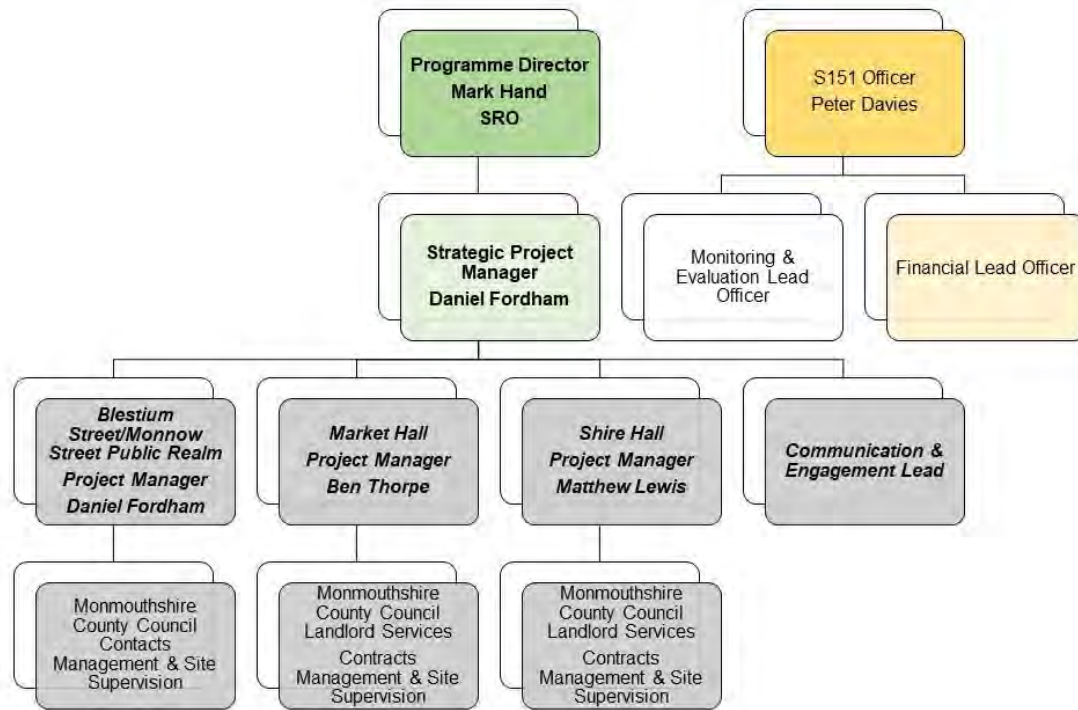
## 2. The Delivery Plan – Programme



### 3. Roles and Responsibilities

#### Project Organisation Structure

##### Cabinet



The highest level of decision-making for the Monmouth (LUF) Project is the County Council's Cabinet. The Cabinet will receive and take decisions that have resource and financial implications for the development and delivery of the project.

The Cabinet meets on a monthly basis, where it will review a report issued by the Client Project Team, specifically led by the Senior Responsible Officer.

The specific roles and responsibilities of this group include:

- Responsible for the overall strategy and direction of the project
- Responsible for the initial definition of what is required from the project
- Responsible for the fit of the Monmouth (LUF) Project objectives with corporate objectives of the County Council
- Responsible for strategic and financial decisions
- Required to manage by exception
- Authorise the funds for the programme
- Commit resources to the project, by appointing the Senior Responsible Officer and the Strategic Project Manager

## **Client Project Team**

The Client Project Team has been established by the County Council and has full authority to manage the Project within the approved budget and timescales. The Team agrees project principles including matters such as programme, communication and design parameters. The Chief Officer - Enterprise, the Senior Responsible Officer (SRO), will chair the Team.

The Team has a key role to play at the start up and initiation of the Monmouth(LUF) Project to ensure that the project sets off in the right direction by agreeing the project brief that sets out the scope and objectives of the scheme.

The Project Team comprises client project team members, including representatives from enterprise, property and asset management, highways, strategic funding and other responsible officers, when and where required. The team will be supported by the Strategic Project Manager.

The Project Team will:

- Be the owners of information but may delegate direction to the Project Manager
- Be responsible for the business case
- Manage by exception
- Produce the initial PID
- Agree with the Project Manager on their responsibilities and objectives
- Re-validates the programme by managing stage boundaries
- Notify the PM of external risk exposure
- Decide on recommended reaction to risk
- Seek balance between levels of risk v benefit, taking into account the business case
- Notify the County Council's Cabinet of risk to the Project aims
- Be the executive owner of the Risk Log
- Authorise initiation of the Project and authorise the Project (i.e. accepting the PID and commit to providing resource)
- Report to Cabinet
- Have authority to make decisions
- Have authority to commit resources
- Have authority to approve produces / plans
- Resolve escalated issues
- Confirm programme tolerances with the Cabinet
- Specify external constraints on the project
- Provide overall guidance to the project
- Review each completed stage and progress to the next
- Ensure compliance with Project Board directives and funding constraints

- Provide assurance that all acceptance criteria have been met
- Approve the end project report
- Approve the lessons learnt report and forward to the appropriate bodies

### **Senior Responsible Officer (SRO)**

The Senior Responsible Officer is ultimately responsible for the project, supported by the Project Team. The SRO's role is to ensure that the project is focussed throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The SRO must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the stakeholders, user and partners. The SRO is the owner of the business case during the programme duration.

The SRO will be responsible for the following tasks although some may be delegated to the Project Manager:

- Design of the Project Team
- Chair the Project Team meetings
- Ensure that there is a coherent programme structure and logical plans
- Ensure that adequate briefs are produced
- Ensure that all acceptance criteria are met
- Authorise any change beyond the agreed tolerances (this may require referral to the Cabinet)
- Recommend future action on the project to the County Council's Cabinet should the tolerances be exceeded
- Monitor and control the project at a strategic level, reviewing the business case regularly
- Own the business case
- Be accountable for the project success in business terms
- Lead on the commercial and technical preparation of contract documents and evaluation of tendered bids
- Responsible for the procurement of the consultants, contractors and other agencies
- Inform the Project Team of any changes notified by the Cabinet
- Own the risk log, and ensure they are being managed as effectively as possible
- Ensure a post project review is carried out, and that benefits have been realised.

### **Project Assurance**

The project assurance role stands to one side of the project structure, its core purpose is to help ensure that the business case is adhered to, that user needs, and expectations are being met and managed, and that the scope of the project is not creeping. The Project assurance team are there for the Client Project Team to call upon; however, others may approach the team for assurance at any time.

It is proposed that the role of Project Assurance will initially be carried out by a critical friend, tbc.

### **Project Management (PM)**

The Strategic Project Manager is responsible for the management, co-ordination and control of all aspects of the project. The Project Manager is required to keep the Client Project Team informed on all matters in connections with the project. The PM may be delegated tasks by the Client Project Team members.

The roles of the PM include:

- Produce regular management reports
- Identification, recording, assessment, management and reviewing of risks
- Assist in the development of the project brief
- Reporting to the Client Project Team
- Ensure the Consultants and Contractor deliver to time and that their products are appropriately presented and signed off
- Monitor any payments and claims made through the project
- Manage all payments to Consultants and Contractors
- Produce a quality plan
- Facilitate issue resolution
- Confirm and manage project communication, reporting, authorisation and change management procedures to operate between MCC and the consultants, and contractors
- Monitor the achievement of milestones and overall programme progress, including the signing off of completed tasks, and ensuring all deadlines are met
- Ensure quality checks are planned and undertaken during the delivery stages. Establish and work to safety, quality and environmental policy strategies and plans
- Draft and manage the project controls
- Ensure the drafting of a post programme plan

### **Design and Consultancy Team**

The following consultants are anticipated to support the Council with the Monmouth (LUF) Project. The various roles and responsibilities are set out below according to each discipline.

#### ***Shire Hall Improvements***

Subject to procurement

#### ***Arrival and Connecting – Blestium and Monnow Streets***

Capita - Engineering

## ***Market Hall Redevelopment***

Subject to procurement

### **4. Project Controls**

Control of the project will be maintained using the tools explained in the following section. The purpose of control is to ensure the project is producing the required products that meet the defined acceptance criteria.

The progress of the project will be controlled by the use of the following:

#### **Tolerance**

The primary tolerance will be the works to the Shire Hall that will facilitate the movement of the museum artefacts from the Market Hall. This is a key dependency for both projects over the 2023-24 period.

Quality is also an important tolerance for this stage of the project; well-defined documents are required to generate appropriate interest and ultimately a comprehensive offer from contractors. Errors or insufficient detail could expose the County Council to more risk than is either acceptable or has been accounted for. It is therefore important that any designs are well detailed and co-ordinated to ensure that delivery on site is to the right quality and to minimum risk.

#### **Quality Control**

Each project delivered through the Monmouth LUF Project will be subject to its own quality control check by its originating organisation; however detailed quality reviews may take place by the Client Team, to be co-ordinated by the Project Manager.

#### **Project Issues**

Whatever its type, every issue raised should be logged on a specific Project Issues log. Each issue will be assessed to indicate a priority; guidance for prioritisation is provided together with the log. Any misunderstandings or questions should be answered immediately and recorded on the log. This process is managed by the Project Manager, who will acknowledge receipt of issues, update and manage the log.

Any issues which cannot be responded to immediately will be subject to an impact analysis, to understand the impact the suggested issue would have on the project, business and business case. Following the impact analysis; the issues are passed to the Client Team for change authority.

If the issue results in a change to the project it will be subject to change management. The issues log is a live document and should be updated by the Project Manager, with a copy of the update sent to the relevant author.

Any issue raised whose implementation would cause deviation beyond the project tolerances will form the basis of an exception report.



## **Change Control**

Change is highly likely on any project, and with the complexities attached to the Monmouth LUF Project in relation to funding, stakeholders and phasing of the project, this is no exception. These changes need to be managed and it is proposed that the following change control procedure is adopted to assist with that.

Changes should originate from the issues log, and the subsequent changes will either be a specific request for change, for whatever reason, or an off-specification to account for errors or omissions. This process is applicable to both this early stage of the project and to project delivery.

A change request form should be completed and presented to the Client Team for approval, via the Project Manager. Only following approval should any change be implemented. See Appendix for an example change request form. The Project Manager should keep a log of all changes and update the programme accordingly.

## **Risk Log / Register**

The risk register brings together, clearly and concisely, the details of all identified potential risks in a single document. The Monmouth LUF project risk register should list all identified risks, their causes and consequences, assessment of likelihood and impact, and proposed management actions to mitigate the risk. The register is the focal point for addressing risks, actions and impacts and is the key management tool for communication and tracking actions.

The risks on the current register have been identified at the early concept stage of the project. New risks will be added from the issues log, highlight reports and specific workshops. The risks will need to be quantified and taken into account when presenting budget costs, this will assist the Client Team in managing tolerances etc.

The owner of individual risks should also be noted on the risk register; however, risks will generally be owned by the Client Team, their management will often be delegated to Project Team members. The RAG system helps focus the need for mitigation action.

## **Planning and re-planning**

The planning for the Monmouth LUF Project will be done using Microsoft Project. A relatively high-level programme has been produced for reporting purposes to the Client Team; however, this will be supplemented by the provision of more detailed work plans from the consultancy/design team and will need to be further developed in relation to delivery timescales.

## **Highlight Reports**

The highlight report is a summary status report, which is to be provided to the Client Team by the Project Manager on a four-weekly basis. The report will highlight any areas of concern, new risks, programme variances, budget status, issues and decisions or information required, together with a statement on progress.

A highlight report is also required from any associated design/consultant team leads and in the future any contractor. This report is to be submitted to the Project Manager on a four-weekly basis, in advance of the drafting of the Project Highlight Report detailed above. This report should be structured in accordance with the standard pro-forma in Appendix H.

## **Exception Reports**

An exception report should be produced when a tolerance is forecast to be exceeded, for example if the programme is not going to be met, or a risk is going to be realised or, for the delivery stage, a quality standard or acceptance criteria is not going to be achieved.

For the initial stages of the Monmouth LUF Project, exception reports should not be required due to the regular contact of the team members and the frequent reporting which is in place; however, should there be a need for this report, it should contain the following detail to enable the Project Manager to assess the impact and the Client Team to agree a way forward:

- Description of the cause of deviation
- Consequences of the deviation
- Available options
- Effect of the options on risk, tolerance and the business case
- Project or Team Managers recommendations

## **Project Close**

An end project report will be produced by the project manager, detailing how well the project has performed against the initiation form, including comment on the original planned cost, programme and tolerances.

## **5. Management of Delivery Partners**

There are no commercial delivery partners that form part of this multi-project submission.

### **Local Supplier Spend**

The Contractor should consider opportunities to procure and spend with the locality in relation to supply chain including labour, plant and machinery that is within the postcodes of NP.

Key performance indicators we need to meet as part of this contract includes:

- Number of SMEs based in Wales successful in securing contracts/sub contracts
- Value of contracts/sub contracts awarded to SMEs based in Wales (£)

### **Local Labour**

The contractor should consider the use of local workers, if practically feasible, where local is the postcode NP.

### **No of Long Term Unemployed/Difficult to Reach/NEET/Apprenticeships**

The contractor should consider the number of people (inc NEET) employed through other supported employment routes in delivering the project, if practically feasible.

Key performance indicators we need to meet as part of this contract includes:

- Number of traineeships on the project
- Number of traineeship leavers progressing to further learning or employment
- Number completing employment related courses or gaining employment related qualifications

**Tenderers should note that failure to submit a Community Benefits Method Statement with their tender will result in the Council having the right to exclude the tender from the evaluation process and to treat the tender as being void.**

Specific headings of minimum information that tenderers are expected to provide within their Community Benefits Method Statement are: -

- Proposed targets and number of trainees to be recruited and trained;
- Proposed trade or profession;
- Proposed date of appointment;
- Proposed duration (in days) of trainee on site;
- Details of proposed training;
- Proposed qualifications that the trainees would be directed to attain;
- Proposed strategy for and confirmation of commitment to deliver the Community Benefits Plan;
- Proposed procedure for implementing, monitoring, reviewing and reporting of the Community Benefits Plan;
- Other relevant associated information for the submitted Community Benefits Plan.

Through these projects the Council is seeking the following outcomes:

- The Contractor in conjunction with its sub-contractors and supply chain to employ and train an agreed number of people from the long-term economically inactive, in the delivery of the contract.
- The Contractor to work with appropriate organisations in a timely manner to identify suitable candidates from the long-term economically inactive and to ensure that these are employed and ready to commence training at the start of the on-site project work.
- The Contractor to provide both formal and work experience opportunities so as to allow each individual to obtain a Constructions Skills Certificate Scheme Card and advance one or more levels over the course of the project, and to maximise the number of units of accreditation gained towards an NVQ certificate of the level appropriate to the individual.
- The Contractor to ensure that its subcontractors and supply chain also provide opportunities for the trainees to work on specific site tasks where this is appropriate and will improve the quality of the trainees learning and development.

The Contractor to seek funding for the training and employment of the individuals from Welsh Government and other appropriate organisations and to net off any monies so received from the project charges.

## **6. Project Quality Plan**

This section of the PID sets out the quality standards to be applied to the delivery of the Monmouth LUF Project, and the various responsibilities for achieving the required quality levels.

The preliminary stages of work being carried out for the project are being done, in part by consultants operating within their own Quality Management System (QMS). Independent checks on their outputs are available from the Project Assurance members. However, the client team are well informed and will have a continual input into the design.

For the delivery phase of the project, the quality requirements are outlined below:

### **Quality Expectations**

The quality of all deliverables is to be in line with those fitting with the setting of Monmouth town centre; advice on this will be provided from within the client team and design team members. All quality expectations for the delivery phase will be set out in the specification and detailed drawings which are to be developed in this current stage of the project.

### **Quality Tolerances**

With reference to the delivery phase the standards, yet to be defined / identified in detail, will require any future contractor to deliver to a set quality standard. The contractor will be expected to ensure the highest quality throughout the process, specifically from sub-contractors and will be a pre-requisite for their selection process. This needs to be safeguarded through mechanisms such as sample panels on site so that we can benchmark for delivery purposes. Failure to meet the prescribed level will lead to re-work of the end product. The quality of the end product is very important to the success of the project.

### **Acceptance Criteria**

This section will be developed further by the design and client team as designs are progressed and materials are selected.

### **Quality Responsibility**

The consultant/design team will be wholly responsible for delivering a quality, coordinated design and tender package, including detail of maintenance requirements. The client team will retain an interest and overview in the deliverables.

Respective contractors will be wholly responsible for delivering a quality solution on site, although site supervision will be provided by the client organisation, this will be an overseeing role in line with the NEC contract.

### **Quality Control and Audit Process**

The consultancy/design team are responsible for the quality control of their design, details and specifications; these should be subject to internal quality control

procedures. Although the client will review the design and details, they will not be checking or approving with regards to quality control.

The contractor will also be expected to operate under a quality control procedure and will be largely responsible for quality control; however, an audit and additional control point will be the County's own Site Supervisor who will be present on site during construction.

### **Change Management Procedures**

Section 6 of this PID defines the project controls; these will need to consider changes which may occur during both the design and construction phases of the project.

### **Configuration Management Procedures**

Configuration management is used to identify how and by whom the project products will be controlled and protected. This will include all aspects from the production of reports to the development of details designs and specifications.

Configuration management will be the responsibility of the Project Manager, who will instigate and manage a filing and referencing system for the Project (electronically and hard copy).

## **7. Stakeholder Management**

The County Council has an established way of managing and communicating with stakeholders due to its regeneration presence in the town over the last few years.

### **Engagement**

The main form of stakeholder engagement will be with:

- Monmouthshire County Councillors (ward members)
- Monmouth Town Councillors and Town Clerk
- Monmouth Chamber of Commerce
- Other community organisations
- Statutory authorities

The County Council provides advisors as and when needed. These include:

- |                                 |                        |
|---------------------------------|------------------------|
| ▪ Enterprise                    | ▪ Active Travel        |
| ▪ Tourism                       | ▪ Public Transport     |
| ▪ Property and Asset Management | ▪ Landscape            |
| ▪ Planning                      | ▪ Green Infrastructure |
| ▪ Highways                      | ▪ Well-being           |
|                                 | ▪ Communications       |

The forum tends to meet on a bi-monthly basis with the meeting agendas centred on:

- Partnership working
- Project updates
- Marketing and promotion
- Communication

### **External Communications**

All external communications will be via Monmouthshire County Council and their communication support team should have the opportunity to comment.

Mediums for communication and engagement with the wider Caldicot community include:

- Project webpage on Council's website
- Regular community newsletter
- Use of social media – Facebook and twitter
- Bulletins in town noticeboard
- Site boards during construction works

## 8. Powers, Consents and Statutory Consents

The three projects have been reviewed in relation to whether they require specific powers, consents or statutory approvals.

This is our summary.

### Shire Hall Improvements

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> <li>Listed building and planning permission</li> </ul>

### Arrival and Connecting – Blestium and Monnow Streets

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> <li>Cadw and Conservation Area Consent/Planning Application</li> <li>Pre-SAB and full SAB (SUDs) approval if deemed necessary</li> </ul>

### Market Hall Redevelopment

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> <li>Listed building and planning permission</li> </ul>



		
<b>Project Role and Responsibility</b>	<i>Senior Responsible Officer</i>	
<b>Reporting to:</b>	Frances O'Brien, Chief Officer Communities and Place	
<b>Name</b>	Mark Hand MRTPI	
<b>Job Title</b>	Head of Placemaking, Highways and Flooding	
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>➤ <b>MSc Public Leadership, ongoing</b> – Cardiff University – 2019 to present (due to graduate July 2023)</li> <li>➤ <b>Carbon Literacy, pass</b> – Cynnal Cymru - 2021</li> <li>➤ <b>Postgraduate Certificate (PGC) in Public Services Leadership, pass</b> – University of South Wales – 2014 (distinction achieved in all modules)</li> <li>➤ <b>Institute of Leadership and Management Level 5 Introductory Diploma in Management, pass</b> – 2008</li> <li>➤ <b>Welsh in the Workplace Levels 1 (pass) and 2 (pass)</b> – Coleg Gwent – 2006 and 2007 respectively</li> <li>➤ <b>MSc City and Regional Planning, distinction</b> – Cardiff University – 2001</li> <li>➤ <b>BSc Geography, 1<sup>st</sup> class honours</b> – University of Wales, Aberystwyth – 1999</li> <li>➤ <b>A Levels in Geography (A), Maths (A) and Further Maths (D)</b> – Sackville School, East Grinstead – 1996</li> <li>➤ <b>AS Level in Religious Studies (B)</b> – Sackville School, East Grinstead – 1996</li> <li>➤ <b>GCSEs in Geography (A*), Maths (A*), Religious Studies (A*), English Language (A), English Literature (A), Double Award Sciences (AA), Business Studies</b></li> </ul>	


	<b>(B), German (B)</b> – Sackville School, East Grinstead – 1994	
<b>Key Skills and Competencies</b>	<ul style="list-style-type: none"> <li>▪ 21 years' experience of delivering high profile, frontline services within a highly contested public sector environment and as part of large, multi-purpose organisations. This includes 7 years' leadership experience at Head of Service level involving responsibility for a breadth of services including Planning, Regeneration, Housing, Highways and Countryside.</li> <li>▪ Problem-solving, identifying and removing blockages while keeping sight of the big picture;</li> <li>▪ Leadership of multiple services in an agile-working environment and beyond my professional background;</li> <li>▪ Making robust, balanced decisions based on evidence and policy;</li> <li>▪ Collaboration, communication and negotiation;</li> <li>▪ Project management;</li> <li>▪ Emotional intelligence and empathy;</li> <li>▪ Articulating and empowering others to work towards a vision;</li> <li>▪ Identifying and developing future leaders;</li> <li>▪ Political awareness.</li> </ul>	
<b>Similar Project Experience</b>	<p>My experience of project managing large scale capital infrastructure and regeneration projects includes:</p> <ul style="list-style-type: none"> <li>▪ securing funding for and implementing two of the Welsh Government's eight 20mph pilot projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chartered Member of the Royal Town Planning Institute (RTPI);</li> <li>▪ Elected member of the RTPI's General Assembly (2017-2021);</li> <li>▪ Current Chair of South East Wales Chief Planning Officer group;</li> </ul>

	<p>covering Severnside and Abergavenny;</p> <ul style="list-style-type: none"> <li>▪ Chair of Programme Board and Project Sponsor for £770k Transforming Towns grant in 21/22 and a £5m three year programme to 2025;</li> <li>▪ securing £5.2m CCR Housing Investment Funding to progress a stalled LDP housing site;</li> <li>▪ Project Sponsor for two Active Travel river bridges and four other AT projects;</li> <li>▪ Project Sponsor for a £4m three-year evidence-based highway refurbishment programme following asset management principles.</li> <li>▪ £900k/yr budget for disabled facility grants;</li> <li>▪ collaboration with a Housing Association and the Welsh School of Architecture to secure Innovative Housing Grant for starter homes and bungalows on pocket brownfield sites;</li> <li>▪ compulsory purchase of a derelict Listed Building to secure its refurbishment and re-use (Caerwent House);</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chair of the Planning Officers' Society for Wales (2015-2017);</li> <li>▪ Chair of the South East Wales Strategic Planning Group (2014 to 2018);</li> <li>▪ External Examiner for Cardiff University's School of Planning and Geography (2017 to 2021).</li> </ul>

		
<b>Project Role and Responsibility</b>	<i>Strategic Project Manager</i>  <i>Project Manager: Blestium Street/Monnow Street public realm</i> <i>Project Manager: Newport Road public realm</i>	
<b>Reporting to:</b>	Programme Director / S151 officer	
<b>Name</b>	Daniel Fordham	
<b>Job Title</b>	Regeneration Manager	
<b>Qualifications</b>	PRINCE2 Practitioner	
<b>Key Skills and Competencies (related to this project)</b>	<ul style="list-style-type: none"> <li>▪ Strategic planning</li> <li>▪ Project and programme management</li> <li>▪ Use of public realm and heritage renewal schemes to drive town centre regeneration</li> <li>▪ Partnership development</li> <li>▪ Community and stakeholder engagement and participation</li> </ul>	
<b>Similar Project Experience</b>	<ul style="list-style-type: none"> <li>▪ Project management of development and delivery of numerous regeneration-focused public realm/public space schemes</li> <li>▪ Programme management of £12m package of public realm and historic building</li> </ul>	

	<div>enhancement projects in east London</div> <div><div>▪ Development of regeneration/public realm schemes in Monmouthshire</div></div>	

## Appendix A: Team CVs

		
<b>Project Role and Responsibility</b>	<i>Project Manager</i>	
<b>Reporting to:</b>	Strategic Project Manager / S151 Officer	
<b>Name</b>	Matthew Lewis	
<b>Job Title</b>	Environment & Culture Manager, MonLife	
<b>Qualifications</b>	BSc (Hons), Dip Town Planning, Dip Design in the Built Env	
<b>Key Skills and Competencies (related to this project)</b>	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Project Management</li> <li>▪ Heritage and environmental policy</li> <li>▪ Stakeholder and partnership engagement</li> <li>▪ Experience in delivery of EU, Welsh Government, National Lottery and other grant aided projects and programmes</li> </ul>	
<b>Similar Project Experience</b>	<ul style="list-style-type: none"> <li>▪ Delivery of visitor, heritage and countryside access and landscape partnership schemes</li> <li>▪ Overlooking the Wye landscape partnership heritage scheme</li> <li>▪ Living Levels landscape partnership scheme</li> <li>▪ Clydach Ironworks improvement project</li> <li>▪ Various other heritage and visitor projects</li> </ul>	

		
<b>Project Role and Responsibility</b>	<i>No 7-43 Newport Road, Project Manager</i>	
<b>Reporting to:</b>	Strategic Project Manager / S151 Officer	
<b>Name</b>	Nicholas Keyse	
<b>Job Title</b>	Estates Development Manager	
<b>Qualifications</b>	Chartered Commercial Property Surveyor Member of the Royal Institution of Chartered Surveyors (MRICS)	
<b>Key Skills and Competencies</b>	<ul style="list-style-type: none"> <li>▪ Acquisition and Disposal</li> <li>▪ Planning and Development</li> <li>▪ Communication and Negotiation</li> <li>▪ Valuation</li> <li>▪ Leasing and Letting</li> <li>▪ Property Management</li> </ul>	
<b>Similar Project Experience</b>	<ul style="list-style-type: none"> <li>▪ Acquisition of Castlegate Business Park, Caldicot</li> <li>▪ Acquisition of Newport Leisure Park</li> <li>▪ Leasing and Marketing of various retail, industrial and office premises.</li> </ul>	

		
<b>Project Role and Responsibility</b>	Monmouth Market Hall Project Manager	
<b>Reporting to:</b>	Estates Development Manager / Project Sponsor	
<b>Name</b>	Ben Thorpe	
<b>Job Title</b>	Development Surveyor	
<b>Qualifications</b>	MSc Real Estate Management BA Hons Leisure Management	
<b>Key Skills and Competencies (related to this project)</b>	<ul style="list-style-type: none"> <li>▪ Property &amp; Land Management</li> <li>▪ Acquisition &amp; Disposal</li> <li>▪ Planning &amp; Development</li> <li>▪ Communication &amp; Negotiation</li> <li>▪ Leasing &amp; Letting</li> <li>▪ Valuation &amp; Appraisals</li> </ul>	
<b>Similar Project Experience</b>	<ul style="list-style-type: none"> <li>▪ Magor &amp; Undy Community Hub (Development of new build community hub facility)</li> <li>▪ Former Llanfoist Primary School (Residential conversion &amp; new build housing)</li> <li>▪ Redevelopment of Raglan Enterprise Park (proposed scheme via Replacement Local Development Plan)</li> <li>▪ Sales, Lettings and Marketing of various residential, retail, industrial and office premises</li> </ul>	



## **Appendix B: Project Issues Log**

### **1.00 Introduction**

This guidance note is produced as a brief guide to using the Project Issue log forms and how issues will be treated on the Monmouth LUF Project.

Project issues should be treated as potential changes to the project.

Issues can be:

- A request to alter what the project is to deliver, for example, the scope of works (request for change)
- A suggestion for an improvement to one or more elements of the project (request for change)
- A record of a current or forecast of a failure to meet a requirement (off-specification)

Project issues can be raised by any member of the project team at any time during the project.

### **2.00 Purpose of the Issues log**

The purpose of the Monmouth LUF Project log will be to:

- Allocate a unique number to each issue to the Project
- Properly record the type of issue
- Be a summary of all the project issues, their analysis and status

### **3.00 Content of the Issue log**

The Monmouth LUF Project log contains:

- Project Issue numbers specific to each identified issue
- A description of the Issue type (Request for Change, Off-Specification, general question or statement of concern)
- Author details
- Date identified
- Date of last update
- Description
- Priority
- Status
- Distribution list

### **4.00 Filling in a Monmouth LUF Project Issues log form**

The person raising an issue (the author) will complete the following parts;

- **Author details**
- **Date identified**
- **Project Issue Type**

- **Description**

A reply will then be sent to the author acknowledging receipt of the issue log form. The reply will also advise the author on the specific issue reference number.

Any Project issues that are questions or are based on misunderstandings will be answered directly.

#### **5.00 Review of the Issue log form**

Upon the submission of the issue form the details given by the Author will be entered in to the Issue log register Project Manager or an authorised person. The register will be owned by the Project Manager.

The Project Manager or authorised person will consider the initial priority of the issue and carry out a priority and impact analysis.

##### **5.1 Priority analysis**

Each Project Issue will be assessed to indicate a priority. The standard priority rating is;

1. A must – the final project will not work without this
2. An important change – its absence would be very inconvenient, although a work-around is possible for a while
3. A nice-to-have but not vital
4. A cosmetic change – of no importance
5. This does not involve a change

#### **6.00 Quality Criteria**

To ensure a level of Quality control with Project issues:

- The status column on the log indicates whether action has been taken
- The Project Issues are uniquely identified and can be tracked throughout the issue evaluation
- Although issues can be raised by any member of the Project Team, access to the register is controlled by the Project Manager
- The Issue log will be kept in a safe place within the Project Office

## **Appendix B: Impact Analysis Guidance**

### **1     Impact analysis**

1.1     An impact analysis will be carried out on each project issue to identify;

- What would have to change, including any changes to linked activities or existing issues identified?
- What effort the change would need to be included within the MonmouthLUF Project?
- What impact on the Project Team, Stage and Project Plans would be?
- Whether the impact would cause deviation beyond team, stage or project tolerances?
- What the impact on the MonmouthLUF Project Business Case would be?
- What the impact on the MonmouthLUF Project Initiation Document would be?
- What the impact on the MonmouthLUF Project risks would be (internal and external)?

1.2 Following the impact analysis the Project Issue register will be updated with the findings and the Project issues will be discussed at the County Council Cabinet.

1.3 The Project Board can decide to reject the project issue, move the issue in to a pending status, remove the cause of the problem or ask for their implementation. Following the Project Board meeting the Project Issue details are updated with any change in priority. Once the Project Board has decided on the most appropriate treatment for the issue the author will be updated as to the status of the issue.

# Appendix C: Change Request Form

## Change Proposal Form

Change Control Nr

Starts at 001

<b>CLIENT:</b>	MONMOUTHSHIRE COUNTY COUNCIL
<b>PROJECT:</b>	CALDICOT TOWN CENTRE
<b>DATE:</b>	REGENERATION
<b>Definition / Details of Change</b>	
<b>Identified by:</b>	
Date:	
<b>Reason for Change</b>	
<b>Cost Implication</b>	
<b>Time Implication</b>	

<b>Risk Implication</b>		
<b>Recommended Action</b>		
<b>Project Managers Authorisation (Client)</b>  Signed:	Print Name:	Date:

Copies:

# **Appendix L**

## **Risk**

## **Register**



# **Monmouth LUF Risk Register**



# Overall Risks

Monmouth Levelling Up Fund			Risk Band						
Master Portfolio Risk Register/ Matrix			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Political/Governance	MCC does not receive the funding for all of the projects and the money allocated needs to be redistributed.	Will cause delays in production of business cases and commencement of projects	3	5	15	MCC	LUF Application made the strongest case for each project to receive funding.	Open
2	Political/Governance	Insufficient revenue funding for project delivery and maintenance	Unforeseen costs for MCC and/or deterioration of assets	3	5	15	MCC	MCC to monitor closely in line with agreed governance, risk and assurance processes, and develop more refined ongoing revenue cost estimates.	Open
3	Political/Governance	Delays in allocated money being given to MCC	Delays to commencement of projects	4	3	12	MCC	MCC to continue developing project details as far as possible to ensure readiness for funding	Open
4	Economic	Covid-19 and Global supply issues	Effects of macro-economic events on demand, value and cost of schemes	4	4	16	MCC	Governance structure regular review of schemes and LUF outputs.	Open
5	Technical	Planning Consent delays for projects	Delays to grant of planning consents which in turn delays commencement of works on site.	3	4	12	MCC	Maintain engagement with contractors and suppliers.	Open
6	Political/Governance	Insufficient resources within MCC	Lack of available staff and resources to deliver the projects which in turn causes delays to the project.	3	4	12	MCC	Ongoing stakeholder engagement with other departments in MCC to gain planning input which can shape the projects and feed into business cases. Pre apps held with LPA to minimise risks.	Open
7	Commercial	Labour force risks	Lack of available and suitable labour force to deliver the projects which in turn causes delays to the project.	2	3	6	MCC	Allocation of staff time in Council work plans so there is a dedicated project lead for each project with overall programme manager to track progress with use of early warning procedures to identify and risks before they become issues.	Open
								Engage with contractors early and develop and identify frameworks for appointing suitably qualified contractors and consultants.	Open
								Deliver an efficient procurement process.	





# Shire Hall Improvement Risks

Monmouth Levelling Up Fund Master Portfolio Risk Register/ Matrix			Risk Band						
			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	Delays in temporary storage of museum artifacts	Implications for overall programme	2	3	6	MCC	Storage improvements being funded by confirmed Welsh Government grant in 22/23 and additional temporary storage measures identified - joint project meetings with Market Hall project	Open
2	Technical	Delay in listed building and planning consent	Implications for overall programme	2	4	12	MCC	Pre apps meeting ongoing with LPA and Conservation to seek advice on detailed proposal	Open
3	Political/Governance	Low levels of audience engagement	Delay to project or less compelling narrative.	1	5	5	MCC	Maintain consultation and engagement, including establishment of young peoples group, maintain outreach activities during design and build phases	Open
4	Commercial	Shire Hall visitor numbers below projection	Reduced benefits realisation.	2	5	10	MCC	Make realistic projections, plan marketing in advance, undertake outreach activity during design and build phases	Open
5	Commercial	Shire Hall not financially sustainable	Unforeseen costs for MCC and/or deterioration of assets	1	5	5	MCC	Maintain detailed financial and business planning throughout project development & delivery	Open
6	Technical	Complications or cost escalation due to listed building status of Shire Hall and Market Hall.	Additional costs and/or delay	2	4	8	MCC	Continue to develop detailed proposals with appropriate contingencies and processes in place, with risk costs allocated	Open
7	Political/Governance	Covid-19 and Global supply issues	Effects of macro-economic events on demand, value and cost of schemes	4	4	16	MCC	Governance structure regular review of schemes and LUF outputs. Maintain engagement with contractors and suppliers.	Open



# Arrival and Connecting Blestium and Monnow Street Risks

Monmouth Levelling Up Fund Master Portfolio Risk Register/ Matrix			Risk Band						
			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	Need to obtain consents from Conservation Area Consent and Planning Permission with Cadw a key stakeholder	Protracted determination may impact on programme	3	4	12	MCC	Pre app discussions held previously, need to relart discussions prior to formal submission	Open
2	Technical	Discussions with NRW on FCA	Protracted determination may impact on programme	3	4	12	MCC	Early discussion on FCA findings and proposed design in terms of river Monnow and associated flood risk	Open
3	Economic	Engagement with businesses to understand the phasing and their requirements during construction	Impact on business trading and viability and relationships between the County Council, businesses and the Chamber of Commerce	2	5	10	MCC	Communication and engagement plan with the whole town and stakeholders	Open
4	Economic	Visitors perceive the town being closed for business due to works	Drop in footfall and spend and impact on local businesses	3	4	12	MCC	Communication and engagement plan with the whole town and stakeholders	Open
5	Economic	Long stay car park supply during works	Need to manage parking supply during construction works so that there is no adverse impact on trade	3	4	12	MCC	Plan with contractor in terms of alternative provision	Open
6	Political/Governance	Covid-19 and Global supply issues	Effects of macro-economic events on demand, value and cost of schemes	4	4	16	MCC	Governance structure regular review of schemes and LUF outputs. Maintain engagement with contractors and suppliers.	Open
7	Commercial	Labour force risks	Lack of available and suitable labour force to deliver the projects which in turn causes delays to the project.	2	3	6	MCC	Engage with contractors early and develop and identify frameworks for appointing suitably qualified contractors and consultants. Deliver an efficient procurement process.	Open



# Market Hall Redevelopment Risks

Monmouth Levelling Up Fund Master Portfolio Risk Register/ Matrix			Risk Band						
			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	Delay in listed building and planning consent	Implications for overall programme	2	4	12	MCC	Feedback received from LPA. Comments to be considered and where appropriate/possible incorporate into the scheme moving forwards.	Open
2	Technical	Delay in movement of museum artefacts to Shire Hall	Knock on impact in terms of possession and redevelopment	2	5	10	MCC	MCC Estates working closely with MonLife Museum Service to ensure the safe and timely transfer of materials to Shire Hall.	Open
3	Technical	Complications or cost escalation due to listed building status of Market Hall.	Additional costs and/or delay	2	4	8	MCC	Cost monitoring to continue alongside design and development of scheme.	Open
4	Commercial	Pre-completion business engagement on space an managing take up too late	Space not occupied within initial period of opening	1	5	5	MCC	MCC Estates to work closely with MCC Business support to inform the need for and scale of office/business/retail floor area.	Open
5	Commercial	Development of business support too late	Enterprise hub is not managed and has no support or networking infrastructure	1	5	5	MCC	MCC Estates to work closely with MCC Business Support and other internal and external partners.	Open
6	Political/Governance	Covid-19 and Global supply issues	Effects of macro-economic events on demand, value and cost of schemes	4	4	16	MCC	MCC Estates to promote, market/advertise available business space with internal and external partners to ensure maximum occupation of available space at all times.	Open
7	Commercial	Labour force risks	Lack of available and suitable labour force to deliver the projects which in turn causes delays to the project.	2	3	6	MCC	MCC Estates to review suitable supplier/construction frameworks and consider seeking early expressions of interest in the project. MCC to work closely with internal and external partner agencies to minimise risk and impact on commencement of works lead in times.	Open



# Risk Rating Simplified

		Impact				
		1	2	3	4	5
Probability	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25
		Risk Rating				
			Low			
			Medium			
			High			



# **Appendix M**

## **Monitoring and Evaluation Plan**



# **Monmouth LUF Monitoring & Evaluation Plan**

## 1. Purpose of the Monitoring and Evaluation Plan

This monitoring and evaluation plan supports the delivery of the place based project delivery in Monmouth, Monmouthshire which is subject to a Levelling Up Fund (LUF) bid to UK Government.

*The project's principal aim is to "revitalise the Shire Hall and Market Hall as some of Monmouth's key assets, with potential to support cultural and economic activity, attract a younger demographic, and diversify the visitor base. Investment in these new community assets, alongside an enhanced arrival space and public realm will create a diverse and stronger offer within the higher area of the town centre, thereby leading to a more cohesive and resilient town economy."*

### Why

This monitoring and evaluation plan supports the LUF application to UK Government.

This package bid is about Connecting, Civic & Commerce that bridges the present gap in the performance of the town centre that is about its drawn out environment and underused assets. There is a direct relationship and dependency on all parts to work as a whole for the direct project and multiplier benefits to be generated. This is at a physical and socio-economic level.

At a physical place level, the main arrival point into the town centre in Blestium Street needs to fulfil its role in functional and visual terms, alongside the setting to the only gated medieval bridge in the United Kingdom. Whilst it needs to be a space to orientate, be informed and explore it also needs to be a place for town celebration and enterprise. Being the platform to explore the town from also leads us into Monnow Street which needs to draw visitors through the town with some meaningful pauses in terms of local shops, food and drink, arcades and its C18 and early C19 buildings and houses. With extended public realm and improved frontages, long-standing vacant properties can be activated giving a purpose to explore further into Agincourt Square and Priory Street.

The Shire Hall and Market Hall projects provide a blend of historical, cultural, community and enterprise use that will create a cohesive and diverse cluster of attractors that will maintain footfall, dwell, expenditure for this upper end of the town. The activities will also be a stimulus and pipeline for other investments and activities in the town and help support local skills and tackling economic inactivity in Monmouth.

### Why Evaluate?

The evaluation is important to undertake as it enables us to track implementation, outputs and outcomes. Through monitoring against a defined set of objectives it is possible to assess the extent to which KPIs are moving in the right direction (monitoring) and the extent to which an intervention has had the impact expected (evaluation). It is vital that M&E is embedded into the design stage to determine the impact of an intervention and therefore ensuring justification for the resources

required for a programme/project, identifying what can be improved, estimating overall impacts and cost effectiveness.

### **Goals**

In reflecting on what we want to achieve from the evaluation, we want the evaluation process and outputs to benefit the project in several ways.

Using an independent, critical friend we can learn and develop the project delivery process, specifically from baseline to mid-term. Having an independent evaluator can also raise awareness amongst strategic and local partners of the project's aims and objectives and to help direct us where there are any variances or deviations.

The evaluation needs to provide us with a critique on our approach, techniques used and outputs and to understand are any lessons learnt unique to Monmouth or like other towns in terms of geography, size and demographic. The evaluation in its final stages will also understand how the outcomes can be sustained beyond the LUF project life, providing recommendations on good practice as well as what needs to be left behind.

### **Use**

At a project board level, Monmouthshire County Council and its local partners will learn from the evaluation at its incremental stages as well as at its final findings. This may relate to project governance, strategic alignment and direction, and the smart use of resources. It may also point us to good practice in co-delivering the respective projects.

Stakeholders within the town centre can also learn from the evaluation where they may have linked into other groups and organisations and co-delivered solutions or been direct beneficiaries due to the improved offer and experience. Case studies from the evaluation will demonstrate good practice and the diversity of approaches.

## **2. Logic Model**

An initial logic model is shown overleaf which illustrates the flow of how input and effort leads to project activities, outputs and outcomes.







Some of the assumptions and conditions for achieving this model include:

- The award of funding is to the required timetable;
- All statutory consents have been secured;
- There are no procurement, contractor and supply chain issues because of another wave of Covid-19 pandemic or other global issues.



## Monitoring & Evaluation Plan

Theory of Change Model – Monmouth LUF

Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Limited dwell, experience and resultant expenditure</li> <li>Shire Hall not meeting its potential as a community, cultural and heritage attractor at a local and regional scale</li> </ul>	Shire Hall Improvements	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>Heritage Fund contributions to both development and capital funding</li> <li>County Council owns the building</li> <li>County Council project delivery staff and sub contractors</li> <li>Building contractor</li> <li>Other community groups and organisations</li> <li>Previous learning from heritage property based projects</li> </ul>	    	<ul style="list-style-type: none"> <li>1 no. cultural space improved</li> <li>1 no. heritage buildings renovated</li> <li>1 no. community space improved</li> <li>1120 sqm of space improved</li> <li>201 sqm of public realm improved</li> <li>50% increase in energy efficiency</li> <li>Volunteering pathway created</li> <li>Skills development programme created</li> </ul>	<ul style="list-style-type: none"> <li>10% rise in visitor numbers</li> <li>10% rise in visitor spend</li> <li>Xx no events across the calendar year</li> <li>250 no. residents accessing training and support (per year) through community learning space</li> <li>5 no. volunteers engaged per year</li> <li>5 no. people attaining NVQ level 1 and 2 per year</li> <li>10 no local enterprises supported by showcasing /promoting their products</li> </ul>	    	<ul style="list-style-type: none"> <li>Greater awareness of the Monmouth story – heritage and culture</li> <li>Increased educational and learning opportunities</li> <li>20 % change in footfall within the environs of the Shire Hall</li> <li>50 % change in vacancy rates within the environs of the Shire Hall</li> <li>Change in diversity and quality of immediate offer</li> <li>Change in the perception of place</li> <li>Change in dwell time and visitor experience</li> <li>Residents with greater life chances and employability</li> <li>Change in the number of students enrolling/completing FE and HE courses</li> </ul>

Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Poor arrival space and linkage to main town centre</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Limited dwell, experience and resultant expenditure</li> </ul>	<b>Arrival and Making the Connections – Blestium and Monnow Street</b>	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>Welsh Government Transforming Towns funding</li> <li>County Council own land and manage immediate highway</li> <li>County Council project delivery staff and sub contractors</li> <li>Civil engineering contractor</li> <li>Other community groups and organisations</li> <li>Previous learning from place based projects</li> </ul>	→	<ul style="list-style-type: none"> <li>1 no. public realm created</li> <li>8416 sqm of public realm improved</li> <li>1 no new cycle way</li> <li>500m of roads converted to cycle ways</li> <li>2668 sqm of improved carriageway</li> <li>10. new trees planted</li> <li>2 no. cycle infrastructure points</li> <li>1 no. public amenity relocated (public toilets)</li> <li>500 sqm of public amenity relocated</li> <li>1 no. hospitality space created</li> <li>620 sqm of hospitality space created</li> <li>10 no. micro-enterprises supported through weekly markets</li> <li>1 no. community art project</li> </ul>	<ul style="list-style-type: none"> <li>20% rise in visitor numbers</li> <li>20% rise in visitor spend</li> <li>6 no events across the calendar year</li> <li>Average dwell time increases by 25%</li> <li>10% change in footfall</li> </ul>	→	<ul style="list-style-type: none"> <li>20 % change in footfall</li> <li>50 % change in vacancy rates</li> <li>Change in diversity and quality</li> <li>Change in the perception of place</li> <li>Change in business investment</li> <li>Change in business sentiment</li> <li>Change in consumer spending</li> </ul>
<ul style="list-style-type: none"> <li>19.5% vacancy rate</li> <li>Footfall has reduced by over 40% in the last 10 years</li> <li>Upper end of town centre experiencing biggest shocks</li> <li>Market Hall is a keynote vacant building on the northern gateway into the town centre</li> <li>Lack of in-town enterprise space</li> </ul>	<b>Market Hall Redevelopment</b>	<ul style="list-style-type: none"> <li>LUF funding</li> <li>County Council funding</li> <li>County Council highway</li> <li>County Council project delivery staff and sub contractors</li> <li>Building contractor</li> <li>Caldicot town centre stakeholder group</li> <li>Other community groups and organisations</li> <li>Previous learning from place based projects</li> </ul>	→	<ul style="list-style-type: none"> <li>1 no. town centre building improved</li> <li>1 new public Wi-Fi hotspot created</li> <li>10 no. tenants with broadband access of at least 30Mbps</li> <li>600 sqm of office space created</li> <li>1 no. business support function</li> </ul>	<ul style="list-style-type: none"> <li>10 direct business receiving on-site support</li> <li>50 businesses per year receiving signposting/advice and networking</li> <li>100 no. residents accessing training and support (per year)</li> <li>10 no. people attaining NVQ level 1 and 2 per year</li> <li>5 no. volunteers participating on a weekly basis</li> <li>20% increase in footfall in the upper end of the town centre</li> </ul>	→	<ul style="list-style-type: none"> <li>20 % change in footfall</li> <li>50 % change in vacancy rates</li> <li>Xx % change in employment rate</li> <li>Change in the perception of place</li> <li>Change in business investment</li> <li>Change in business sentiment</li> <li>Change in consumer spending</li> <li>Change in the health of residents</li> <li>More linked activities between the enterprise hub and the town centre</li> </ul>

### 3. The Evaluation Objectives and Scope

The evaluation of Monmouth's LUF Project will have the following objectives:

1. To assess how the suite of proposals are being developed and delivered against agreed aims and objectives;
2. To assess the project governance and management during the project and its future sustainability, post 2025;
3. To assess the impact of implementation of the delivery plan and its constituent projects and activities and the resultant aggregated outcomes and impacts.

The scope of the evaluation is for the period October 2022 to March 2025. The geographical coverage is Monmouth town centre and its project specific areas of land and buildings as well as its town centre environment and context.

### 4. Evaluation Tasks and Questions

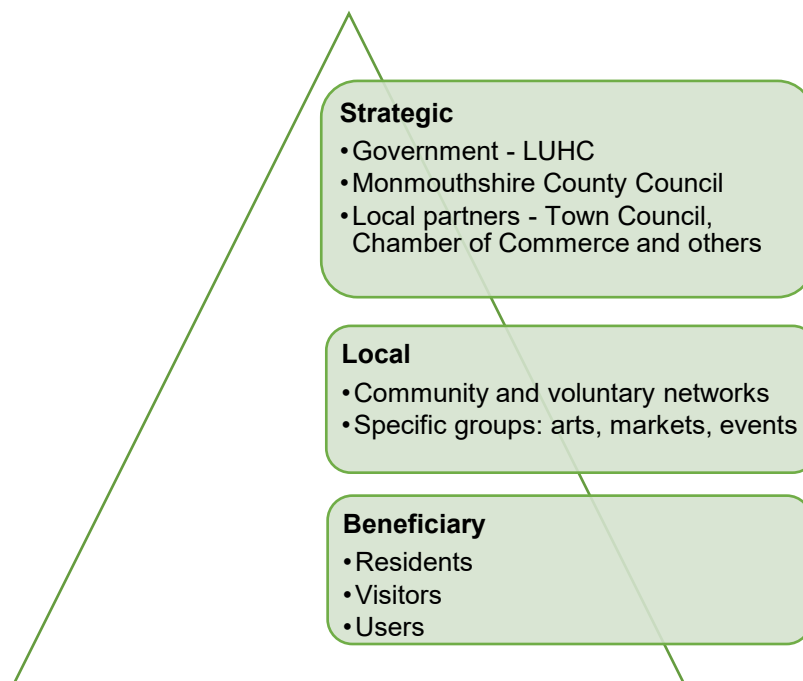
#### Evaluation Approach

Our approach to this evaluation is formative and summative assessing the process and impact of LUF on several its missions, being:

1. boost productivity, pay, jobs, and living standards by growing the private sector, especially in those places where they are lagging;
2. restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
3. empower local leaders and communities, especially in those places lacking local agency.

This will involve collecting, analysing and reporting on the LUF standard outputs and local secondary type data.

#### Audience



The evaluation will be open to a multi-layered audience as shown above with case studies, lessons learnt and knowledge transfer and continual free flow of information during the process.

### Tasks

The key tasks for the evaluation include:

- To sense check the baseline data that has been brought together, that is both qualitative and quantitative that sets a benchmark for the evaluation process, identifies any barriers/opportunities at the start and validates the project aim and objectives;
- To review the Monmouth town centre project process from a strategic to operational level and how progress is being made against project objectives;
- To understand the process, logic and outputs from a town centre project approach and whether they are transferable elsewhere;
- To understand the impact of the key projects and deliverables.

### Evaluation Information Requirements

The key foundation will be the baseline stage as this will provide the foundation to evaluate from at mid-term and at final stages.

Types of information that the core client team has already includes:

- a literature review;
- local area statistics;
- annual town centre health checks;
- various community consultation results;
- other statistical analysis and analysis of other administrative data;

### Using and Disseminating the Evaluation Findings

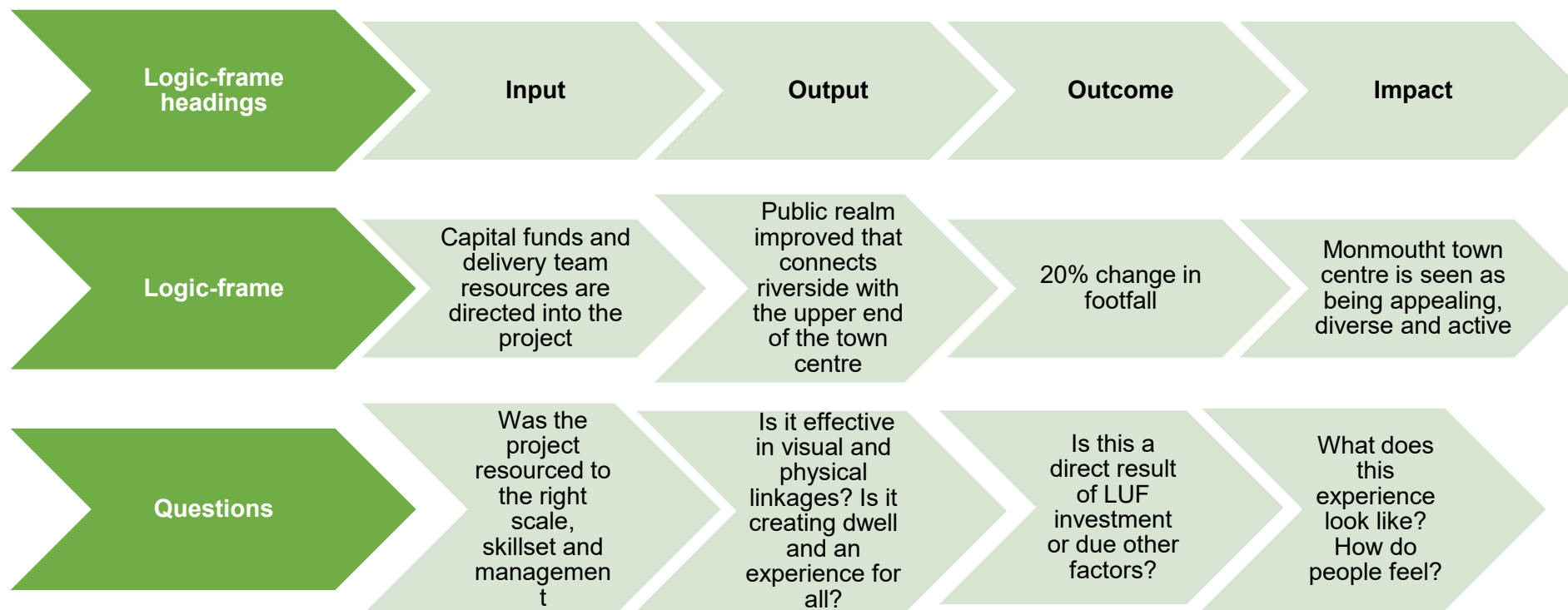
Dissemination plans for the project include:

- End of year (baseline, mid-term and final) publication of progress digitally and amongst stakeholder networks;
- End of project conference that shares with stakeholders and Monmouthshire town centres the results of the investment and interventions;
- Publication of the final evaluation report with an executive summary.

### Questions

Using our logic-frame model we have shown overleaf an example of evaluation questions.

This uses the Monnow Street public realm project as an example. Other project activity will follow the same logic and flow of questioning.



## 5. Evaluation Timetable & Deliverables

The timetable is dependent on the assessment and award of grant period for this application. Please note that this timetable is indicative and subject to change.

<b>Task</b>	<b>Timetable</b>
Award of funding	October 2022
Mobilise project	November 2022
Procure evaluation consultant	December 2022
Appoint evaluation consultant	January 2023
Evaluation commences	January 2023
Baseline evaluation report issued	July 2023
Mid-term evaluation process commences	March 2024
Mid-term evaluation report issued	July 2024
Final evaluation process commences	December 2024
Final evaluation report issued	March 2025
Evaluation report findings disseminated	March 2025

The key deliverables are:

- Inception report
- Evaluation framework
- Baseline evaluation report
- Mid-term evaluation report
- Final evaluation report inc dissemination strategy
- Executive summary

## 6. Identify the Data Requirements

### Data & Monitoring

Appendix A outlines our approach to data, the indicators and ways to monitor and record.

The strategic project manager will have responsibility for requesting, collecting, analysing and reporting data to the town centre project board. A centralised system will be used to record and evidence activity. Storage will be secured and will abide by the Data Protection Act 2018.

### Monitoring Systems

The project will create a library of baseline project documentation, management and monitoring information. This will provide a technical context for any future evaluation of the project and its constituent parts. Documents and information will include (but are not limited to) the following:

- Key strategic documents that support the project;
- Approved project application and funding letters with conditions;
- Monitoring and reporting documents; financial and physical (MIS);
- Project management manuals – systems and protocols;
- Organisation and management systems;

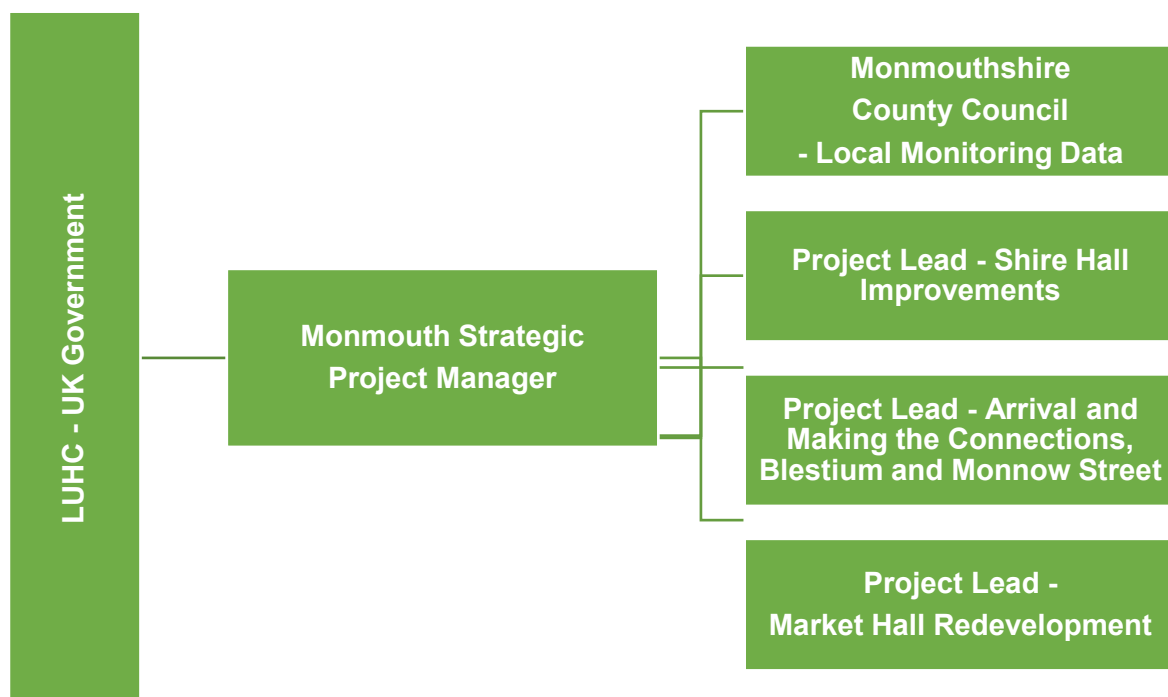
- Meeting notes and reports;
- Marketing and promotion activities and associated material;
- Desktop analysis of project documentation – strategic and delivery information e.g. monitoring returns on expenditure, milestones, outputs.

The management information system will provide a spreadsheet-based file that tags project activity to key results, outputs and outcomes by theme or at a strategic level. These systems also have links to evidence and documents that supports progress to date. It provides an actual position on indicators against targets and shows variances. It is also linked to financial expenditure, claim made, and grant income received.

## 7. Monitoring and Evaluation Resources

### Identify the Resources Required and Governance Arrangements

The Strategic Project Manager will have ultimate responsibility and sign off monitoring and regular claims to the LUHC in UK Government. This will include physical monitoring evidence that will be linked to financial expenditure.



Key roles and responsibilities include for Monmouth Strategic Project Manager are:

- Ensuring appropriate resources
- Ensuring information is collected and available
- Procurement of evaluation consultant
- Appointment
- Day to day management
- Progress and meeting milestones
- Dealing with consultant queries
- Ensuring feedback

- Dissemination of evaluation findings

### **Commissioning and Conducting the Evaluation**

Monmouthshire County Council will procure, commission, and conduct the evaluation. The procurement will be an open tender process with the Monmouth Town Centre Strategic Project Manager overseeing the management of the evaluation.



	<u>LUF Output Indicators</u>	<u>Data collection method</u>	<u>Local secondary</u>	<u>Data collection method</u>
<b>Shire Hall Improvements</b>	<ul style="list-style-type: none"> <li>Change in the number of visitors</li> <li>Change in the number of cultural events</li> <li>Change in the audience numbers for cultural events</li> <li>Change in consumer spending at cultural venues</li> <li>Change in the perception of place</li> <li>Change in the number of students enrolling/completing FE and HE courses</li> </ul>	<ul style="list-style-type: none"> <li>Venue attendance figures</li> <li>Annual visitor survey</li> <li>Town centre user survey</li> <li>Local business survey</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness of the Monmouth story – heritage and culture</li> <li>Increased educational and learning opportunities</li> <li>20 % change in footfall within the environs of the Shire Hall</li> <li>50 % change in vacancy rates within the environs of the Shire Hall</li> <li>Change in diversity and quality of immediate offer</li> <li>Change in dwell time and visitor experience</li> <li>Residents with greater life chances and employability</li> </ul>	<ul style="list-style-type: none"> <li>Visitor feedback surveys</li> <li>Community education feedback surveys</li> <li>Annual retail survey/town centre user survey</li> <li>Qualitative business surveys</li> <li>Trainees/volunteers surveys and interviews</li> </ul>
<b>Arrival and Making the Connections, Blestium and Monnow Streets</b>	<ul style="list-style-type: none"> <li>20 % change in footfall</li> <li>50 % change in vacancy rates</li> <li>Change in the perception of place</li> <li>Change in business investment</li> <li>Change in business sentiment</li> <li>Change in consumer spending</li> </ul>	<ul style="list-style-type: none"> <li>Annual retail survey</li> <li>Town centre user survey</li> <li>Local business survey</li> </ul>	<ul style="list-style-type: none"> <li>20% rise in visitor numbers</li> <li>20% rise in visitor spend</li> <li>6 no events across the calendar year</li> <li>Average dwell time increases by 25%</li> <li>Change in diversity and quality</li> </ul>	<ul style="list-style-type: none"> <li>Visitor survey</li> <li>Annual retail survey/town centre user survey</li> <li>Event visitor feedback survey</li> <li>Qualitative market trader surveys</li> <li>Parking survey</li> </ul>
<ul style="list-style-type: none"> <li>Market Hall Redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in footfall in the upper end of the town centre</li> <li>20 % change in footfall</li> </ul>	<ul style="list-style-type: none"> <li>Town Centre User Survey</li> <li>Labour market survey analysis</li> <li>Qualitative business surveys</li> </ul>	<ul style="list-style-type: none"> <li>10 direct business receiving on-site support</li> <li>50 businesses per year receiving signposting/advice and networking</li> <li>100 no. residents accessing training and support (per year)</li> </ul>	<ul style="list-style-type: none"> <li>On site business support feedback and surveys</li> <li>Training participation surveys</li> <li>Volunteer participation surveys</li> <li>Trainees/volunteers surveys and interviews</li> <li>Footfall surveys</li> </ul>

	<ul style="list-style-type: none"><li>▪ 50 % change in vacancy rates</li><li>▪ Xx % change in employment rate</li><li>▪ Change in the perception of place</li><li>▪ Change in business investment</li><li>▪ Change in business sentiment</li><li>▪ Change in consumer spending</li><li>▪</li></ul>		<ul style="list-style-type: none"><li>▪ 10 no. people attaining NVQ level 1 and 2 per year</li><li>▪ 5 no. volunteers participating on a weekly basis</li><li>▪ Change in the health of residents</li><li>▪ More linked activities between the enterprise hub and the town centre</li></ul>	
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# **Appendix N**

## **Letters of Support**





**monmouthshire**  
**sir fynwy**

Cyngor Sir Fynwy  
Neuadd y Sir, Y Rhadyr,  
Brynbuga, Sir Fynwy  
NP15 1GA  
Monmouthshire County Council  
County Hall, Y Rhadyr, Usk,  
Monmouthshire  
NP15 1GA

Ffôn/Tel: 01633 644644  
Ebost/E mail:  
mccregeneration@monmouthshire.gov.uk  
Web/Gwefan: www.monmouthshire.gov.uk  
Ein Cyf/Our ref:  
Eich Cyf/Your ref:  
Dyddiad/Date: 5 July 2022

Michael Gove  
Secretary of State for Levelling Up, Housing & Communities  
Department for Levelling Up, Housing & Communities  
2 Marsham Street  
London SW1P 4DF

Dear Secretary of State,

I am writing to express my support for Monmouthshire's Levelling Up Fund bid for Monmouth.

The three projects that the bid will support have the potential to have a huge positive impact in Monmouth town centre – by creating a town centre that is attractive, welcoming and accessible; by transforming a currently underused historic building into a thriving hub for new enterprise and coworking; and by establishing a fantastic new visitor attraction with community learning facilities in the town's historic Shire Hall.

These three linked interventions will help to ensure that Monmouth town centre is one that local people can be proud of, and one that attracts visitors and keeps them coming back.

Although as a county, Monmouthshire is ranked as tier 3 for LUF purposes, this masks the localised areas of deprivation within the town of Monmouth. This key market town is reliant on a healthy high street and tourist industry, both of which are currently in decline. I am pleased to support this bid, and I hope that you are able to award funding to deliver these important projects in Monmouth.

Yours sincerely,

**County Councillor Mary Ann Brocklesby**  
**Leader of the Council**

*County Councillor Mary Ann Brocklesby, Leader/Arweinydd*  
*Monmouthshire County Council, County Hall, Usk, Monmouthshire NP15 1GA*  
*Cyngor Sir Fynwy, Neuadd Sir, Brynbuga, Sir Fynwy NP15 1GA*  
*Tel/Ffon 01633 644020*  
*Website: www.monmouthshire.gov.uk*



**monmouthshire**  
**sir fynwy**

Cyngor Sir Fynwy  
Neuadd y Sir, Y Rhadyr,  
Brynbuga, Sir Fynwy  
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Monmouthshire County Council  
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Dyddiad/Date: 5 July 2022

Michael Gove MP  
Secretary of State for Levelling Up, Housing & Communities  
Department for Levelling Up, Housing & Communities  
2 Marsham Street  
London  
SW1P 4DF

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Yours sincerely,

**County Councillor Paul Griffiths**  
**Deputy Leader & Cabinet Member for a Sustainable Economy**  
**Monmouthshire County Council**

*County Councillor Paul Griffiths*  
*Monmouthshire County Council, County Hall, Usk, Monmouthshire NP15 1GA*  
*Cyngor Sir Fynwy, Neuadd Sir, Brynbuga, Sir Fynwy NP15 1GA*  
*Tel/Ffon 01633 644020*  
*Website: www.monmouthshire.gov.uk*

## Peter Fox OBE MS

Aelod o'r Senedd dros Mynwy

Member of the Senedd for  
Monmouth

**Senedd Cymru**

Bae Caerdydd, Caerdydd, CF99 1SN  
Peter.fox@senedd.cymru

**The Senedd**

Cardiff Bay, Cardiff, CF99 1SN  
Peter.fox@senedd.wales

---

0300 200 7298 

@Peterfox\_ms 

@PeterFox61 

Peter Fox MS 

Date: 28/06/22

Dear Chris Jones,

I support the Monmouth Levelling Up Fund Bid looking at 3 projects within the centre of Monmouth. It would be wonderful for the town and also for visitors to understand and experience all that Monmouth has to offer on many levels.

I do hope the capital funding is successful to be able to take the project to fruition.

Yours Sincerely,



Peter Fox MS for Monmouth



monmouthshire  
sir fynwy

Cyngor Sir Fynwy  
Neuadd y Sir, Y Rhadyr,  
Brynbuga, Sir Fynwy  
NP15 1GA  
Monmouthshire County Council  
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mail:catherinefookes@monmouthshire.gov.uk  
Web/Gwefan: www.monmouthshire.gov.uk  
Ein Cyf/Our ref:  
Eich Cyf/Your ref:  
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities  
Department for Levelling Up, Housing & Communities  
2 Marsham Street  
London SW1P 4DF

29<sup>th</sup> June 2022

Dear Secretary of State,

I would like to put on paper my wholehearted support for the Levelling Up Fund Bid for Monmouth town.

As Councillor for the Ward where these bids are based, I speak for many when I say these bids have the potential to transform Monmouth and they are very widely supported. They will help residents feel proud of their town again, attract more visitors and independent businesses and allow us to view our cultural heritage in a new fantastic museum space.

The co-working space will also encourage those people now working from home to locate for work in town, bringing their money and resources into the Town centre, breathing new life into it.

Yours sincerely

*Catherine Fookes*

Councillor Catherine Fookes

██████████  
Monmouth

NP25 ██████

5<sup>th</sup> July 2022

Dear Secretary of State

**Levelling Up Fund bid - Monmouth**

As Town and County Councillor for Overmonnow Ward in Monmouth, which borders the bid area, I know many residents of our historic town believe the bid has the potential to transform Monmouth. The bid is very widely supported. If successful the funding will help residents feel proud of their town again and attract more visitors and independent businesses to the town.

The scheme to create an impressive museum space in the Shire Hall will interpret the Monmouth story in a new and exciting way.

The redevelopment of the riverfront along the River Monnow, in the shadow of our historic and unique fortified bridge, will create an impressive new gateway to the town and high street.

The co-working space in the Market Hall will also encourage those people now working from home to locate for work in town, bringing money and resources into the Town centre and breathing new life into it.

I would like to put on record my wholehearted support for the Levelling Up Fund bid for Monmouth town.

Yours sincerely

*Steven Garratt*

Councillor Steven Garratt



# MONMOUTH TOWN COUNCIL

Shire Hall  
Agincourt Square  
Monmouth  
NP25 3DY



Tel: 01600 732722

Email: [townclerk@monmouth.gov.uk](mailto:townclerk@monmouth.gov.uk)

[www.monmouth.gov.uk](http://www.monmouth.gov.uk)

29<sup>th</sup> June 2022

Dear Sirs,

## **Levelling Up Fund Application- Monmouth**

The Town Council writes in support of the Levelling Up Fund application being made by Monmouthshire County Council (MCC) in respect of 3 projects within Monmouth.

A number of representatives of the Town Council attended the recent consultation meeting held by MCC during which the 3 projects were explained, discussed and analysed. The Town Council understands that each project is at the early stages of design but it is agreed that the premise behind the application is sound and something that should be supported.

Whilst, initially, there seems to be a strong focus on visitor attractions and improving tourism in Monmouth, the projects proposed for Blestium Street and the Market Hall will undoubtedly benefit the residents of Monmouth too. The improved community area at Blestium Street will provide an additional beauty spot in the heart of Monmouth that can be enjoyed by local families and the potential office space and hot-desking opportunity in the Market Hall will allow local entrepreneurs and business people to remain in Monmouth and develop their businesses with local support.

It was made clear, during the consultation, that the dialogue between MCC and interested parties such as Monmouth Town Council would remain open to further develop the projects. This support is provided on the basis that this is the case. The focus of the Town Council is to ensure that these projects benefit and improve the town for the residents, primarily, and this will only be achieved through further consultation. The Town Council understands the strict timescales for the expenditure of any successful application, but feels strongly that this time limit should not impede on the quality of life of those residents who call Monmouth their home.

Finally, it should be noted that the Town Council currently has an Ear Marked Reserve to support the changes at Blestium Street, including the demolition of the existing toilet block.

We look forward to working with Monmouthshire County Council and hope that this application is a success.

Yours faithfully,

*C. Williams*

**Caitlin Williams**  
**Town Clerk**  
**On behalf of Monmouth Town Council**



23rd June 2022

The Rt Hon Robert Jenrick MP  
Secretary of State for Housing, Communities and Local Government  
Ministry of Housing, Communities and Local Government  
Fry Building, 2 Marsham Street  
London, SW1P 4DF

Dear Mr Jenrick,

### **UK Government Levelling Up Fund – Bid for Monmouth**

As Chair of Monmouth Chamber of Commerce, I wish to endorse the Levelling Up Fund application package in support of the Monmouth constituency.

Monmouth is often perceived as a rich town because of its outstanding independent schools. Yet the majority of parents of day students live in the beautiful outlying villages and we have areas of considerable poverty within the town and its immediate environs. Our centre is desperately in need of regeneration and rejuvenation; we recently had the misfortune of a fire that destroyed one of our largest retail outlets, and were lucky this didn't spread to other shops along our high street, thanks to the dedicated work and prompt response of local Fire Crews. This is now an eyesore at the heart of Monmouth and whilst it will be rebuilt, this exercise will take time. It exacerbates and extends the post-Covid recovery period for Monmouth's commercial interests that have been significantly impacted by the pandemic. A town that was in need of regeneration pre-Covid, is now desperately in need of resuscitation.

The bid includes enhancements to the cultural offer (especially focusing on our 18th century Shire Hall); on retail areas; and on the provision of business support. Taken as a whole, it provides a cohesive and persuasive package that will help revitalise our historic town. The Blestium Street scheme to enhance the area around our historic Monnow Bridge will bring pride back to the town, and I'm sure will prove an extremely popular and well-used area by locals and visitors alike.

The fund offers a fantastic opportunity to attract government support for residents, visitors, and businesses of Monmouth and, should the application be successful, I am confident the projects will bring significant benefits to the area.

Monmouthshire County Council officers work tirelessly to create forward-thinking schemes for areas within the county that need the greatest level of support. As Chair of the Chamber of Commerce I am passionate about our town and its future, especially for our commercial community. I understand the award of Levelling Up funding, coupled with local support and other grant funding, will allow these projects to be delivered when they might otherwise not be realised.

Yours sincerely,

Sherren McCabe-Finlayson  
Chair, Monmouth Chamber of Commerce

c/o 14a Monnow Street, Monmouth NP25 3EE  
Chair@monmouthchamber.co.uk



## Monmouth Levelling Up Fund Bid

One of our members attended the recent stakeholder presentation on Monmouthshire County Council's revised bid to the levelling up fund and suggested it was worthy of our group's support.

Transition Monmouth has been campaigning 'To develop effective and creative localised community responses to the dual threats of climate change and peak oil' for over fourteen years.

It is clear that this bid could deliver both an effective and creative response to climate change and merits our strongest support.

The key points it addresses are:

1. The Blestium Street Gateway is an opportunity to provide an exemplar development incorporating
  - a. PV panels
  - b. Grey water capture
  - c. Sustainable materials
  - d. Pollinator and tree planting
  - e. Low energy lighting
  - f. SUDS surfacing
2. The Monnow Street development already incorporates planting but the inclusion of better facilities for pedestrians and cyclists chimes with decarbonisation and active travel ambitions.
3. The Shire Hall development will make a vast improvement to accessibility to the local history museum and Nelson Collection which delivers on many of the future generation and wellbeing objectives.
4. The opportunity to use the Market Hall space could save a lot of travel.
  - a. Reintroduction of banking facilities from the four major banks that have left in recent years
  - b. Reintroduction of a job centre to allow those not in work access to information and remove their travel burden
  - c. Citizens Advice Bureau
5. The Market Hall could also make a significant impact on reducing waste
  - a. Repair shop /Menshed
  - b. Benthylg/Community Lending
  - c. Energy Clinics

In summary, the bid has the potential to significantly improve the quality of life of the Monmouth Community and encourage them to adopt those small steps to help address the climate emergency. It has the complete support of Transition Monmouth.

*Bryan Miller*

Chair, Transition Monmouth  
28<sup>th</sup> June 2022



## Monmouth Levelling Up Fund Bid

One of our members attended the recent stakeholder presentation on Monmouthshire County Council's revised bid to the levelling up fund and suggested it was worthy of our group's support.

ACE Monmouth is developing an action plan for Monmouth Town council and the community. One element of our action plan is Active Travel and our spokesperson on that topic made the following comments:

.We fully endorse the levelling up bid for Monmouth town, which despite its' outside image of prosperity has been slowly suffering from lack of investment for a number of years. The high street is choking in traffic, many of its shops and local services are closed or closing and the town has sleepwalked into cutting itself off from two of its greatest assets, its rivers.

The levelling up fund looks to counter some of these issues, including reconnecting the town centre to its' river. COVID gave us a taste of what could be, i.e. wider pavements, less vehicles on the high street and cleaner air. Studies have shown that people have an appetite for change and that town centres need to adapt to that. Paris, Barcelona, Helsinki and many other cities\* around the world are embracing these changes and we must too. Over 60% of adults are overweight or living with obesity and 1 in 3 children leave primary school overweight or obese, many would like to walk or cycle but current infrastructure makes these choices difficult or downright dangerous. Monmouthshire County Council with the aid of Sustrans are looking to making Monmouth a welcoming vibrant town centre again, one that encourages people to walk and wheel to and around town and revitalises its heart from its economic troubles. All across the world towns that have converted to more pedestrian friendly spaces have reversed their economic downward spiral \*\*\*

Residents who are less able or from lower incomes are less likely to own private vehicles and many that do can ill afford them. With fuel prices looking to continue to rise that number could well increase and so its imperative we provide a safe alternative to private car ownership. Monnow street is the one of the primary access routes for children of all ages to walk, scoot and cycle to schools and shops from their homes. A safer, cleaner town centre would be giving independence to many of our residence from all backgrounds, ages and abilities. We want to see Monmouth revitalised, as it is those with the least that have the most to benefit from these positive changes. Better health, improved wellbeing and an enriched local economy.

More broadly ACE supports the proposal because it provides opportunities to demonstrate good energy saving practices. The Market Hall could provide a venue to hold workshops or advice clinics for the community on Climate Emergency Issues as well as a venue to support the circular economy with a repair shop or men's shed.

Claudia Blair  
Chair,  
ACE Monmouth