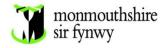
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Neuadd y Sir Y Rhadyr Brynbuga NP15 1GA County Hall Rhadyr Usk NP15 1GA

Tuesday, 28 November 2017

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room**, **County Hall, Usk** on **Wednesday**, **6th December**, **2017**, at **2.00 pm**.

AGENDA

- 1. Apologies for Absence
- Declarations of Interest
- 3. Consideration of reports from Select Committees (none)
- 4. To consider the following reports (Copies attached):
 - i. Monmouthshire Local Development Plan Draft Review

1 - 78

Divisions/Wards Affected: All

<u>Purpose:</u> To seek Cabinet's endorsement of the Local Development Plan (LDP) Draft Review Report, with a view to issuing for consultation purposes.

The consultation responses will be fed into the final Review Report and will help to determine if and how the LDP should be revised going forwards. The final Review Report and decision on revising the LDP will be subject to separate political reporting in early 2018.

<u>Author:</u> Mark Hand (Head of Planning, Housing and Place-Shaping); Rachel Lewis (Planning Policy Manager)

<u>Contact Details:</u> <u>markhand@monmouthshire.gov.uk;</u> rachellewis@monmouthshire.gov.uk

ii. Safeguarding Evaluative Report April - October 2017
Division/Wards Affected: All

79 - 120

<u>Purpose:</u> To evaluate the progress of Monmouthshire County Council's key safeguarding priorities, in the period April – October 2017, using identified measures to highlight progress, identify risks and set out clear

improvement actions and priorities for further development.

To inform Cabinet Members about the effectiveness of safeguarding in Monmouthshire and the work that is in progress to support the Council's aims in protecting children and adults at risk from harm and abuse.

To inform Cabinet members about the progress made towards meeting the standards in the Council's Corporate Safeguarding Policy approved by Council in July 2017.

Author: Whole Authority Safeguarding Group

Contact Details: cathsheen@monmouthshire.gov.uk

iii. Severn View Re-Provision, New build residential home - Crick Road Division/Wards Affected: All

<u>Purpose:</u> This report presents the initial case for the development of a new residential home to replace the current services provided at Severn View Residential Home in Chepstow. This development is a unique opportunity for Monmouthshire to lead within the county and nationally on a new model of residential care based on bespoke building design and a bespoke staffing model that supports the highest possible quality of life for people needing 24 hour care who are living with dementia. The report explains the reasons that underpin the need for this development, the options available but specifically seeks approval for the commencement

<u>Author:</u> Colin Richings – Integrated Services Manager [Abergavenny] & Direct Care Services Lead

Contact Details: colinrichings@monmouthshire.gov.uk

of the next phase of the project.

iv. Delivering Excellence in Children's Services: Multi-agency Early Support and Prevention Referral and Intervention Pathway Including the Realignment of the Team Around the Family service Division/Wards Affected: All

<u>Purpose:</u> The purpose of this report is to provide a case for the realignment of the Team Around the Family service within the wider structure of family support services to better meet the needs of the local population and to contribute to Monmouthshire's delivery of the Social Services and Well-being Wales Act (2014) (SSW-bWA)

Author: Charlotte Drury

Contact Details: charlottedrury@monmouthshire.gov.uk

v. Delivering Excellence in Children's Services - Placement & Support Team (PAST)

Division/Wards Affected: All

<u>Purpose:</u> To provide details of a proposed re-alignment of Monmouthshire Children's Services delivery model specifically in regards to the Placement and Support Team (PAST).

161 -182

121 -

160

183 -204

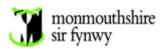
	To highlight progress against the targets identified within the initial business case previously endorsed by Cabinet including an outline of next steps.	
	Author: Rhian Evans	
	Contact Details: Rhianevans@monmouthshire.gov.uk	
vi.	Delivering Excellence in Children's Services - Workforce <u>Division/Wards Affected:</u> All	205 - 232
	<u>Purpose:</u> To provide Cabinet with a summary of the workforce proposals for the next phase of the 'Delivering Excellence in Children's Services' Programme.	
	To present the evidence base and business cases to support the proposals.	
	Author: Jane Rodgers	
	Contact Details: janerodgers@monmouthshire.gov.uk	
vii.	Council Tax Base 2018/19 and associated matters <u>Division/Wards Affected:</u> All	233 - 236
	<u>Purpose:</u> To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2018/19 and to make other necessary related statutory decisions.	
	<u>Author:</u> Sue Deacy – Revenues Manager; Ruth Donovan – Assistant Head of Finance, Revenues, Systems and Exchequer	
	Contact Details: suedeacy@monmouthshire.gov.uk; ruthdonovan@monmouthshire.gov.uk	
viii.	Welsh Church Fund Working Group <u>Division/Wards Affected:</u> All	237 - 248
	<u>Purpose:</u> The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2017/18 financial year held on the 9 th November 2017.	
	<u>Author:</u> David Jarrett – Senior Accountant – Central Finance Business Support	
	Contact Details: davejarrett@monmouthshire.gov.uk	
ix.	Crick Road - Proposed disposal to Melin Homes <u>Division/Wards Affected:</u> All	249 - 258
	<u>Purpose:</u> To consider the proposed disposal of the Crick Road development site to Melin Homes.	

<u>Author:</u> Debra Hill-Howells - Head of Commercial and Integrated Landlord Services

Contact Details: debrahill-howells@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews Chief Executive



CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services	WLGA Council Capital Region Tourism	Devauden
P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Health liaison.		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llanover



Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

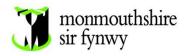
Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

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

Agenda Item 4a



SUBJECT: MONMOUTHSHIRE LOCAL DEVELOPMENT PLAN DRAFT

REVIEW REPORT

MEETING: CABINET

DATE: 6 DECEMBER 2017
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 The purpose of this report is to seek Cabinet's endorsement of the Local Development Plan (LDP) Draft Review Report, with a view to issuing for consultation purposes.
- 1.2 The consultation responses will be fed into the final Review Report and will help to determine if and how the LDP should be revised going forwards. The final Review Report and decision on revising the LDP will be subject to separate political reporting in early 2018.

2. **RECOMMENDATION:**

2.1 Cabinet endorse the LDP Draft Review Report to enable stakeholder consultation to commence. This consultation will help inform the extent to which stakeholders consider that the current LDP is operating well, and any changes or revisions they think are necessary with appropriate evidence and reasons.

3. KEY ISSUES:

Background

- 3.1 The Monmouthshire Local Development Plan (2011-2021) was adopted in February 2014 to become the adopted development plan for the County (excluding that part within the Brecon Beacons National Park). In accordance with statutory requirements, following adoption the LDP has been monitored on an annual basis with three Annual Monitoring Reports (AMRs) published to date. The AMRs assess the extent to which the LDP strategy, objectives and policies are being delivered and implemented.
- 3.2 To ensure that LDPs are kept up-to-date, local planning authorities are required to commence a full review of their plans at least once every four years following plan adoption, or sooner if the findings of the AMRs indicate significant concerns with a plan's implementation. The 2016 Monmouthshire AMR recommended an early review of the LDP as a result of the need to address the shortfall in the housing land supply and to facilitate the identification and allocation of additional housing land. The 2017 AMR, which forms the first stage of the review process, confirms the recommendation to continue with an early review of the LDP.
- 3.3 The LDP Regulations allow for a 'selective review' of part (or parts) of an LDP. Such a provision would allow for a partial review of the LDP to cover issues associated with the housing land supply and site selection, in accordance with the recommendation of the 2016 and 2017 AMRs. The Council, however, is required to commence a full review of the LDP every four years. This would mean that a full review to meet statutory requirements would have to commence in February 2018. It is considered, therefore, more appropriate to undertake a full review of the Plan now to consider all aspects of the LDP in order to fully assess the nature and scale of revisions that might be required. This will also assist in meeting the 2021 deadline for having an adopted revised LDP in place to avoid the deal policy vacuum that the new Regulations

threaten to create. As it currently stands, the adopted LDP will cease to exist at the end of the plan period (i.e. 31 December 2021). Accordingly, a revised LDP will need to be adopted by 1 January 2022 to ensure that Monmouthshire has an up-to-date planning policy framework in place.

3.4 Consequently, a full review of the LDP commenced in 2017 and has culminated with the publication of the Draft Review Report which is attached to this report as **Appendix 1**. This report provides an overview of the issues that have been considered as part of the full review process and subsequently identifies the changes that are likely to be needed to the LDP, based on evidence. The LDP Draft Review Report has been informed by the findings of preceding AMRs, significant contextual changes and updates to the evidence base.

Purpose of the LDP Draft Review Report

3.5 The Council is seeking stakeholder views on the matters set out in the Draft Review Report. Views are sought on the issues that should be considered in any review of the LDP, together with the subsequent potential changes required to the LDP, as set out in sections 2 and 3 of the Report. Stakeholders are invited to comment on/ suggest any additional issues and/or changes that should be considered in the full review of the LDP. Any comments should be supported by evidence. Opinions are also sought on whether the changes identified warrant a short form or full revision to the LDP, as set out in Section 5 of the report.

Next Steps

3.6 As referred to in paragraph 3.5, it is important to engage/consult with stakeholders on the Draft Review Report in order to gain views on how the adopted Plan is functioning and what changes are likely to be needed to the revised LDP. Following a resolution to consult, notifications will be sent to those LDP consultees identified in the WG Local Development Manual (Edition 2, 2015) including specific consultation bodies, UK Government departments and general/other consultation bodies (as set out in **Appendix 2**). All town and community councils will be consulted, along with those individuals and organisations who are currently on the LDP Review consultation database. The consultation will run from Monday 11th December 2017 to 5th February 2018. This allows an eight week period, being mindful of the Christmas break. All consultation replies will be analysed and responses/amendments reported for Members' consideration when seeking a resolution to finalise the Review Report with a view to formally commencing the LDP revision process.

4. OPTIONS APPRAISAL

- 4.1 In considering the need to review the LDP, the following options were considered:
 - a) Prepare and consult on a Draft Review Report in order to meet the Regulations which require local planning authorities to commence a full review of their plans at least once every four years following plan adoption, or sooner if the findings of the AMRs indicate significant concerns with a plan's implementation. As noted in paragraph 3.2 above, the latest Monmouthshire AMRs recommend an early review of the LDP as a result of the need to address the shortfall in the housing land supply;
 - b) Prepare a Final Review Report now, making a recommendation on how the LDP should be revised based on colleague input but without any wider stakeholder engagement;
 - c) Do not complete the review the LDP, instead choosing to wait for a Strategic Development Plan (SDP) to be in place before commencing a review/revision of the LDP.

5. EVALUATION CRITERIA

- 5.1 **Option a)** is the preferred option, namely to consult on the Draft Review Report appended to this report for an eight week period. The responses received from the consultation on the LDP Draft Review Report will help the Council to identify the likely changes required to any revised LDP and inform the type of revision procedure to be followed i.e. short form or full revision, or to make no revisions to the LDP. The publication of the final Review Report will initiate the revision of the LDP which is essential to ensure that Monmouthshire has a revised up-to-date development plan in place by 1 January 2022. An eight week consultation period is considered to be appropriate given the Christmas break during the consultation period (statutory LDP consultations are normally for six weeks).
- 5.2 Option b) would result in quicker progress to reaching a decision on actually revising the LDP and commencing that work. However, it will mean this important project starts off without stakeholder engagement and input to help shape and inform decisions. The Regulations do not mandate stakeholder engagement. It is, however, not just good practice but eminently sensible to engage with stakeholders and interested parties about this land use plan, which seeks to grow and support our communities to become sustainable and resilient. Moreover, the Well-being Act identifies 'involvement' as one of the underpinning key ways of working. Option b) is not, therefore, considered to be a sensible or appropriate option.
- 5.3 Option c) is not considered to be appropriate because the Regulations require authorities to carry out a full review of their LDP at least every four years. Delaying the commencement of plan revision will extend the period during which the Council does not have a 5 year housing land supply, and also significantly increases the risk of having a void during which we have no local planning policy, due to the plan expiry regulations.

6. REASONS:

- 6.1 Under the Planning and Compulsory Purchase Act (2004) and associated Regulations, all local planning authorities are required to produce a LDP. The Monmouthshire LDP was adopted in February 2014 and provides the land use framework which forms the basis on which decisions about future development in the County are based. To ensure that LDPs are kept up-to-date, local planning authorities are required by Regulation 41 of The Town and Country Planning (Local Development Plan) (Wales) (Amendment) Regulations 2015 to commence a full review of their plans at least once every four years following plan adoption, or sooner if the findings of the AMRs indicate significant concerns with a plan's implementation. As detailed in paragraphs 3.3 3.4, a full review of the LDP commenced in 2017 and has culminated with the publication of the Draft Review Report for consultation (attached at Appendix 1) which is in accordance with the Regulations.
- 6.2 Approving the Draft Review Report for consultation will allow the LDP review process to make progress, informed by stakeholder input and evidence. This will influence if and how the LDP is revised.

7. RESOURCE IMPLICATIONS:

7.1 Officer time and costs associated with the preparation of the LDP Draft Review Report and carrying out the required consultation exercises will be met within the existing Planning Policy budget and carried out by existing staff.

8. WELL-BEING OF FUTURE GENERATIONS IMPLICATIONS:

Sustainable Development

8.1 Under the 2004 Act the LDP is required to be subject to a Sustainability Appraisal (SA). The role of the SA is to assess the extent to which planning policies would help to achieve the wider environmental, economic and social objectives of the LDP. In addition, the European Strategic Environmental Assessment (SEA) Directive requires the 'environmental assessment' of certain plans and programmes prepared by local authorities, including LDP's. All stages of the LDP were subject to a SA, whose findings were used to inform the development of LDP policies and site allocations in order to ensure that the LDP would be promoting sustainable development. In view of the changes that have occurred since the SA was originally undertaken to accompany the adopted LDP, it will be necessary to update the environmental baseline, plans, policies and programmes as part of any LDP revision process. The SA framework, including SA objectives, will also need to be reviewed to ensure this remains up-to-date and relevant for any revised LDP. A Future Generations Evaluation (including equalities and sustainability impact assessment) is attached to this report at **Appendix 3**.

Equalities

8.2 The LDP was also subjected to an Equality Challenge process and due consideration given to the issues raised. The Draft Review Report provides an analysis of the adopted LDP vision, issues, objectives, strategy and policies which were prepared within this framework. As with the sustainable development implications considered above, any revised LDP will itself require an Equalities and Well-being of Future Generations Impact Assessment to be carried out.

Safeguarding and Corporate Parenting

8.3 there are no safeguarding or corporate parenting implications arising from the proposed consultation and plan review.

9. CONSULTEES

- Colleagues within and working closely with the planning service have been engaged via officer working groups.
- SLT
- Cabinet

Going forward:

- An all Member Seminar is scheduled for the afternoon of 30 November 2017 to set out the purpose of the consultation and seek views on the extent to which the current LDP is successfully delivering on its vision, strategy and objectives.
- It is proposed to raise awareness of the consultation with other MCC services via SMT.
- Officers will attend forthcoming Town and Community Council Cluster meetings.
- All parties identified as statutory consultees on the LDP and all parties who requested to be kept informed on LDP matters (433 people/organisations)

10. BACKGROUND PAPERS:

- Monmouthshire Adopted LDP (February 2014)
- Monmouthshire Local Development Plan Annual Monitoring Reports, 2014-15, 2015-16, 2016-17

11. AUTHORS & CONTACT DETAILS:

Mark Hand (Head of Planning, Housing and Place-Shaping)

Tel: 01633 644803.

E Mail: markhand@monmouthshire.gov.uk

Rachel Lewis (Planning Policy Manager)

Tel: 01633 644827

E Mail: rachellewis@monmouthshire.gov.uk

Evaluation Criteria - Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Monmouthshire Local Development Plan Draft Review Report		
Date decision was made: 6 th December 2017			
Report Author:	Mark Hand / Rachel Lewis		

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?

What effect will the decision have on the public/officers?

To commence consultation on the LDP Draft Review Report and use the consultation responses to help shape the way in which the LDP will be revised.

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:

Hasthere been an increase/decrease in the number of users

Has the level of service to the customer changed and how will you know

If acision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)

The decision has enabled effective consultation on the LDP Draft Review Report. The consultation responses will help to shape the way in which the LDP will be revised.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you faired against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

There will be some costs associated the preparation of the LDP Draft Review Report and carrying out the required consultation exercises. This will be within the existing Planning Policy budget and carried out by existing staff.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.



Monmouthshire County Council Local Development Plan

LDP Draft Review Report

November 2017

Planning Policy Service

Monmouthshire County Council

County Hall, Rhadyr, Usk, Monmouthshire NP15 1GA

Tel: 01633 644429

 $\textbf{Email:} \ planning policy @monmouth shire.gov.uk$

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Appendix:

1. Summary of LDP Policy Review

1.0 Introduction

- 1.1 The adopted Monmouthshire Local Development Plan (LDP) sets out the Council's vision and objectives for the development and use of land in the County, together with the policies and proposals to implement them over a ten year period to 2021. The Plan area excludes that part of the County contained within the Brecon Beacons National Park.
- 1.2 The LDP was adopted on 27th February 2014 and, in accordance with statutory requirements, has subsequently been monitored on an annual basis with three Annual Monitoring Reports (AMRs) published to date. The AMRs assess the extent to which the LDP strategy, objectives and policies are being delivered and implemented.

Full LDP Review

- 1.3 To ensure that LDPs are kept up-to-date, local planning authorities are required to commence a full review of their plans at least once every four years following plan adoption, or sooner if the findings of the AMRs indicate significant concerns with a plan's implementation. The 2016 Monmouthshire AMR recommended an early review of the LDP as a result of the need to address the shortfall in the housing land supply and to facilitate the identification and allocation of additional housing land. The 2017 AMR, which forms the first stage of the review process, confirms the recommendation to continue with an early review of the LDP due to the housing land supply shortfall, as detailed in Section 2.1.
- 1.4 The LDP Regulations allow for a 'selective review' of part (or parts) of an LDP. Such a provision would allow for a partial review of the LDP to cover issues associated with the housing land supply and site selection, in accordance with the recommendation of the 2016 and 2017 AMRs. The Council, however, is required to commence a full review of the LDP every four years. This would mean that a full review to meet statutory requirements would have to commence in February 2018. It is considered, therefore, more appropriate to undertake a full review of the Plan to consider all aspects of the LDP in order to fully assess the nature and scale of revisions that might be required. This will also assist in meeting the 2021 deadline for having an adopted revised LDP in place to avoid the local policy vacuum that the new Regulations threaten to create. As it currently stands, the adopted LDP will cease to exist at the end of the plan period (i.e. 31 December 2021). Accordingly, a revised LDP will need to be adopted by 1 January 2022 to ensure that Monmouthshire has an up-to-date planning policy framework in place.
- 1.5 Consequently, a full review of the LDP commenced in 2017 and has culminated with the publication of this Draft Review Report. This report provides an overview of the issues that have been considered as part of the full review process and subsequently identifies the changes that are likely to be needed to the LDP, based on evidence. It also sets out the options for the type of revision procedure to be followed in revising

the LDP i.e. full or short form revision. The LDP review has been informed by the findings of preceding AMRs, significant contextual changes and updates to the evidence base.

Purpose of the Draft Review Report

1.6 The Council is seeking stakeholder views on the matters set out in this Draft Review Report. Views are sought on the issues that should be considered in the full review of the LDP, together with the subsequent potential changes required to the LDP, as set out in sections 2 and 3 of this report. Stakeholders are invited to comment on/suggest any additional issues and/or changes that should be considered in the full review of the LDP. Any comments should be supported by evidence. Opinions are also sought on whether the changes identified would warrant a short form or full revision to the LDP, as set out in Section 5. A consultation response form will be available to download/complete on the Council's website.

Draft Review Report Format and Content

1.7 The Draft Review Report is structured as follows:

> Section 1 Introduction – outlines the requirement for, the purpose and structure of the Draft Review Report.

> Section 2 Issues Considered – provides an overview of the issues that have been considered as part of the full LDP review process:

- Key findings of the most recent (October 2017) AMR
- Significant contextual changes that have occurred since Plan adoption
- Revised Welsh Government population and household projections a key evidence base change that has occurred since Plan adoption.

Section 3 Potential Changes to the LDP – having regard to the issues considered this section sets out the potential changes required to the LDP and why, based on a:

- Review of the LDP vision, issues and objectives
- Review of the LDP strategy
- Review of the LDP policies and allocations

Section 4 Future Evidence Base Requirements – outlines evidence updates/additional evidence likely to be required as part of any LDP revision process.

Section 5 Conclusions – outlines the options for revising the LDP.

Section 6 Opportunities for Joint Working – considers the potential opportunities for collaboration with neighbouring local planning authorities in preparing a revised LDP.

Section 7 Next Steps – sets out the next stages in the LDP Review process.

Appendix 1 – provides a summary of the LDP Policy Review.

2.0 What Issues have been Considered in the LDP Review?

2.1 LDP Annual Monitoring Report – Key Findings

- 2.1.1 As advised in the LDP Manual¹, a plan review should, amongst other things, draw on the findings of published Annual Monitoring Reports (AMRs). The most recent Monmouthshire AMR was published in October 2017 and covers the period 1 April 2016 31 March 2017².
- 2.1.2 The results of the latest AMR demonstrates that good progress has been made in implementing many of the Plan's policies with many of the indicator targets and monitoring outcomes being achieved. The analysis also indicates that there are various policy indicators which are not being achieved but with no corresponding concerns over policy implementation. Further investigation has determined that there are justified reasons for the performance recorded and this is not representative of any fundamental issue with the implementation of the policy framework or strategy at this time.
- 2.1.3 There are, however, several key policy indicator targets and monitoring outcomes relating to housing provision that are not currently being achieved, with the following areas of concern identified:
 - Dwelling Completions A total of 238 new dwelling completions (general market and affordable) were recorded between 1 April 2016 and 31 March 2017. Cumulatively, there has been a total of 667 dwelling completions recorded since the Plan's adoption (i.e. 27 February 2014). This is significantly below the identified LDP AMR target of 488 dwelling completions per annum.
 - Affordable Housing Dwellings Completions A total of 47 affordable dwelling completions were recorded between 1 April 2016 and 31 March 2017. Cumulatively, there has been a total of 127 affordable dwelling completions recorded since the Plan's adoption. This is significantly below the identified LDP target of 96 affordable dwelling completions per annum. This relates directly to the construction progress of LDP housing sites, as delays mean the higher LDP affordable housing requirement is not yet being realised in terms of completions. Notwithstanding this, it is recognised that viability issues have reduced affordable housing levels on three LDP strategic sites (Deri Farm, Mabey Bridge and Sudbrook Paper Mill).
 - Housing Land Supply The Monmouthshire Joint Housing Land Availability Study (JHLAS) for the 2016-17 period demonstrates that the County had 4.0 years housing land supply (based on the residual methodology prescribed in

¹ Local Development Plan Manual, Edition 2, August 2015 (Welsh Government)

² The 2016-17 AMR can be accessed via the following link:

http://www.monmouthshire.gov.uk/app/uploads/2017/10/AMR-Final.pdf

- TAN1). This is the second consecutive year that the land supply has fallen below the 5 year target.
- Delivery of Strategic Housing Sites There has been limited progress with the
 delivery of allocated strategic housing sites. With the exception of the Former
 Paper Mill site at Sudbrook and the Wonastow Road site at Monmouth, the
 remaining strategic sites have yet to obtain planning permission, albeit that
 some³ have been approved but are awaiting completion of the legal
 agreements.
- 2.1.4 These findings indicate that the LDP's key housing provision policies are not being delivered as anticipated and the subsequent lack of a 5 year housing land supply remains a matter of concern. While there is sufficient housing land allocated in the LDP to meet the identified dwelling requirements over the Plan period, sites are not progressing as quickly as expected for a variety of reasons, many of which are independent of the planning system such as the wider economy and housing market. Site viability is also a major factor impacting on site deliverability and viability assessments slow down the determination of planning applications. The slower than anticipated delivery rate is clearly impacting on the amount of general market and affordable housing being delivered through the planning system which does suggest that there is a need for additional site allocations.
- 2.1.5 Accordingly, the most recent AMR recommends to continue with an early review of the Monmouthshire LDP as a result of the need to address the shortfall in the housing land supply and facilitate the identification/allocation of additional housing land. Further details on housing provision and land supply is set out in Section 3.2.

³ Deri farm, Abergavenny and Rockfield Farm, Undy. Fairfield Mabey, Chepstow received consent in November 2017 following the publication of the 2017 AMR.

2.2 Contextual Changes

2.2.1 A wide range of contextual material has been published since the adoption of the LDP. This includes national legislation and relevant plans, policies and strategies at the national, regional and local level. The most significant of these changes are set out below.

Legislative Context

Planning (Wales) Act, 2015

2.2.2 The Planning (Wales) Act came into force in July 2015. It sets out a series of legislative changes to deliver reform of the planning system in Wales, to ensure that it is fair, resilient and enables development. The Act addresses 5 key objectives which includes strengthening the plan-led approach to planning. The Act also introduces a legal basis for the preparation of the National Development Framework (NDF) and Strategic Development Plans (SDP), which are discussed in further detail below.

Well-being of Future Generations Act, 2015

2.2.3 The Well Being and Future Generations (Wales) Act gained Royal Assent in April 2015. The Act strengthens existing governance arrangements for improving the well-being of Wales by ensuring that sustainable development is at the heart of government and public bodies. It aims to make a difference to the lives of people in Wales in relation to a number of well-being goals including improving health, culture, heritage and sustainable resource use. The Act provides the legislative framework for the preparation of Local Well-being Plans which will replace Single Integrated Plans. The Act places a well-being duty on public bodies, including local authorities, to carry out sustainable development and to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the seven wellbeing goals (as detailed in paragraph 3.1.4). The Act also sets out five ways of working needed for public bodies to achieve the seven well-being goals: (1) Long-term; (2) Integration; (3) Involvement; (4) Collaboration; (5) Prevention. Given that sustainable development is the core underlying principle of the LDP (and SEA) there are clear associations between the aspirations of both the LDP and the Act / Local Well-being Plans. The potential implications of the Act and Local Well-being Plans for any revised LDP are considered in more detail in Section 3.1.

Environment (Wales) Act, 2016

2.2.4 The Environment (Wales) Act received Royal Assent in March 2016 and sits alongside both the Planning (Wales) Act 2015 and the Well-being of Future Generations (Wales) Act 2015 in promoting the sustainable use, management and development of Welsh resources. The Environment (Wales) Act introduces new legislation for the environment and provides an iterative framework which ensures that managing Wales' natural resources sustainably will be a core consideration in decision-making. The Act also requires Welsh Government to produce a Natural Resources Policy that

sets out the priorities, risks and opportunities for managing Wales' natural resources sustainably, as detailed below.

Historic Environment (Wales) Act, 2016

2.2.5 The Historic Environment (Wales) Act 2016 received Royal Assent in March 2016. The Act has three main aims: give more effective protection to listed buildings and scheduled monuments; improve the sustainable management of the historic environment; and introduce greater transparency and accountability into decisions taken on the historic environment. The Act makes important changes to the two main UK laws that provide the legislative framework for the protection and management of the historic environment: the Ancient Monuments and Archaeological Areas Act 1979 and the Planning (Listed Buildings and Conservation Areas) Act 1990. The Act also contains new stand-alone provisions relating to historic place names, historic environment records and the Advisory Panel for the Historic Environment in Wales. Any implications for the LDP will be considered through the LDP revision process.

Housing (Wales) Act, 2014

2.2.6 The Housing (Wales) Act 2014 received Royal Assent in September 2014 and aims to improve the supply, quality and standards of housing in Wales. One of the key provisions of the Act places a duty on local authorities to assess the accommodation needs of Gypsy and Travellers and to provide site(s) for Gypsy and Travellers where a need has been identified. Accordingly, a Gypsy Traveller Accommodation Assessment (GTAA) has been prepared for Monmouthshire which was submitted to Welsh Government in February 2016 and subsequently agreed by the Welsh Minister in December 2016. Gypsy and Traveller needs will be given further consideration through the LDP revision process, as detailed in section 3.3.

National Context

Natural Resources Policy

2.2.7 In line with the Environment (Wales) Act 2015 the Welsh Government produced a Natural Resources Policy (NRP) in August 2017. The focus of the NRP is the sustainable management of Wales' natural resources, to maximise their contribution to achieving goals within the Well-being of Future Generations Act. The NRP sets out three National Priorities: delivering nature-based solutions, increasing renewable energy and resource efficiency, and, taking a place-based approach. The NRP also sets the context for Area Statements, which will be produced by Natural Resources Wales, ensuring that the national priorities for sustainable management of natural resources inform the approach to local delivery. Local Planning Authorities must have regard to the relevant area statement in Local Development Plans. The implications of the NRP and the relevant Area Statement, once published, for the LDP will be considered through the revision process.

National Development Framework

2.2.8 The Welsh Government has commenced work on the production of a National Development Framework (NDF) which will replace the Wales Spatial Plan. The NDF will set out the 20 year spatial framework for land use in Wales, providing a context for the provision of new infrastructure/growth. It will concentrate on development and land use issues of national significance which the planning system is able to influence and deliver. WG undertook a Call for Evidence and Projects between December 2016 and March 2017 and will be consulting on Issues and Options in April 2018. Any resultant implications of the NDF will be considered through the LDP revision process.

Planning Policy Wales and Technical Advice Notes

2.2.9 A number of amendments have been made to Planning Policy Wales (PPW) and supporting Technical Advice Notes (TANs) since the LDP was adopted as listed below. Where relevant, the implications of these amendments for the LDP are set out in the LDP Policy Review (section 3.3).

PPW Amendments

- Chapter 1: Introduction (November 2016)
- Chapter 2: Local Development Plans (January 2016 & November 2016)
- Chapter 3: Development Management (November 2016)
- Chapter 4: Planning for Sustainability (July 2014, January 2016 & November 2016)
- Chapter 6: Historic Environment (November 2016)
- Chapter 10: Retail and Commercial Development (November 2016)
- Chapter 14: Minerals (January 2016)

Technical Advice Note (TAN) Amendments

- TAN1: Joint Housing Land Availability Studies (January 2015).
- TAN4: Retail and Commercial Development (November 2016).
- TAN12: Design (July 2014 with further amendments in March 2016).
- TAN20: Planning and the Welsh Language (October 2017).
- TAN21: Waste (February 2014).
- TAN22: Planning for Sustainable Buildings was deleted by WG in July 2014.
- TAN23: Economic Development (February 2014).
- TAN24: The Historic Environment (May 2017).
- 2.2.10 PPW is currently being restructured by the Welsh Government to reflect the seven well-being goals and five ways of working set out in the Well-being of Future Generations Act. Welsh Government will be consulting on a draft revised PPW in Spring 2018 and any subsequent implications for the LDP will be considered through the revision process.

Regional Context

Strategic Development Plans (SDP)

2.2.11 The Planning (Wales) Act provides a legal framework to allow for the preparation of Strategic Development Plans. This will allow larger than local issues such as housing demand, search areas for strategic employment sites and supporting transport infrastructure, which cut across a number of local planning authorities, to be considered and planned for in an integrated way. SDPs will address cross-boundary issues at a regional level and must be in general conformity with the NDF. The Regulations make reference to three potential strategic planning areas including South East Wales. It is anticipated that Monmouthshire will be part of this strategic planning area, in alignment with the Cardiff Capital Region City Deal proposals. Regional discussions on the options for progressing a SDP are ongoing and any subsequent progress will be considered through the LDP revision process.

Cardiff Capital Region and City Deal

2.2.12 The Cardiff Capital Region (CCR) consists of ten local authorities across the South East Wales region, including Monmouthshire. The Authorities forming the Capital Region are progressing the City Deal to fund projects aimed at boosting the competitiveness of the region over the next 20 years. The CCR City Deal was formally ratified on March 1st 2017 and will help boost economic growth by improving transport links, increasing skills, helping people into work and giving businesses the support they need to grow. A CCR Transition Plan will be produced and will detail the key activities to be undertaken. The resulting proposals for investment represent a significant opportunity for both Monmouthshire and the region. Accordingly, the aspirations of the CCR will be a key consideration for the LDP revision.

Local Context

Local Well-being Plans (LWBP)

2.2.13 Under the provisions of the Well-being of Future Generations Act, every Public Service Board in Wales must publish a Local Well-being Plan by May 2018. Replacing the Single Integrated Plan (SIP), the Monmouthshire Local Well-being plan will look at the economic, social, environmental and cultural well-being of the county and will have clear links with the LDP where it relates to land use planning. A Local Well-being Assessment was adopted by the Public Service Board in April 2017, the findings of which have informed the priorities of the Local Well-being Plan (LWBP). The Draft LWPB has recently been published for consultation purposes. Further detail on the Local Well-being Plan and the potential implications for the LDP is set out in Section 3.1.

Future Monmouthshire

2.2.14 Monmouthshire County Council has embarked on a Future Monmouthshire project to re-evaluate the needs and aspirations of its communities and to consider how a 'Council of the Future' will seek to meet those challenges. The community engagement work undertaken in relation to this will run alongside and be integral to work on the Local Well-being Plan. The results of this engagement and other relevant evidence gathered for this exercise will inform the revised LDP.

Economic Considerations

2.2.15 Key economic activity data for Monmouthshire and Wales from the LDP base date of 2011 to the 31 March 2017 is set out in the most recent AMR. The data demonstrates that in general Monmouthshire is performing well in terms of unemployment, economic activity and earnings indicators and continues to outperform Wales on these economic indicators. In contrast, however, evidence set out in the AMR continues to suggest that the income for economically active women who both live and work within the County is significantly lower than that of men within the same category. While it is unlikely that this is something that the land use planning system can directly influence, further consideration will be given to this as part of the Future Monmouthshire project and, if relevant, via future LDP revision.

House Prices

2.2.16 Since LDP adoption, Land Registry data indicates that average house prices in Monmouthshire have increased significantly. Average prices in quarter 1 2017 (January to March) stood at £231,857 which is considerably higher than the 2012 quarter 4 (October to December) baseline price of £188,720 (22.8% increase). The reduction of the Severn Bridge Tolls in January 2018, abolishment of the tolls at the end of 2018 and future plans for the South East Wales Metro could further impact house prices in Monmouthshire. The implications of such impacts will need to be considered through the LDP revision process. Consideration will also need to be given to Monmouthshire's demographic pressures associated with a significantly ageing population and the aspiration to retain younger people in the County, and the potential implications for the housing market.

2.3 Evidence Base Change – Welsh Government Population and Household Projections

- 2.3.1 At the time of the preparation and adoption of the LDP, Planning Policy Wales (PPW) at paragraph 9.2.2 stated that the Welsh Government's latest household projections for Wales should form the starting point for assessing the LDP housing requirement. The LDP therefore accommodated the level of growth indicated by the 2008-based projections.
- 2.3.2 The 2008-based population projections estimated that Monmouthshire's population would increase from 88,862 to 91,923 between 2011 and 2021, an increase of 3.4%. The corresponding household projections indicated a need for an additional 3,969 households to meet this growth. Vacancy rates, estimated to be around 4% in Monmouthshire, and household composition were also taken into account which indicated a need for an additional 4,100 dwellings over the plan period. The chosen level of housing provision in the LDP of 4,500 dwellings takes into account this additional need whilst also making provision for a small allowance (10 dwellings per year) to be met in that part of Monmouthshire included in the Brecon Beacons National Park, together with an additional requirement for the period 2006-2011.

Revised Population Projections

- 2.3.3 Since LDP adoption, the Welsh Government has released new population and household projections, both in 2011 based on the outcome of the 2011 Census and in 2014 based on the Mid-Year Estimates. The key changes for Monmouthshire are as follows and are shown in Figure 1:
 - The 2011 based population projections suggest a higher starting point for the population but a much lower level of population growth over the plan period than previously anticipated, from 91,508 in 2011 to 92,338 in 2021, an increase of 0.9%.
 - The 2014 based population projections again indicate a higher starting point for the population and a lower level of growth than the 2008-based projections but a higher level of growth than the 2011 projections, from 91,508 in 2011 to 93,341 in 2021, a 2.0% increase over the plan period.

94000
93000
92000
91000
90000
88000
87000
85000

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

MYE 2008-based Projection 2011-based Projection 2014-based Projection

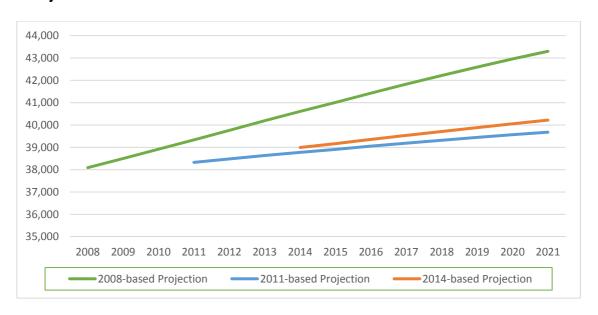
Figure 1: Comparison of Welsh Government's 2008, 2011 and 2014 based Population Projections and Mid-Year Estimates for Monmouthshire

2.3.4 These lower levels of population growth are in contrast to the 2008-based population projections which the LDP used as the starting point for its growth strategy.

Revised Household Projections

- 2.3.5 Corresponding household projections have also been released by the Welsh Government based on the 2011 census and the corresponding 2011 and 2014 population projections. The key changes for Monmouthshire are as follows and are shown in Figure 2:
 - The 2011 based projections estimate that the number of households will increase from 38,327 to 39,678 between 2011 and 2021, an increase of 3.5% compared to a 10.1% increase in the 2008-based projections. Based on this, the LDP would have made provision for around 1,800 dwellings over the Plan period (with a 4% vacancy rate, a small allowance for the Brecon Beacons National Park and an additional requirement for the period 2006-2011 taken into account).
 - The 2014 based projections estimate that the number of households will increase from 38,994 to 40,218 between 2014 and 2021, an increase of 3.1%. Taking the 2011 38,327 figure as the start point, the LDP would have made provision for around 2,400 dwellings over the Plan period (with a 4% vacancy rate, a small allowance for the Brecon Beacons National Park and an additional requirement for the period 2006-2011 taken into account).
 - Clearly, the projected increase in households are at significantly lower levels than those used to establish the LDP requirement. This is due to the fact that households have not formed at the rate anticipated in the 2008 projections.

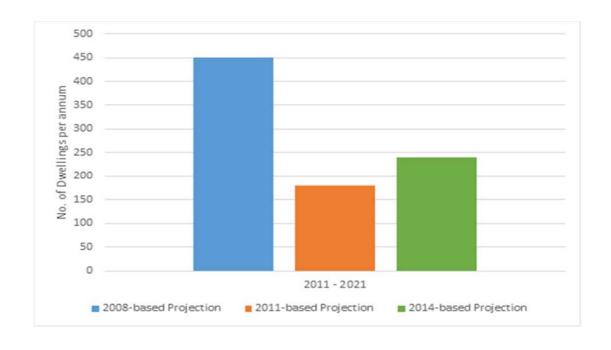
Figure 2: Comparison of Welsh Government's 2008, 2011 and 2014 based Household Projections for Monmouthshire



Dwelling Requirements

2.3.6 The LDP's current housing requirement, based on the 2008-based projections, at 450 dwellings per annum, is significantly higher than the 180 and 240 dwellings per annum that would be required by the 2011 and 2014 based projections respectively, as depicted in Figure 3. It is therefore deemed appropriate to reconsider the LDP Strategy's level of housing growth as part of the preparation of a revised LDP.

Figure 3: Annual Dwelling Requirement 2011 – 2021 based on the Welsh Government's 2008, 2011 and 2014 based Household Projections for Monmouthshire



3.0 What Potential Changes are required to the LDP?

3.1 Review of LDP Vision, Issues and Objectives

LDP Vision

3.1.1 The LDP Vision was developed from public participation exercises carried out in the summer of 2008. The main part of the Vision was subsequently adopted as the Vision for the Monmouthshire Community Strategy 2008-12. It states that:

By 2021 Monmouthshire will be a place where:

- (1) People live in more inclusive, cohesive, prosperous and vibrant communities, both urban and rural, where there is better access to local services, facilities and employment opportunities.
- (2) The distinctive character of its built heritage, countryside and environmental assets has been protected and enhanced.
- (3) People enjoy more sustainable lifestyles that give them opportunities for healthy activity, reduced reliance on the private motor car and minimised impact on the global environment.
- 3.1.2 In April 2013 the Monmouthshire Community Strategy was replaced by a Single Integrated Plan 2013-17 (SIP). The SIP had a Vision of Sustainable and Resilient Communities. This Vision was to be achieved through three key themes: Nobody is Left Behind; People are Confident, Capable and Involved; and Our County Thrives.
- 3.1.3 Although the LDP was prepared in the context of the Community Strategy, the SIP addressed similar issues and priorities, including affordable housing, business and enterprise, accessibility and environmental protection/enhancement. It was accepted during the LDP Examination (which took place in the summer of 2013, after the publication of the SIP) that the LDP was consistent with the SIP and met the relevant 'soundness' test. Clearly the LDP Vision was consistent with the SIP Vision as it went into fuller detail on how to achieve 'Sustainable and Resilient Communities'.
- 3.1.4 The SIP, in turn, is being replaced by a Local Well-being Plan (LWBP), which is to be finalised in Spring, 2018. The LWBP is a requirement of the Well-Being of Future Generations Act (2015). As noted in Section 2.2, the Act places a well-being duty on public bodies, including local authorities, to carry out sustainable development and to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the seven well-being goals: (1) A globally responsible Wales; (2) A prosperous Wales; (3) A resilient Wales; (4) A healthier Wales; (5) A more equal Wales; (6) A Wales of cohesive communities; and (7) A Wales of vibrant culture and thriving Welsh language.
- 3.1.5 Planning Policy Wales (para 2.1.7, Edition 9, November 2016) states that the LWBP 'should provide the overarching strategic framework for all the other plans and strategies for the local authority, including the LDP'. The LWBP is being prepared by

the Monmouthshire Public Services Board (PSB). The four statutory members of the PSB are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales; other organisations are also invited. As part of its responsibility the PSB has produced a well-being assessment which assesses the state of economic, social, environmental and cultural well-being in Monmouthshire. The next stage is the preparation of the LWBP itself, which will set out the PSB's local well-being objectives and the steps it proposes to take to meet them.

3.1.6 The PSB Draft LWBP has recently been published for consultation purposes. The draft objectives are indicated in the table below:

Purpose	Building Sustainable and Resilient Communities			
Our aspiration is to:	communities. > Support and protect vulnerable	veen communities and within le people. He patural environment has to offer.		
Our Well-being Objectives are:	People / Citizens > Provide children and young people with the best possible start in life	Place / Communities ➤ Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change		
	 Respond to the challenges associated with demographic change 	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.		

- 3.1.7 It can be seen that the overall purpose of the LWBP is the same as the Vision set out in the SIP. The elements of the LDP Vision reproduced in paragraph 3.1.1 above set out how the LDP, with its spatial emphasis, can contribute to meeting this overall goal of 'Building Sustainable and Resilient Communities'. While there might be scope for some 'tweaking' of its wording, it seems unlikely, therefore, that any incompatibility will arise between the existing LDP Vision and the overall purpose of the LWBP.
- 3.1.8 Additional lines were added to the LDP Vision on the recommendation of the Council's sustainability consultants in order to give it a spatial context and reflect the distinctive geography of Monmouthshire. It was considered appropriate to conceptualise the local planning authority area as having three broad categories of settlement:
 - Monmouthshire's historic market towns of Abergavenny, Chepstow and Monmouth.
 - The newer 'Severnside' or M4 corridor group of settlements of Caldicot/Portskewett, Magor/Undy, Rogiet and Sudbrook.
 - The rural area, containing the small town of Usk and larger villages of Raglan and Penperlleni but mainly consisting of a large number of small villages.

3.1.9 The second part of the LDP Vision, therefore, set out the Council's aspirations for these groups of settlements and a spatial strategy was developed accordingly. If plan revision results in substantial changes the spatial strategy then it will be necessary to revisit the spatial elements of the LDP Vision.

LDP Issues and Objectives

- 3.1.10 The LDP Vision is supported by sixteen LDP Objectives. These are grouped according to the five main themes of the Wales Spatial Plan (WSP): Building Sustainable Communities, Promoting a Sustainable Economy, Valuing our Environment, Achieving Sustainable Accessibility and Respecting Distinctiveness. The WSP now carries limited weight as little attention has been given to it in recent years and it is due to be replaced by the National Development Framework. Nevertheless, this means of organising and structuring the LDP Objectives and subsequent planning policies that follow is still a valid approach as it highlights how the key purpose of the LWBP 'Building Sustainable and Resilient Communities' can be supported by the LDP.
- 3.1.11 The WSP themes were also used to group the Key Issues that had to be addressed in the LDP, thereby enabling the Objectives to be related to the Key Issues. The Local Well-being Assessment carried out by the PSB, as required by the Well-Being of Future Generations Act (2015), did not provide any evidence that the key spatial issues facing the County have changed to any significant extent. There is no pressing need, therefore, to amend the LDP Objectives. Should the LDP Vision require any significant revision then it is likely that the LDP Objectives would also have to be modified.
- 3.1.12 The following matrix shows how the LDP Objectives contribute to multiple well-being goals:

	Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Wales of vibrant culture and	Globally responsible Wales
LDP						thriving Welsh	
Objectives						Language	
1. Sustainable							
Communities							
2. Maintain							
Main Centres							
3. Rural							
Communities							
4.Housing							
5. Access to							
recreation.							
6.Infrastructure							
7.Economy							
8. Natural Heritage							
9.Natural							
Resources							
10.Efficient Land Use							
11. Carbon Reduction							
12. Flood Risk							
13.Waste and Minerals							
14.Sustainable							
Transport							
15.Built Environment							
16. Sustainable Design							

3.1.13 This indicates that all the LDP Objectives make a significant contribution to meeting the well-being goals. As with the LDP Vision, there may be a case for some 'tweaking' to more specifically address the LWBP objectives. Overall, however, there is no fundamental conflict with purpose and objectives of the LWBP. Should any changes be made to the Plan, these would have to be devised in accordance with the well-being goals.

3.2 Review of LDP Strategy

Spatial Distribution of Housing

3.2.1 The spatial strategy in the adopted LDP was informed by an extensive consultation process. The strategy aims to focus the majority of residential development in the County's main towns (Abergavenny, Chepstow and Monmouth), with a smaller amount of new housing development provided within the Severnside area and the Rural Secondary Settlements where there is the best access to services and transport. The strategy also directs some development toward the County's main villages in order to meet local affordable housing need. In determining the spatial distribution of growth the existing supply of development was taken into account.

Table 1: Spatial Distribution of Housing Growth – Proposed and Achieved

	Proposed Spatial Distribution of Housing Growth in the LDP (%)	Spatial Distribution of Housing Growth Achieved (%) ⁴
Main Towns	41	50
Severnside	33	27
Settlements		
Rural Secondary	10	12
Settlements		
Rural	16	11

3.2.2 The LDP is now nearly two thirds of the way through the plan period and the above table indicates that the spatial delivery of housing generally aligns with the spatial distribution of growth identified in the adopted LDP. The proportion of housing growth achieved in Severnside is lower than that proposed in the LDP as two allocated strategic sites in this area (Crick Road, Portskewett and Vinegar Hill, Undy) have not yet progressed. The Annual Monitoring Reports have concluded that there are no concerns with the implementation of the spatial strategy. However, the latest AMR recognises that windfall sites have accounted for a significant proportion of completions within the main towns, albeit that this is still in line with the spatial strategy of the plan. Therefore, with regard to the spatial strategy it would appear that in general LDP policies are functioning effectively.

Level of Housing Growth

3.2.3 The chosen level of housing provision in the LDP is 4,500 dwellings over the plan period 2011-2021. This accommodates the level of growth indicated by the 2008-based Welsh Government Household projections, which as detailed in Section 2.3, projected an increase for the County of 3,969 households between 2011-21 (or about 4,100 dwellings when a 4% vacancy rate is factored in), with a small allowance (10 dwellings per year) to be met in that part of Monmouthshire included in the Brecon Beacons National Park, together with an additional requirement for the period 2006-2011.

⁴ Based on commitments (i.e. sites with extant planning permission for residential use) at 29/11/2017 and residential completions 01/04/2011-31/03/2017.

3.2.4 Over the 6 year period between 2011 and 2017 a total of 1,503 new dwellings were built in Monmouthshire which is well below the target of 2,700 for this period. As indicated in Figure 4, annual housing completions have been below the LDP dwelling requirement every year since the start date of the Plan. Consequently, in order to meet the LDP target of 4,500 new dwellings over the lifetime of the Plan, nearly 750 new dwellings per annum would need to be delivered over the next 4 years. This level of housing delivery is considered to be unrealistic, and as such the housing delivery element of the LDP's strategy is unlikely to be achieved by 2021. The cumulative completions recorded over this period compared with the LDP target is shown in Figure 5.

Figure 4: Housing Completions in Monmouthshire 2011 - 2017

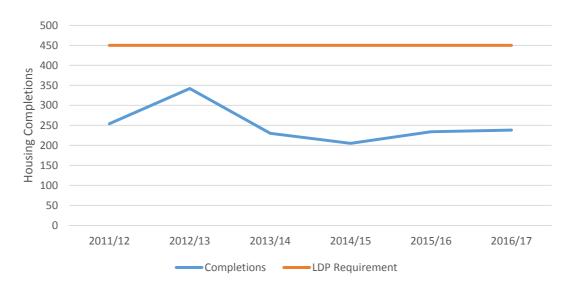
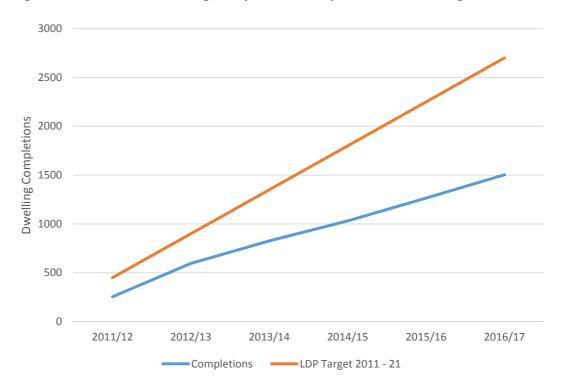


Figure 5: Cumulative Housing Completions compared with LDP Target 2011 - 2017



Housing Delivery since LDP Adoption

3.2.5 As the LDP was adopted on 27 February 2014, in order to achieve the 450 per annum dwelling target over the plan period (2011-2021), the AMR target is set at 488 per annum 2014-2021. Whilst the level of housing growth in the plan is intended to be aspirational, it is evident from the Figure 6 that this level of annual growth was always going to be a challenging target, with this average build rate only exceeded some seven times over the past 35 years, with patterns of build rate following economic trends rather than land use plan coverage.

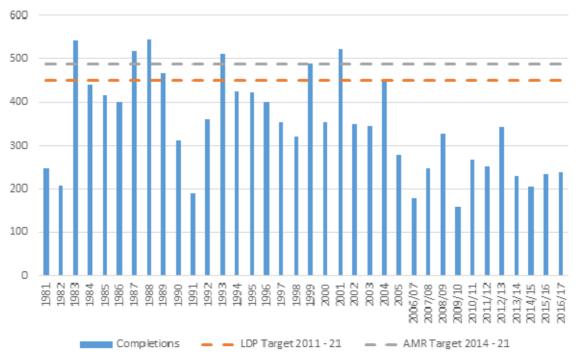


Figure 6: Dwelling Completions in Monmouthshire 1981 - 2017

- 3.2.6 A total of 667 dwellings completions have been recorded over the three years since the Plan's adoption, an average of 222 dwellings per annum, which is significantly less than the identified AMR target of 488 dwellings per annum. Based on the AMR target a total of 1,464 dwellings should have been completed which, in view of completions achieved, indicates a significant shortfall of 797 dwelling completions between the LDP adoption and 31 March 2017.
- 3.2.7 In addition to the 667 dwellings completed since LDP adoption, a further 836 completions were recorded in the first 3 years of the plan period. This equates to a total of 1,503 dwelling completions in Monmouthshire to date, representing around a third of the housing requirement of 4,500 dwellings. This results in an average annual build rate of 250 dwellings per annum and with only 4 years of the plan period left, the annual build rate would need to be in the region of some 750 dwellings to meet the housing target. It is therefore evident that the LDP's housing requirement is very unlikely to be met by the end of the plan period.

- 3.2.8 The failure to deliver the levels of housing growth set out in the Plan is due to a variety of factors, one of which is the speed at which sites allocated in the plan are coming forward. Of the seven strategic sites in the Plan only three have full permission and, of these, only one has recorded any completions to date. In terms of the remainder of the strategic sites, a further two⁵ have received either full or outline permission subject to the signing of a \$106 agreement. As the strategic sites account for nearly 45% of the housing target of the plan and are central to the provision of the Plan's proposed level of both general and affordable housing, their delivery is a crucial element in the delivery of the housing strategy. Whilst there is no evidence to suggest that the strategic sites are not deliverable or that their allocation needs to be reviewed, the slower than anticipated delivery rate of these sites confirms the need for additional site allocations through the LDP revision. The current status of strategic sites is provided in Table 4 - Delivery of Allocated Residential Sites - at Appendix 1.
- 3.2.9 Many factors impacting on the delivery of housing sites are independent of the planning system such as the wider economy and housing market. This includes the economic recession which has had a significant impact on the development sector. It is clear from Figure 6 that housing delivery is at a significantly lower level in the County since the onset of the recession in 2008. Whilst the recession has officially ended and the national economy is once again experiencing some growth, housing delivery in Monmouthshire remains at a lower level than previously experienced. Site viability is also a major factor impacting on site deliverability and viability assessments slow down the determination of planning applications. Delayed site delivery clearly affects the amount of general market and affordable housing being delivered through the planning system.
- 3.2.10 While there is currently sufficient land allocated in the LDP and land with planning permission to achieve a 5 year housing land supply, the slower than anticipated rate at which such land is coming forward is resulting in land being pushed outside of the 5 year supply. This is detailed further in paragraphs 3.2.15-3.2.19.

Affordable Housing Delivery since LDP Adoption

3.2.11 A significant issue for Monmouthshire is the fact that house prices are high in relation to earnings. The LDP recognises the pressing need for affordable housing in the County in both urban and rural areas and as such made provision for the delivery of some 960 affordable homes over the plan period. This is to be achieved by providing 35% affordable housing on new sites in the Main Towns and Rural Secondary Settlements, 25% on new sites in Severnside settlements and 20% on large site windfalls and the commitments which had achieved planning permission under the UDP. As such the delivery of the Plan's affordable housing target is very dependent on the progress of the strategic sites and achieving the required percentage on these sites. Another key area of the Plan's housing strategy is the provision of affordable housing in rural areas

⁵ Deri Farm, Abergavenny and Rockfield Farm, Undy.

- to meet local needs. To this end, sites for up to 15 dwellings are allocated in some of the County's main villages, with 60% of the proposed dwellings to be affordable.
- 3.2.12 Affordable dwelling completions are significantly lower than the identified LDP target (96 per annum) with a total of 127 affordable dwelling completions recorded over the three years since the Plan's adoption. Based on the LDP target of 96 affordable houses per annum, a total of 288 affordable dwellings should have been completed which, in view of completions achieved, results in a shortfall of 161 affordable dwelling completions between 2014-2017.
- 3.2.13 In addition to the 127 affordable dwelling completions recorded since LDP adoption, a further 163 completions were recorded in the first three years of the plan period (total of 290 completions 2011-2017). This equates to an average annual build rate of 48 affordable dwellings per annum and with only 4 years of the plan period left the annual build rate would need to be in the region of some 168 affordable dwellings to meet the affordable housing target. It is clear therefore that even if progress is made on the delivery of the strategic sites during the remainder of the plan period, the LDP's affordable housing requirement is unlikely to be met.
- 3.2.14 With regard to delivery of the main village 60% affordable housing sites, of the 19 sites allocated only one site has been delivered to date with one other site currently under construction. Of the remainder, 3 sites have planning permission and a further 3 have been the subject of pre-application discussion, as indicated in Table 4 of Appendix 1. As detailed below, delivery of these sites will be given further consideration as part of the revision process and the reasons for lack of progress investigated, including the impact of unrealistic landowner expectations. Investigation into the reasons behind non-delivery may lead to the de-allocation of some sites in the revised plan.

5 Year Housing Land Supply

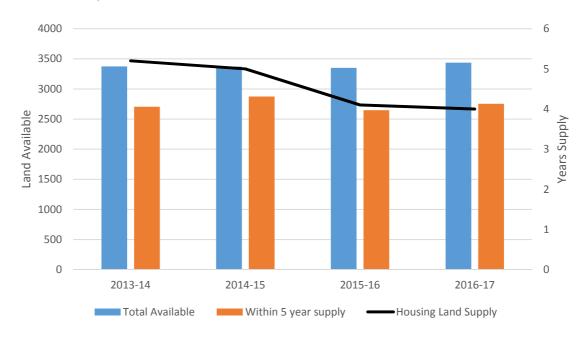
3.2.15 Planning Policy Wales (PPW) Edition 9 (November 2016) at paragraph 9.2.3, states that local planning authorities must ensure that sufficient land is genuinely available or will become available to provide a 5 year supply of land for housing. Monmouthshire has not achieved a 5 year housing land supply for the past two consecutive years, with the housing land supply currently standing at 4.0 years, as detailed in the table below.

Table 2: Monmouthshire Housing Land Supply April 2011 - April 2017

	No. Years Supply - Residual Method	No. Years Supply - Past Build Rates
2011/12	-	4.4
2012/13	-	3.6
2013/14	5.2	9.9
2014/15	5.0	11.5
2015/16	4.1	10.8
2016/17	4.0	11.0

3.2.16 Despite the housing land supply currently standing at 4.0 years, Monmouthshire has sufficient land available in terms of allocated sites and current planning permissions to achieve a 5 year supply of housing land. However, as detailed above, the slower than anticipated progress in housing allocations being delivered has resulted in around 680 of these dwellings being outside the current 5 year land supply in the 2017 Joint Housing Land Availability Study, as shown in Figure 7.

Figure 7: Availability of Housing Land & Housing Land Supply 2013-2017 (based on the JHLAS)



- 3.2.17 Another contributing factor to the inability to evidence a 5 year supply of housing land is that while there is sufficient land allocated/with permission to achieve a 5 year supply, current Welsh Government guidance set out in TAN1: Joint Housing Land Availability Studies (2015) requires LPAs to base housing land availability calculations solely on the use of the residual method. Under previous TAN1 guidance past build rates could also be used to calculate housing land supply and evidence whether land for development is available. The residual method focuses on the remaining number of houses to be delivered in the remaining plan period, whereas the past completions method reflects to a greater extent the realities of what is being delivered on the ground by the development industry. As indicated in Table 2, if past build rates were used the County would currently have an 11 year supply of housing land.
- 3.2.18 Importantly, this illustrates that the housing land supply issue is not a simple case of the LDP not delivering, it is a complex combination of rules around how land supply is measured and external economic factors affecting house building and the housing market.
- 3.2.19 Where a local planning authority cannot evidence a 5 year supply of housing land, TAN1 states that considerable weight should be given to this when dealing with planning applications for housing sites that are not allocated in a plan but would

otherwise comply with both local and national planning policies. Accordingly, Monmouthshire has taken a pragmatic approach to determining two recent residential development applications which, whilst not allocations within the plan, are otherwise acceptable in planning terms. This pragmatic approach has made a positive contribution to the County's supply of land. However, as stated above whilst there is sufficient land available for residential development the reasons that the land is not coming forward as quickly as anticipated is not solely a case of the planning system not delivering.

Reconsideration of the LDP Strategy?

- 3.2.20 The inability to meet the adopted LDP's housing requirement and the resulting failure to maintain a 5 year housing land supply indicates that the level of housing growth required by the LDP's strategy will need to be reconsidered as part of a revision of the LDP. In addition, all undelivered housing allocations will need to be re-assessed to ensure that they remain viable and deliverable. This could result in existing housing allocations being removed from the LDP and new sites allocated.
- 3.2.21 In addition to considering the current proposed level of housing growth, the revision of the plan will also need to consider the implications of an extended plan period. The current plan runs to 2021, any revised plan is likely to extend to 2036. Extending the plan period will result in a revised dwelling need and a requirement for new sites for both market and affordable dwellings. It will need to take account of the latest population and household projections, a revised Local Housing Market Assessment and the policy aspirations linked to the Cardiff Capital Region City Deal and Future Monmouthshire. Whilst currently there are no concerns with the Plan's spatial strategy, an extension of the plan period could impact on this. Similarly, regard will need to be given to wider policy aspirations in determining an appropriate spatial strategy for Monmouthshire moving forward. Accordingly, if the spatial strategy needs to be reconsidered a full revision will be needed.

3.3 Review of LDP Policies

- 3.3.1 The LDP policies have been reviewed having regard to the following:
 - Findings of the three LDP Annual Monitoring Reports;
 - Significant contextual changes that have occurred since the Plan's adoption, including changes in national policy and legislation; and
 - Internal consultation with development management officers and other specialist MCC officers, including housing, green infrastructure, heritage and economic development officers. Topic based officer working groups were established to discuss policy implementation, with consideration given to how policies are functioning/being implemented. Consultation also took place with a number of organisations involved in the development of the Main Village 60/40 affordable housing sites (Policy SAH11), including registered social landlords (RSLs), the Rural Housing Enabler and private developers.
- 3.3.2 A summary of the policy review assessment is set out in Tables 1-5, Appendix 1. This gives an overview of whether a policy/allocation is functioning effectively, whether any amendments are likely to be needed and whether any policies should be removed as part of the plan revision process. The policy assessment undertaken to date is not considered to be definitive and further consideration will be given to the need to revise the Plan's policies as part of the revision process.
- 3.3.3 The key policies that are considered likely to require amendment based on the policy review assessment are discussed in more detail below.

Housing and Site Allocations

[Policies S1, S2, S3, SAH1-SAH11]

- 3.3.4 As detailed above, to date the adopted LDP has not delivered the level of housing growth identified in the Plan which has resulted in a shortfall in the housing land supply. As part of the revision process consideration will, therefore, need to be given to the appropriate level of housing growth for the County over an extended plan period. In addition, consideration will be given to adopted spatial strategy to determine whether it remains appropriate over extended plan period, having regard to wider policy aspirations associated with Cardiff Capital Region and Future Monmouthshire. Accordingly, it is anticipated that policies S1 (Spatial Distribution of New Housing Provision) and S2 (Housing Provision) will need to be amended to reflect this.
- 3.3.5 It is also anticipated that the Plan's residential site allocation policies will require amendment as part of the revision process. Undelivered housing allocations will need to be re-assessed to ensure that they remain viable and deliverable which could result in existing allocations being removed from the revised plan. It will also be necessary to allocate additional deliverable and viable sites to meet the County's housing requirement over an extended plan period.

Affordable Housing

[Policies S4, H7, SAH11]

- 3.3.6 As highlighted above, affordable dwelling completions are significantly lower than the identified LDP target (96 per annum) with a total of 127 affordable dwelling completions recorded over the three years since the Plan's adoption. A significant reason for the failure to achieve the Plan's affordable housing targets is the slow delivery of the LDP strategic site allocations. At the same time, viability issues have made it difficult to achieve the required proportions of affordable housing on those sites that have obtained planning permission to date. Policy S4 requires 35% affordable housing on new sites in the Main Towns and Rural Secondary Settlements and 25% on new sites in Severnside settlements. The permission for the allocated site at School Lane, Penperlleni, made provision for 35% affordable dwellings; the permission for Wonastow Road, Monmouth achieved 30% affordable; the permission for Coed Glas, Abergavenny included 35% affordable. Of two windfall sites allowed in Abergavenny, one (The Hill, Pen-y-Pound) achieved 27% plus an off-site financial contribution towards affordable housing and the other (Mulberry House, Pen-y-Pound) included 64% affordable. Conversely, the permission for the allocation at Sudbrook Paper Mill could only achieve 9.4% affordable, this site being subject to considerable abnormal remediation costs. With regard to the permission for the Fairfield Mabey allocation, there are considerable abnormal costs affecting the site and agreement has been reached with the developers for 1.5 acres of serviced and remediated land to be provided to the Council at a discounted price. Two further allocated strategic sites have gained planning permission subject to Section 106 Agreements. Of these, the permission for Rockfield Farm, Undy will include 25% affordable, achieving the target, while that for Deri Farm will achieve 20% affordable, viability at this latter site being affected by the expense of undergrounding overhead electricity pylons. Planning permissions have also been granted, subject to Section 106 agreements, for departure applications at Rockfield Road, Monmouth, and Grove Farm, Llanfoist. These both make provision for the 35% policy compliant affordable housing requirement.
- 3.3.7 There has, therefore, been a wide range of percentages of affordable housing achieved under Policy S4 in planning permissions granted since the adoption of the LDP. A significant number of these permissions, however, have achieved the required percentages and there is no evidence to suggest that the policy targets are unrealistic in general terms. Where a lesser proportion has been permitted this has followed considerable negotiation and the submission of detailed viability evidence which has been independently assessed by the District Valuation Service. In this respect, Policy S4 specifically states that the affordable housing requirements should be subject to appropriate viability assessment. This can be carried out on a site by site basis and it does not appear that a reduction in the targets set out in the policy is required. Having said that, however, there is a clear need to ensure that the policy requirements are based on up to date information on development costs and values and appropriate

- viability testing will be carried out as part of the evidence gathering for any revised LDP.
- 3.3.8 Another key aim of Policy S4 is the provision of affordable housing in rural areas to meet local needs. To this end sites for up to 15 dwellings are allocated in most of the County's main villages under Policy SAH11, with a minimum of 60% of the proposed dwellings to be affordable. Of the 19 sites allocated only one site has been delivered to date with one other site currently under construction. Three sites have obtained planning permission, although two of these are subject to a Section 106 agreement. Progress has been made with a number of other sites but planning applications have not yet been forthcoming. Discussions with developers and the Rural Housing Enabler have indicated a number of issues preventing sites coming forward, including unrealistic land owner expectations on land values, high infrastructure costs and allocated sites being too small to achieve effective layouts. Given the limited progress in delivering the sites allocated in Policy SAH11 there is a clear need to consider revisions to the policy and/or how it is implemented through the Affordable Housing SPG, although within a general context that the primary aim of the policy is the provision of affordable housing for local people living in the rural parts of the County.
- 3.3.9 While Policy S4 is generally operating successfully, experience of implementing the policy and discussions with Development Management officers have indicated a number of areas where the wording of the policy would benefit from greater clarity and precision, albeit that attempts have been made to address some of the points of concern through the Affordable Housing SPG. Such issues include: the percentage affordable housing required on infill sites in Main Villages (i.e. sites not allocated under Policy SAH11); the percentage affordable housing required on departure sites in the open countryside; the difficulty in providing affordable housing in conversion schemes; and the lack of relevance of the part of the policy relating to Minor Villages.
- 3.3.10 Policy S4 also requires that developments below the thresholds for providing affordable housing on site make a financial contribution towards the provision of affordable housing in the local planning authority area. Such an approach is encouraged in PPW (paragraph 9.2.17) and is considered to be a useful and justified means of providing resources to assist in meeting affordable housing needs in the County. It is recognised, however, that care needs to be taken not to prevent housing development coming forward and the implementation of the policy is being kept under review. It is considered unlikely that Policy S4 itself would need revision in this respect. This would be more a matter of policy implementation that could be dealt with in Affordable Housing SPG.

Gypsy Travellers

[Policy H8]

3.3.11 The adopted LDP was informed by the Gypsy and Traveller Accommodation Needs and Sites Study (2009) which found there to be very little need for gypsy and traveller sites in Monmouthshire. However, given that a planning application had been submitted to

the Authority for 4 pitches, the study concluded that this represented a need. The site in question was subsequently granted planning permission on appeal for a revised scheme comprising of 2 caravans and 2 amenity blocks. Given that no other specific new need was identified, the Study concluded that no other new provision would need to be found through plan allocations. Accordingly, given that the identified need had been adequately provided for it was determined that there was no need to allocate an additional site in the LDP and that any future applications for gypsy and traveller sites would be assessed against Policy H8 - Gypsy Traveller and Travelling Showpeople Sites.

- 3.3.12 Subsequent to the adoption of the LDP, the Housing (Wales) Act 2014 introduced a statutory requirement for local authorities to assess the accommodation needs of Gypsy and Travellers, together with a duty to make provision for sites where the assessment identifies need. Accordingly, the Council prepared a Gypsy Traveller Accommodation Assessment (GTAA) which was submitted to the Welsh Minster in February 2016 and subsequently agreed by the Welsh Minister in December 2016. The aim of the assessment is to provide data which will identify Gypsy and Traveller pitch needs separately from wider residential demand and aspiration. A key finding of the assessment is that there is an estimated unmet need for eight pitches to 2021, based on overcrowding, unauthorised occupation and the likelihood of cultural aversion to conventional housing.
- 3.3.13 In view of this, the Council's intention is to make provision for an appropriate site(s) to meet identified unmet need by working proactively with Gypsy and Traveller households to establish their preference for site provision (private or Council). The findings of the GTAA process suggest that there is an aspiration within much of the Gypsy Traveller community for private site provision in Monmouthshire. Where necessary, the Council will work with and support Gypsy Traveller households to identify and develop suitable private sites to address the identified unmet need in accordance with the existing LDP policy framework. A recent appeal decision in Monmouthshire at Llangeview (October 2017) allowed the provision of a private site for 7 pitches. This decision was made to meet some of the identified unmet need. However, any revised plan will need to consider need for the duration of the plan period.
- 3.3.14 If further private site(s) cannot be achieved there may be a need to identify a public gypsy/traveller site. The identification and provision of Gypsy Traveller site(s) to address any unmet need will be given further consideration in the LDP revision process.
- 3.3.15 The GTAA also found that while there is no need for a transit site, due to the low number of unauthorised encampments in the County, there is a need for a stopping site. In terms of transit sites and stopping sites, it is considered that these would best be considered on a regional basis, requiring collaboration with neighbouring local authorities through any LDP revision / SDP process.
- 3.3.16 In terms of the existing policy framework, Policy H8 Gypsy Traveller and Travelling Showpeople Sites - appears to be functioning effectively. The policy review did, however, suggest the need to revise parts of the policy to align with the provisions of

WAG Circular 30/2007 - Planning for Gypsy and Traveller Caravan Sites. This will be given further consideration in the LDP revision process.

Open Space

[Policies CRF2, DES2 Designations]

- 3.3.17 The existing recreation/open space policies contained in the LDP were informed by the Monmouthshire Open Space Study, December 2008. This assessed the quantity, quality and accessibility of outdoor recreation and public open space provision within the County's main settlements and identified villages, including all land designated as Areas of Amenity Importance under Policy DES2. The study identified deficiencies in the quantity and quality of existing provision in relation to the proposed standards in the LDP. A qualitative assessment of existing provision was also undertaken. The study set out in detail the levels of provision for each of the County's named settlements.
- 3.3.18 It is considered that in general the Plan's recreation and open space policies are functioning effectively in safeguarding existing recreation facilities and public open space and in securing provision of new facilities in connection with new residential development in accordance with the adopted standards. However, as part of the revision process further consideration needs to be given to the spaces currently designated as Areas of Amenity Importance under Policy DES2. A full survey of all open space within the boundaries of the main settlements and villages is currently being undertaken. All outdoor space designated as DES2 should fulfil the criteria set out in Policy DES2 and any areas, in full or in part, which do not fulfil the criteria will be considered for de-designation. Areas which fulfil the criteria but which are not currently designated will be considered for designation as Areas of Amenity Open Space through the LDP revision process.
- 3.3.19 Whilst there have been no contextual changes to national planning policy or TAN16: Sport, Recreation and Open Space (2009) since adoption of the plan, Fields in Trust produced new guidance in 2017, 'Guidance for Outdoor Sport and Play: Beyond the Six Acre Standard.' This guidance, while retaining the same headline rates of provision as the original "Six Acre Standard", draws out new recommendations for accessibility, for flexible application of standards and the minimum dimensions of formal outdoor space. The revision of the guidelines also introduces benchmarking for informal open space not involving organised sport and play and includes parks and gardens and natural and semi-natural habitats. The amendments to the guidance do not result in a requirement to make modifications to current LDP standards as the TAN promotes evidence based locally generated standards. However, the revised recommended benchmark guidelines for both formal and informal outdoor space will be taken into account in the LDP revision process. The Council is also moving away from an approach to recreation and open space provision based on strict compliance with predetermined standards. This is in accordance with LDP Green Infrastructure policies that encourage the multifunctional use of open space.

Retail

[Policy S6]

- 3.3.20 The existing LDP was informed by the Monmouthshire Retail and Leisure Study, April 2010, which evidenced the need to focus new retail and commercial developments in the identified retail hierarchy to assist in sustaining and enhancing the County's main towns /local centres and building sustainable communities. It also set out the future retail needs for the County's main towns and the local centres of Magor and Usk and, where appropriate, identified potential development opportunities for future retail and commercial development within the centres. Overall, the study found limited need for further retail development in the County over the plan period and it is was subsequently determined that such limited floorspace requirements could be met on existing sites in the County's Central Shopping Areas. Accordingly, there was no need to allocate additional sites for retail provision in the Plan.
- 3.3.21 An updated Retail Expenditure Forecasts Study (March 2017) has been prepared to inform the LDP revision. This provides an update of the retail expenditure forecasts contained within the Monmouthshire Retail & Leisure Study 2010 which informed the existing LDP. The purpose of the Update, alongside the 2015 Retail Background Paper published by the Council in February 2016, is to provide comprehensive information on the current performance of the Monmouthshire towns as retail centres, and to provide an up-to-date assessment of retail expenditure capacity within the County. This updated study will inform the Plan revision.
- 3.3.22 The review of LDP retail policies found that in general the policies are functioning effectively in enabling appropriate retail development in the County. However, as part of the revision process further consideration will be given to the retail hierarchy to take account of any changes in town, local and neighbourhood centres and/or updated retail requirements over the revised plan period. Similarly, consideration will also be given to the appropriateness of the existing boundaries of the centres' primary shopping frontages and central shopping areas, taking account of any changes to their role/function.
- 3.3.23 A number of contextual changes to national planning policy have occurred since the preparation of the Plan. Welsh Government published revised versions of Chapter 10 of PPW and TAN4 (Retail and Commercial Development) in November 2016. The documents have been updated to reflect the Welsh Government's revised national planning policy for retailing and commercial development. The main areas of change include revised objectives for retail planning policy, stronger emphasis on the need for retail policies to be framed by a retail strategy in LDPs (complemented by masterplans and place plans to assist in the delivery of the strategy), a requirement for LDPs to set out a locally derived hierarchy of centres and revised policies for dealing with new uses/centres undergoing change and a consistent approach to terminology. However, the policy requirement to consider retail and commercial centres first for retail and

complementary uses remains, as do the requirements for retail need, sequential tests and impact assessments, where appropriate. The amendments to national policy do not result in a requirement to make modifications to current LDP policies, however, the revised guidance will be taken into account in the LDP revision process.

Planning Obligations

[Policy \$7]

- 3.3.24 LDP Strategic Policy S7 Infrastructure Provision seeks to ensure that new development is accompanied by an appropriate level of infrastructure to assist in providing for sustainable communities. The policy is being delivered through the development management process. Contributions are being secured through the use of planning obligations, as set out in Section 106 of the Town and Country Planning Act 1990. Planning obligations seek contributions from developers to enhance the quality of a development, provide community benefits and infrastructure, and mitigate any negative impacts that may arise as a consequence of the development.
- 3.3.25 The Council resolved on 27 June 2013 to commence preparatory work on CIL with a view to adopting CIL as soon as practicable following adoption of the LDP. This would have provided an alternative means of providing the necessary infrastructure to support development in the LDP, although the view was taken that the LDP strategic sites could be delivered without the need for CIL as each site had specific infrastructure requirements that could be dealt with through a standard Section 106 legal agreement.
- 3.3.26 Following a consultation on a CIL Preliminary Draft Charging Schedule (DCS) in 2015, a consultation on the DCS took place in April/May 2016. The next stage would have been to submit the DCS for Examination by an independent inspector. However, a CIL Review report (the Peace Review) published with the UK Government's Housing White Paper in November 2016 was recommending a number of substantial changes to CIL that are likely to be considered in the UK Government's Autumn Budget 2017. In addition, the Wales Act 2017 has devolved CIL to the Welsh Government and it is anticipated that the powers will be coming across in April 2018. There is, therefore, considerable uncertainty over the future of the measure. A decision has been taken, therefore, to delay any further work on CIL at least until the UK Government provides its response to the Peace Review.
- 3.3.27 In the meantime, policy guidance is being prepared to set out an approach to guide negotiations for Section 106 planning obligations between Monmouthshire County Council and applicants proposing new residential developments. It had been intended to produce full Supplementary Planning Guidance (SPG) on Planning Obligations to accompany the adopted LDP.
- 3.3.28 Having said that, the current policy is working successfully and contributions are being received (subject to viability considerations) to ameliorate the impacts of new development and help provide necessary infrastructure such as recreation and open space, community facilities, sustainable transport and education. A LDP Revision,

however, will need to consider the most effective method of providing infrastructure to support development in the LDP, carry out appropriate infrastructure planning accordingly and take account of any changes made to CIL legislation.

Employment

[Policies S9, SAE1 and SAE2]

- 3.3.29 The LDP policy review found that in general the Plan's employment policies are functioning effectively in enabling appropriate industrial and business development across the County and no concerns have been raised by officers in respect of the current employment policy framework. However, as part of the revision process consideration will be given to the employment strategy to take account of the industrial and business allocations that have been developed since LDP adoption. Consideration will also need to be given to the 'economies of the future' and their locational, sites and premises requirements. The Council's long term economic priorities and aspirations linked to the Cardiff Capital Region City Deal and Future Monmouthshire will also need to be considered through the revision process.
- 3.3.30 The Welsh Government produced a new TAN relating to Economic Development in February 2014. TAN 23 provides additional clarity relating to development management decisions and preparation of LDPs in relation to economic development. The TAN places greater emphasis on collaborative working with neighbouring authorities in terms of preparing regional evidence bases to inform regional working, including in relation to economic development strategies and the identification of strategic employment sites. Welsh Government also produced practice guidance in relation to building an economic development evidence base to support a LDP (August 2015). Chapter 7 of PPW was also updated, noting a need to provide specific targets on land provision for employment use classes B1, B2 and B8, indicating net change in land/floorspace for offices and industry/warehousing separately. The current LDP employment evidence base does not incorporate the full requirements set out in revised national planning policy guidance and will therefore need to be updated accordingly.
- 3.3.31 More recently, regional collaboration has been undertaken as part of the South East Wales Strategic Planning Group (SEWSPG) Employment Task and Finish Group. A common methodology has been produced for monitoring employment land and property provision on a regional basis. This methodology will be utilised in LDP revision to provide a comprehensive evidence base, allowing for a consistent analysis of cross-boundary employment land matters across the region.

Employment Land – Take up

3.3.32 The LDP allocated a total of 50.12ha of Identified Industrial and Business Sites (SAE1) to ensure that there is a sufficient supply of employment land to meet the needs of

the County. The 2016-2017 AMR identified a total take-up of 9.36ha of employment land on SAE1 sites since LDP adoption (to 31 March 2017). Of this development, 3.1ha relates to non-B uses.

3.3.33 There has been less take-up in relation to the Plan's protected employment sites (SAE2), with a total of 1.86ha has completed since LDP adoption. A small 0.21ha speculative site in Abergavenny has also been constructed and implemented for B1 light industrial starter units, highlighting the need for small industrial units across the County. As this site is located outside the development boundary on an unallocated site, it will be considered for inclusion as a protected employment site in LDP revision. Of note, 3.72ha of employment land (B1/B8 use) at the Identified Mixed Use Site at Wonastow Road, Monmouth has been completed since the latest AMR (2016-2017).

Employment Land – Quantity and Spatial distribution

- 3.3.34 The LDP monitoring indicator relating to employment land supply/development notes sufficient employment land is required to be maintained to meet the identified take up rate of 1.9ha per annum. Since adoption sufficient employment land has been maintained and while take up has been limited, there has been some progress across the County. There is currently 40.76ha of remaining land available across the Identified Industrial and Business Sites (SAE1), the majority of which is located in Magor (31.06ha/76%). Assuming a take up rate of 1.9ha per annum, the LDP currently contains sufficient industrial and business sites to the year 2038. In addition to this, 8.58ha is currently available on the Identified Mixed Use sites and 1.12ha on Protected Employment Sites (SAE2) Sites.
- 3.3.35 In accordance with TAN23, consideration must be given as to whether existing longstanding undeveloped identified industrial and business allocations have a reasonable prospect of being delivered for such purpose. In addition, there was some concern expressed at the LDP examination about the quantity and spatial distribution of identified industrial and business sites and internal discussions with the Council's Business and Enterprise team have indicated that it is likely that these issues will need to be addressed further in any LDP revision, providing the opportunity to determine whether any undeveloped sites should be de-allocated or re-allocated for a different use and/or if, and where, any new sites are required. As noted in paragraph 3.3.29, consideration will also need to be given to growing economies of the future and the Council's long term economic aspirations linked to the Cardiff Capital Region City Deal and Future Monmouthshire.

Tourism

[Policies S11, T1-T2]

3.3.36 A review of the LDP's tourism policy framework commenced in 2015 following concerns raised by the Council's Economy and Development Select Committee as to the effectiveness of the Plan's tourism policy framework in enabling/delivering tourism related development, and the extent to which it is supporting sustainable

forms of tourism accommodation, including 'glamping' facilities. The review into this matter subsequently found that the Plan's policy framework is generally supportive of sustainable forms of tourism accommodation, including glamping. It also determined that the preparation of SPG would be beneficial in order to provide clarification for officers, Members and customers on the interpretation /implementation of the existing policy framework in relation to sustainable tourism accommodation proposals. Accordingly, the Planning Policy Team prepared SPG in relation to sustainable tourism accommodation which was adopted in November 2017.

- 3.3.37 Reflecting this, the latest AMR reported that the Council approved proposals for a total of 24 tourism facilities (1 April 2016 31 March 2017), all of which related to tourist accommodation ranging from holiday lets to glamping accommodation. This demonstrates that the new Sustainable Tourism Accommodation SPG has helped clarify the Council's general support for this important sector of Monmouthshire's economy.
- 3.3.38 While the existing policy framework is working well in enabling sustainable tourism accommodation in the County, the policy review has also identified the need for some amendments to policies T1 (Touring Caravan and Tented Camping Sites) and T2 (Visitor Accommodation outside Settlements) to further improve their clarity. This will be given further consideration as part of the LDP revision process.

Renewable Energy

[Policies S12, SD1]

- 3.3.39 The LDP policy review found that the renewable energy policies are functioning effectively in respect of the provision of renewable energy, with a total of 16 schemes incorporating on-site renewable energy permitted since the LDP's adoption (excluding permitted development). However, significant contextual changes have occurred in relation to renewable and low carbon energy since LDP adoption which will need to be considered/addressed through the LDP revision process.
- 3.3.40 Welsh Government produced a revised version of the Renewable Energy Toolkit for Planners in September 2015. The update includes an additional section relating to how local planning authorities assess the potential for solar farm developments. The revised toolkit provides a methodology to assist in the production of Renewable Energy Assessments (REAs) and additional advice on how to translate the results of the REAs into the LDP evidence base and resulting policies. Local authorities are expected to undertake a proactive approach to all forms of renewable and low carbon energy generation.
- 3.3.41 The Monmouthshire Renewable Energy and Energy Efficiency Study (May 2010), and, the subsequent Addendum (February 2012) informed the policies set out within the LDP. The addendum was specifically produced to bring the LDP evidence base in line with the 2010 Welsh Government Renewable Energy Toolkit. The revised LDP will, nevertheless, need to consider the revised Toolkit and address the additional requirements set out within it.

Following the publication of the revised Toolkit, Welsh Government⁶ has provided 3.3.42 further emphasis that Local Planning Authorities should utilise their REAs to inform policies, areas of search and allocations for local authority scale renewable energy schemes (5MW - 25MW), or, other low carbon technologies. Welsh Government advise that the LDP consultation process should provide communities with the opportunity to identify suitable locations for renewable energy developments, meaning that such development can be guided to the most appropriate locations. Accordingly, the Plan's renewable energy evidence base will need to be updated and areas of search for local authority scale renewable energy explored through the LDP revision process.

Waste

[Policy S14]

- 3.3.43 The LDP Waste policies were prepared in the context of the South East Wales Regional Waste Plan (RWP) - First Review 2008. This set out land requirements for new waste management facilities, which were taken on board in LDP Strategic Policy S14 – Waste. Site Allocation Policy SAW1 subsequently identified sites that had potential for the location of in-building waste management facilities - class B2 industrial sites and existing waste management sites. The total amount of land identified amounted to 35.4 hectares, well in excess of the RWP requirement of 2.2 hectares to 5.6 hectares, depending on the technology utilised. The first three AMRs have indicated that the land available for potential waste management sites has now reduced to 26.26 hectares, again well in excess of the RWP requirement. The monitoring report trigger for further investigation is that the amount of B2 employment land falls below 5.6 hectares, which clearly has not been met.
- 3.3.44 RWPs, however, no longer have effect. A re-write of national planning policy on waste was needed to reflect the new waste policy context introduced through the EU Directive on Waste (2008/98/EC), the Waste Strategy for Wales, 'Towards Zero Waste, June 2010 and the underpinning suite of waste sector plans, in particular the Collections, Infrastructure and Markets Sector (CIMS) Plan, June 2012. PPW, therefore, was amended in February 2014 (Edition 6) and a revised TAN21 issued in the same month. The revised PPW and TAN21 no longer require the preparation of RWPs. The general approach of the CIMS Plan has been to move away from land-take based calculations to an approach where the need for waste management facilities is expressed by future capacity in tonnes. As stated in Welsh Government Policy Clarification Letter CL-01-12, technology development has led to the potential for smaller, more dispersed facilities to be developed (more flexible, able to take advantage of niche opportunities). It has also led to the possibility of larger facilities being developed to reflect economies of scale and reduce expenditure by businesses and local authorities on the management of their residual waste. The end result of this is that it is now more difficult to ascribe a value to an 'average facility' – and as such, area-based land-take calculations have become less applicable.

⁶ Dear Chief Planning Officer Letter (10 December 2015)

- 3.3.45 The CIMS Plan describes the waste management framework considered to provide the best solutions to meet environmental, social and economic needs in Wales to 2050. Waste assessments contained within the CIMS Plan do not have to be repeated by local planning authorities at a regional or local level. However, monitoring needs to be carried out through voluntary co-operation at a regional level to inform decision making in future LDPs and in dealing with planning applications for waste. The regional monitoring work has resulted in the first Waste Planning Monitoring Report (WPMR) for South East Wales (April 2016). This concluded that the regional position was:
 - There is no further need for landfill capacity within the South East region.
 - Any proposals for further residual waste treatment should be carefully assessed to ensure that the facility would not result in overprovision.
- 3.3.46 It appears, therefore, that there is no current need for residual waste facilities in Monmouthshire, although PPW (edition 6, paragraph 12.6.2) requires that the identification of suitable locations for sustainable waste management facilities should be considered as part of LDP preparation. PPW (paragraph 12.6.1) also requires that development plans should demonstrate how national waste policy, and in particular the CIMS Plan, along with any updated position adopted in the waste planning monitoring reports and any other form of waste management priorities relevant to its local area have been taken into account.
- 3.3.47 Given the findings of the LDP AMRs and the South East Wales WPMR it is considered that there is no pressing need to revise the LDP strategic and site allocation waste policies. Any LDP Revision, however, should reconsider these policies to take account of current government guidance and the change of approach to waste planning away from area-based land-take calculations.

Minerals

[Policy \$15]

- 3.3.48 The LDP Minerals policies were prepared in the context of the Regional Technical Statement (RTS) of the South Wales Regional Aggregates Working Party (SWRAWP) (October 2008). This has subsequently been replaced by the RTS 1st Review (August, 2014), which concluded that Monmouthshire was required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:
 - Land-won sand & gravel provision: Nil
 - Crushed rock aggregates provision: 0.12 million tonnes per year until the end of the Plan period and for 10 years thereafter.
- 3.3.49 These figures are based on the assumption that average annual demand for land-won primary aggregates within the area, over the period to 2036, will be comparable to the average annual sales over the baseline period used in the 1st Review of the RTS (i.e. 2001 to 2010). This method for assessing demand was different to that used in

the original RTS and made little sense from a Monmouthshire point of view as the sales figures were based on production from Livox Quarry, which has since ceased operation following the refusal of an application to renew its permission, and the Council made representations on the 1st Review accordingly. There are, however, reserves at Ifton Quarry, Rogiet that amount to 11 million tonnes. While it has not been worked for some time, Ifton Quarry has an existing planning permission that expires in 2045. This permission enables Monmouthshire to maintain its crushed rock land bank and meet its regional obligations. No further allocations for crushed rock extraction are needed, therefore, a situation that is unchanged from the 2008 RTS under which the LDP Minerals policies were prepared. There is no pressing need, therefore, to revise Policy S15. Any LDP Revision, however, should reconsider this policy to take account of changes in government guidance and any updated regional position.

3.3.50 Since the preparation of the LDP, Minerals Planning Policy Wales (2001) has been incorporated into PPW as Chapter 14 - Minerals. No changes to existing national policy have been made as a result of this integration exercise.

Transport

[Policies S16, MV10]

- 3.3.51 The review of the Plan's transport policies indicates that there are currently no concerns with their effectiveness / implementation, as detailed in Tables 1-2 Appendix 1. However, a number of contextual changes have occurred since the Plan's adoption, as detailed below, which will need to be taken into account in the LDP revision process.
- 3.3.52 In accordance with Welsh Government Local Transport Plan (LTP) guidance (May 2014)⁷, Monmouthshire County Council prepared a new LTP in January 2015 which was approved by Welsh Government in May 2015. The LTP replaces the 2010 South East Wales Regional Transport Plan (RTP) which informed the preparation of the adopted LDP. As directed by the guidance, the LTP is an update of schemes and priorities identified in the RTP. The transport schemes identified in LDP Policy MV10 (Transport Routes and Schemes) were carried forward to the Monmouthshire LTP and include a range of highway, public transport and walking/cycling schemes. However, the LTP identifies a number of additional transport schemes in Monmouthshire not specifically identified in Policy MV10 which are programmed for delivery over the 2015-2020 period, including the Magor and Undy new walkway rail station. Further consideration will be given to the policy/land use implications of the transport schemes identified in the LTP, as well as any updates to the LTP, as part of the LDP revision process.
- 3.3.53 Consideration will also be given to the policy/land use implications of the Cardiff Capital City Region South East Wales Metro proposals in the plan revision process. The

⁷ Guidance to Local Transport Authorities – Local Transport Plan 2015, Welsh Government, May 2014

- Metro proposals seek to improve transport connectivity across the region which is integral to achieving wider economic and social outcomes for South East Wales.
- 3.3.54 The Active Travel (Wales) Act 2013 requires local authorities in Wales to produce active travel maps and deliver year on year improvements in active travel routes and facilities. The LTP identifies Active Travel Network schemes for each of the County's towns which propose the development and implementation of active travel plans for these areas. In terms of implications for the revised LDP, any new or amended proposals for active travel routes and facilities, especially for walking and cycling, may be considered for safeguarding through the LDP revision process where they are within a programme, supported by funding and likely to be delivered in the Plan period.

Supplementary Planning Guidance (SPG)

- 3.3.55 Following the Plan's adoption a number of supplementary planning guidance (SPG) documents have been prepared to support existing LDP policies. These are:
 - Green Infrastructure, April 2015
 - Conversion of Agricultural Buildings Design Guide SPG April, 2015
 - LDP Policies H5 & H6 Replacement Dwellings in the Open Countryside and Extension of Rural Dwellings SPG, April 2015
 - Affordable Housing SPG, March 2016
 - Renewable Energy and Energy Efficiency SPG, March 2016
 - Primary Shopping Frontages Supplementary Planning Guidance, April 2016
 - Sustainable Tourism Accommodation SPG, November 2017
 - Rural Conversions to Residential or Tourism Use, November 2017
- 3.3.56 Generally, it is anticipated that the SPGs will be carried forward to support any revised LDP (albeit recognising that modifications to certain SPGs may be required as a result of LDP revision). Accordingly, it may be necessary to make some minor amendments to any revised plan to ensure relevant SPGs are properly cross referenced.

Proposals Map and Constraints Map

- 3.3.57 The LDP **Proposals Map** contains a number of allocations and designations which will be subject to amendment through the LDP revision process. In light of the plan review, it is anticipated that there will be amendments to the housing site allocations, identified industrial and business site allocations, settlement development boundaries, primary shopping frontage boundaries, central shopping area boundaries, neighbourhood centres boundaries and designated areas of amenity importance.
- 3.3.58 The LDP **Constraints Map** contains a number of designations which are determined by mechanisms that sit outside of the LDP process. Examples include areas of flood risk, Scheduled Ancient Monuments and sites of special scientific interest. Since LDP

adoption changes have been made to some of these designations which, whilst depicted on the LDP interactive map on the Council's website, are not available on the printed version of the map. A Constraints Map, unlike the Proposals Map, is not a statutory requirement and is not part of the LDP (Section 2.4, page 16, LDP Manual, Edition 2, 2015). Accordingly, as part of the revision process consideration will be given as to whether a printed version of the map should still be made available or whether this should be made available solely as an on-line resource which is capable of regular up-date.

4.0 What are the Future LDP Evidence Base Requirements?

4.1 The contextual and evidence base changes that have occurred since the Plan's adoption in 2014, including updates to WG population and household projections (as detailed in Section 2), indicate that the Plan will need to be revised to reflect such changes. Other elements of the LDP evidence base will also need to be updated as part of the plan preparation process, as detailed below.

Evidence Base Studies

- 4.2 As part of the revision process, the plan period will need to be extended to ensure that the revised LDP has an operational life of at least 10 years following adoption⁸. Given the likely timescale for preparing a revised plan (i.e. 4 years if following the full revision procedure) it is anticipated that the revised plan period will run to 2036. Accordingly, updates to the evidence base will be required to reflect the extended plan period which, at this stage, are envisaged to include:
 - Needs assessments in relation to population, housing, employment, retail
 - Additional land allocations to meet the new plan-period's requirements
 - Affordable Housing Viability Assessment
 - **Local Housing Market Assessment**
 - Sustainable settlement hierarchy
 - Urban capacity study
 - **Employment Land Review**
 - Amenity open space survey
 - Settlement boundary review
 - Renewable Energy Assessment
 - Infrastructure plan

This is not a definitive list and additional evidence base update requirements may emerge as plan revision progresses.

Sustainability Appraisal and Habitats Regulations Assessment

- 4.3 A Sustainability Appraisal (SA) incorporating Strategic Environmental Assessment (SEA) is a statutory requirement of LDP preparation. These are tools to ensure that policies in the LDP reflect sustainable development principles and take into account the significant effects of the plan on the environment. SA, incorporating SEA, was an iterative process throughout the preparation of the adopted LDP and is reflected in the Plan's proposals and policies.
- 4.4 Since the Plan's adoption, the LDP's SA objectives/ indicators have been monitored annually as part of the AMR process. This enables the Council to assess the extent to which the LDP is contributing to the achievement of sustainable development and to

⁸ Local Development Plan Manual, Edition 2, August 2015 (paragraph 10.2.2)

- identify any concerns. Given the difficulties encountered in monitoring some of the SA indicators, it has been necessary to amend/delete a number of SA indicators since the Plan's adoption in order to improve the effectiveness of the SA monitoring process (as detailed in the AMRs).
- 4.5 In view of the changes that have occurred since the SA was originally undertaken to accompany the adopted LDP, it will be necessary to update the environmental baseline, plans, policies and programmes as part of the LDP revision process. The SA framework, including SA objectives, will also need to be reviewed to ensure this remains up-to-date and relevant.
- 4.6 The LDP was also subject to a **Habitats Regulations Assessment (HRA)**. This determines the likely significant effects of the Plan, either individually or in combination with the effects of other plans and projects, on European sites of nature conservation importance and if applicable, scopes what needs 'appropriate assessment' (AA) and how it will be undertaken. The HRA will need to be reviewed as part of the revision process.

Evidence Base – Opportunities for Collaborative Working

4.7 As part of this process, consideration will be given to opportunities to work collaboratively with neighbouring authorities on updating key areas of the evidence base. Joint work is currently being undertaken by SEWSPG/LDP Pathfinder Task and Finish Groups on developing a shared regional approach to key LDP evidence base studies, including retail, employment and sustainable settlement appraisals. It is anticipated that this work will inform the LDP preparation process. Further detail on the opportunities for joint working is provided in Section 6.

5.0 Conclusions: What are the Options for Revising the LDP?

- 5.1 A key outcome of the final Review Report is to make a recommendation on the type of revision process to be followed, based on the evidence contained in the report. This can either be a short form or full revision. This Draft Review Report forms a discussion document to seek the views on stakeholders on the best way to proceed.
- 5.2 A full revision procedure may be followed where a plan's strategy is out of date or not working and, subsequently, a significant change to the level and spatial distribution of growth is required. Updated needs and land requirements as a result of extending the plan period could also result in significant changes to a LDP strategy which would require a full revision procedure to be followed.
- 5.3 A **short form revision** procedure may be followed in circumstances where the issues involved are not of sufficient significance to justify undertaking the full revision procedure (Part 4A LDP Regulations). This would be appropriate where a review report indicates that the plan does not need to be completely replaced but needs some revision, for example where forecasts have changed, policy needs to be refined or supplemented with new sites in line with the original strategy. The LDP Manual⁹ advises that in order to follow the short form revision procedure an authority must be satisfied that the revisions would not:
 - Make the existing strategy unsound, and/or
 - Make the existing strategy incoherent or unrecognisable, and/or
 - Result in a plan distinctly different to the one adopted.
- 5.4 Careful consideration will need to be given to the options for revising the LDP. A short form revision could be appropriate if it were just a case of identifying new sites in line with the existing LDP strategy. However, it is worth noting that Welsh Government officers have advised that they would not support the Council in undertaking a short form revision of the Plan. If the findings of the full LDP review suggest that, cumulatively, the potential changes needed to the LDP could result in a plan that is distinctly different to the one adopted, the full revision procedure would be the most appropriate means of revising the LDP. The full revision procedure would enable a comprehensive reconsideration of the Plan's spatial strategy, having regard to the wider context including the Cardiff Capital Region City Deal and Future Monmouthshire aspirations, together with the economic opportunities associated with abolishment of the Severn Bridge tolls. Stakeholder opinions are sought on this matter.

⁹ Local Development Plan Manual, Edition 2, August 2015 (paragraph 10.2.6)

6.0 Are there Opportunities for Joint Working?

- The Welsh Government's recent White Paper¹⁰ sets out its commitment to reforming 6.1 local government in Wales. The paper proposes regional working in many areas of local government, including land use planning. A Local Government Bill is expected to be introduced into the Assembly in 2018 to give effect to these proposals, including a mandate for Strategic Development Plans (SDP).
- 6.2 Reflecting this, and having regard to regional discussions on the options for progressing a SDP for South East Wales, consideration has been given to the opportunities for joint working on LDPs with Monmouthshire's neighbouring local authorities - Torfaen County Borough Council, Blaenau Gwent County Borough Council and Newport City Council.
- 6.3 Following discussions with colleagues at Torfaen and Blaenau Gwent councils, it is considered that although the three LPAs are currently seeking to embark on a revision of their LDPS, it would not be appropriate to prepare a joint plan with either authority at this time. Firstly, there is a lack of actual/tangible planning justification for preparing a joint plan with either of these authorities at this stage. Monmouthshire is a distinctive County with significantly different characteristics and issues to both Blaenau Gwent and Torfaen. Monmouthshire is a predominantly rural county with associated wide ranging planning issues including high quality landscape, AONB, rural affordable housing, sustainable tourism, rural conversions, historical market towns and a high number of listed buildings and conservation areas. Locally specific policies have been developed in the LDP to effectively address these issues. It is unclear how a joint plan would serve Monmouthshire's communities better. As such, it is difficult to see a logical planning justification for preparing a joint LDP. Given that a replacement LDP would need to be adopted by 1 January 2022 to avoid the problems associated with the existing Plan's expiry date, it is considered that the preparation of a joint LDP would prove too onerous and time consuming to meet this timescale. Whilst it is acknowledged that this approach could generate potential cost savings and perhaps more effectively address cross boundary issues, there are significant concerns around how a joint plan would progress given the culture and governance arrangements that would need to be in place to enable the preparation of a joint plan. Cost savings relating to shared evidence can be achieved without working on a joint plan
- 6.4 These discussions have, however, identified the opportunity for joint working on key areas of the evidence base and sharing of expertise. This would offer scope for cost savings in relation to the preparation of updated plan evidence and links effectively with the collaborative work being undertaken by SEWSPG/LDP Pathfinder Task and Finish Groups on developing common methodologies for key LDP evidence, including retail, employment, candidate sites and sustainable settlement appraisals.

¹⁰ WG White Paper Reforming Local Government: Resilient and Renewed, 31 January 2017

- Accordingly, discussions are ongoing with Torfaen and Blaenau Gwent LPAs in relation to the potential for collaborative working on LDP evidence base.
- 6.5 Consideration has also been given to the appropriateness of undertaking a joint plan with Newport City Council. While it is recognised that this could offer potential to address common issues, such as the removal of the Severn Bridge tolls, respective plan timescales are not in alignment. Newport's LDP runs to 2026 and has a 5 year housing land supply, meaning that the LPA are not considering a review/revision of their plan at present. A joint plan with Newport CC is not therefore considered to be a feasible option at this stage. In any event, the issues identified above (paragraph 6.3) in relation to the preparation of a joint plan would still be a concern. There could, however, be opportunities for Newport to link in with any collaborative work undertaken on the evidence base / adopt common methodologies for LDP survey work.
- In view of this, it will be more appropriate to consider opportunities for joint plans through the preparation of 'light touch LDPs' once a SDP is in place in the south east Wales region. There are, however, clear opportunities for joint working on key areas of the evidence base, where there is shared interest/need to address cross boundary issues, with those neighbouring authorities that are also currently embarking on a LDP revision. Accordingly, MCC officers are in discussion with Torfaen and Blaenau Gwent councils regarding potential joint working opportunities in relation to the evidence base.

7.0 Next Steps

Next Steps

7.1 The Draft Review Report will be subject to an 8 week consultation period (Monday 11 December 2017 to Monday 5 February 2018) in order to obtain stakeholder views on the matters set out in this report. A consultation response form will be available to download/complete on the Council's website. The responses received from the consultation will be evaluated and used to inform the final Review Report which will be reported for political endorsement in spring 2018 with a recommendation on if, and how, the Plan should be revised.

APPENDIX 1: Summary of LDP Policy Review

Table 1: Review of Strategic Policies

Strategic Policies		Commentary	
S1	Spatial Distribution of New Housing Provision	Revise as necessary to reflect reconsideration of spatial strategy over extended plan period. Minor amendments likely to be required in response to Officer Working Group comments to provide clarity.	
S2	Housing Provision	Revise level of spatial distribution of housing growth over extended plan period in relation to reconsideration of housing requirement and spatial strategy.	
S 3	Strategic Housing Sites	Revise in relation to reconsideration of housing requirement and spatial strategy, additional sites included to reflect strategy. Certain allocations have been delivered. Undelivered allocations will be reviewed and could be removed if considered unlikely to be delivered. Minor amendments may be required in response to Officer Working Group comments to provide clarity.	
S4	Affordable Housing Provision	Revise as necessary to reflect reconsideration of strategy, updated viability evidence and affordable housing requirements. Some amendments required in response to comments from Officer Working Group, Registered Social Landlords and private developers. Adopted Affordable Housing SPG provides further clarity but will require updating accordingly.	
S 5	Community and Recreation Facilities	Functioning effectively.	
S6	Retail Hierarchy	Functioning effectively. Revise as necessary to reflect any changes to identified Neighbourhood Centres.	
S7	Infrastructure Provision	Functioning effectively. Amendments may be required to provide greater precision and clarity.	
S8	Enterprise and Economy	Functioning effectively.	
S9	Employment Sites Provision	Functioning effectively. Revise if necessary in relation to reconsideration of employment land review. Amendments may be required to reflect changes to national employment policy.	
S10	Rural Enterprise	Functioning effectively.	
S11	Visitor Economy	Functioning effectively. SPG on Sustainable Tourism Accommodation has provided further clarity. Some minor amendments may be needed.	
S12	Efficient Resource Use and Flood Risk	Functioning effectively. Amendments may be required to reflect changes to national renewable energy policy.	
S13	Landscape, Green Infrastructure and the Natural Environment	Functioning effectively. Some minor amendments may be needed in response to Officer Working Group comments.	

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Strate	gic Policies	Commentary
S14	Waste	Functioning effectively. Amendments may be required to reflect changes to national waste policy.
S15	Minerals	Functioning effectively. Amendments may be required to reflect changes to regional minerals policy.
S16	Transport	Functioning effectively. Amendments required to reflect replacement of Regional Transport Plan with Local Transport Plan.
S17	Place Making and Design	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.

Table 2: Review of Development Management Policies

	Development Management		Commentary
	Policies		
Dago	H1	Residential Development in Main Towns, Severnside Settlements and Rural Secondary Settlements	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.
אַ	H2	Residential Development in Main Villages	Functioning effectively.
	Н3	Residential Development in Minor Villages	Main thrust of policy functioning effectively. Some amendments required in response to Officer Working Group comments.
	H4	Conversion/Rehabilitation of Buildings in the Open Countryside for Residential Use	Adopted Rural Conversions to a Residential or Tourism Use (Policies H4 and T2) SPG provides further clarity on implementation of this policy. Some amendments required in response to Officer Working Group comments to improve clarity.
	Н5	Replacement Dwellings in the Open Countryside	Main thrust of policy functioning effectively. Some amendments required in response to Officer Working Group comments. Adopted LDP Policies H5 and H6 Replacement Dwellings in the Open Countryside and Extension of Rural Dwellings SPG may require updating accordingly.
	H6	Extension of Rural Dwellings	Functioning effectively.
	H7	Affordable Housing Rural Exceptions	Functioning effectively although limited applications received since LDP adoption. Consideration will be given to minor amendments in response to Officer Working Group comments.
	H8	Gypsy, Traveller and Travelling Showpeople Sites	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments and to align with national planning policy guidance.

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Development Management Policies		Commentary	
CRF1	Retention of Existing Community Facilities	Amendments required in response to Officer Working Group comments.	
CRF2	Outdoor Recreation /Public Open Space and Allotment Standards and Provision	Functioning effectively. Revise standards in line with updated Fields of Trust standards and consider minor amendments in response to Officer Working Group comments.	
CRF3	Safeguarding Existing Recreational Facilities and Public Open Space	Functioning effectively.	
RET1	Primary Shopping Frontages	Functioning effectively. Review, and where necessary, revise Primary Shopping Frontages to ensure designations are up to date and appropriate.	
RET2	Central Shopping Areas	Functioning effectively. Review, and where necessary, revise Central Shopping Areas to ensure designations are up to date and appropriate.	
RET3	Neighbourhood Centres	Functioning effectively. Review, and where necessary, revise Neighbourhood Centres to ensure designations are up to date and appropriate. Consideration will be given to minor amendments in response to Officer Working Group comments.	
RET4	New Retail Proposals	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments. Amendments may be required to reflect changes to national retail policy.	
E1	Protection of Existing Employment Land	Some amendments required in response to Officer Working Group comments to improve clarity.	
E2	Non-allocated Employment Sites	No relevant applications since LDP adoption, consideration will be given to minor amendments in response to Officer Working Group comments.	
E3	Working from Home	Delete policy, considered unnecessary and sufficiently covered by other policies.	
RE1	Employment within Villages	Consideration will be given to minor amendments in response to Officer Working Group comments to improve clarity.	
RE2	Conversion/Rehabilitatio n of Buildings in the Open Countryside for Employment Use	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments to improve clarity.	
RE3	Agricultural Diversification	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments to improve clarity.	

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Development Management		Commentary	
Polici	ies		
RE4	New Agricultural and Forestry Buildings	Functioning effectively.	
RE5	Intensive Livestock and Free Range Poultry Units	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
RE6	Provision of Recreation, Tourism and Leisure Facilities in the Open Countryside	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
T1	Touring Caravan and Tented Camping Sites	Functioning effectively, consideration will be given to amendments to improve clarity in response to Officer Working Group and Economy & Development Select Committee's comments.	
T2	Visitor Accommodation Outside Settlements	Functioning effectively, consideration will be given to amendments to improve clarity in response to Officer Working Group and Economy & Development Select Committee's comments. The SPG on Sustainable Tourism Accommodation has provided further clarity.	
Т3	Golf Courses	No applications received since LDP adoption. Consideration will be given to amendments in response to Officer Working Group comments.	
T3 SD1	Renewable Energy	Functioning effectively. Amendments may be required to reflect changes to national renewable energy policy.	
SD2	Sustainable Construction and Energy Efficiency	Functioning effectively. Amendments to supporting text required to reflect changes to national renewable energy policy and deletion of TAN22. Other amendments to the policy may also be required as a result.	
SD3	Flood Risk	Delete policy, considered sufficiently covered by national policy.	
SD4	Sustainable Drainage	Functioning effectively.	
LC1	New Built Development in the Open Countryside	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
LC2	Blaenavon Industrial Landscape World Heritage Site	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
LC3	Brecon Beacons National Park	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
LC4	Wye Valley AONB	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.	
LC5	Protection and Enhancement of Landscape Character	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments. The Landscape SPG will provide further clarity on interpretation and implementation of this policy once adopted.	

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Development Management		Commentary
Pol	icies	
LC6	Green Wedges	Review Green Wedge's and revise boundaries as necessary to ensure designations are justified.
GI1	Green Infrastructure	Adopted Green Infrastructure SPG provides further clarity on implementation of this policy. Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.
NE1	Nature Conservation and Development	Functioning effectively, amendments required to reflect changes to legislative framework and national policy.
EP1	Amenity and Environmental Protection	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.
EP2	Protection of Water Sources and Water Environment	Functioning effectively.
EP3	Lighting	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.
EP4	Telecommunications	Functioning effectively.
EP5	Foul Sewage Disposal	Functioning effectively.
	Waste Reduction	Functioning effectively. Limited applicability, consider whether still required.
W1 W2	Waste Recovery Facilities: Household	Functioning effectively. Limited applicability, consider whether still required.
1 W3	Waste Management Facilities	Functioning effectively.
W4	Rural Composting	Functioning effectively.
W5	Waste Disposal by Landfill or Landraising	Functioning effectively.
W6	Waste Deposition on Agricultural Land for Agricultural Improvement Purposes	Functioning effectively.
M1	Local Building and Walling Stone	Functioning effectively.
M2	Minerals Safeguarding Areas	Functioning effectively.
М3	Mineral Site Buffer Zones	Functioning effectively. Buffer zone for Livox Quarry requires deletion following refusal of planning permission to continue mineral extraction.

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Development Management		Commentary			
Policies					
MV1	Proposed Developments and Highway Considerations	Functioning effectively.			
MV2	Sustainable Transport Access	Functioning effectively.			
MV3	Public Rights of Way	Functioning effectively.			
MV4	Cycleways	Functioning effectively.			
MV5	Improvements to Public Transport Interchanges and Facilities	Functioning effectively. Limited applicability, consider whether still required.			
MV6	Canals and Redundant Rail Routes	Functioning effectively. Limited applicability, consider whether still required.			
MV7	Rear Access / Service Areas	Functioning effectively. Limited applicability, consider whether still required.			
MV8	Rail Freight	Functioning effectively. Limited applicability, consider whether still required.			
MV9	Road Hierarchy	Functioning effectively. Limited applicability, consider whether still required.			
MV10	Transport Routes and Schemes	Amendments required to reflect updated Local Transport Plan/Active Travel Act and associated schemes.			
DES1	General Design Considerations	Functioning effectively, consideration will be given to amendments in response to Officer Working Group comments.			
DES2	Areas of Amenity Importance	Functioning effectively. Review Areas of Amenity Importance to ensure designations are justified.			
DES3	Advertisements	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.			
DES4	Advance Tourism Signs	Functioning effectively.			
HE1	Development in Conservation Areas	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.			
HE2	Alterations to Unlisted Buildings in Conservation Areas	Functioning effectively, consideration will be given to minor amendments in response to Officer Working Group comments.			
HE3	Design of Shop Fronts in Conservation Areas	Functioning effectively.			
HE4	Roman Town of Caerwent	Functioning effectively.			

Table 3: Review of Residential Site Allocations – General Matters

Residential Site Allocations	s Commentary	
General Matters		
Strategic Sites (SAH1-SAH7)	Review in relation to reconsideration of dwelling requirement and spatial strategy over extended plan period. Certain housing allocations have been delivered. All undelivered allocations will be reviewed to determine if they remain deliverable. Sites will be removed if considered to be undeliverable.	
Urban Sites (SAH8-SAH9)	Progress being made on these sites as detailed below. However, undelivered allocations will be reviewed to determine if they remain deliverable. Sites will be removed if considered to be undeliverable.	
Rural Secondary Settlements (SAH10)	Review in relation to reconsideration of spatial strategy. Certain housing allocations have been delivered. All undelivered allocations will be reviewed to determine if they remain deliverable. Sites will be removed if considered to be undeliverable.	
Main Villages (SAH11)	Review in relation to reconsideration of spatial strategy. Certain housing allocations delivered. All undelivered allocations will be reviewed to determine if they remain deliverable, having regard to discussions with Registered Social Landlords and private developers. Sites will be removed if considered to be undeliverable.	

Table 4: Delivery of Allocated Residential Sites

Delivery of Allocated Residential Sites			
Allocation	Site Name	Allocated No. units	Commentary
Strategic Sites			
SAH1	Deri Farm, Abergavenny	250	Site has full planning permission subject to the signing of a S106 Agreement.
SAH2	Crick Road, Portskewett	285	No planning application received. Site has been subject to pre-application discussions and a planning application is expected in early 2018.
SAH3	Fairfield Mabey, Chepstow	350	Site has outline planning permission.
SAH4	Wonastow Road, Monmouth	450	Part of site has permission for 340 dwellings and is under construction. No planning application received for remainder of site.
SAH5	Rockfield Farm, Undy	270	Site has outline planning permission subject to the signing of a S106 Agreement.
SAH6	Land at Vinegar Hill, Undy	225	No planning application received.
SAH7	Sudbrook Paper Mill, Sudbrook	190	Site has full planning permission for 212 dwellings and is under construction.
Urban Sites			
SAH8	Tudor Road, Wyesham	35	No planning application received. Site has been subject to pre-application discussions.
SAH9	Coed Glas, Abergavenny	60	Site has full planning permission for 51 dwellings, demolition of buildings has been undertaken but no meaningful progress with regard to commencement of built development.
Rural Seconda	ry Settlement Sites		
SAH10(i)	Cwrt Burrium, Usk	20	No planning application received. Site has been subject to pre-application discussions.
SAH10(ii)	Land south School Lane, Penperlleni	65	Site has full planning permission and construction is at an advanced stage.
SAH10(iii)	Land at Chepstow Road, Raglan	45	No planning application received. Site subject to pre-application discussions.

Main Village Sites			
SAH11(i)(a)	Land adjacent Village Hall, Cross Ash	10	No planning application received.
SAH11(i)(b)	Land adjacent Cross Ash Garage	5	No planning application received. Working with landowner to bring it forward together with a rural exception site for 6 units. Site has been subject to pre-application discussions.
SAH11(ii)	Land at Well Lane, Devauden	15	No planning application received. Site was subject to pre-application discussions in July 2014 and there was developer interest at this time but progress has since stalled.
SAH11(iii)	Land to south east of Dingestow	15	No planning application received, but MHA are about to submit application, working up design. Site has been subject to pre-application discussions.
SAH11(iv)	Land west of Grosmont	15	No planning application received. Landowner working with a planning consultant to address access issues.
SAH11(v)	Land to the north of Little Mill	15	No planning application received.
SAH11(vi)	Land rear Village Hall, Llanddewi Rhydderch	5	No planning application received.
SAH11(vii)	Land north west Llanellen	15	No planning application received. Site was subject to pre-application discussions in May 2016 and there was developer interest at this time but progress has since stalled.
SAH11(viii)	Land at Ton Road, Llangybi	10	No planning application received.
SAH11(ix)(a)	Land rear Carpenters Arms, Llanishen	5	Site has outline planning permission subject to the signing of a S106 Agreement.
SAH11(ix)(b)	Land adjacent Church Road, Llanishen	5	No planning application received.
SAH11(x)	Land north Llanvair Kilgeddin	5	No planning application received.
SAH11(xi)	Land west of Mathern	15	No planning application received.
SAH11(xii)	Land south west of Penallt	10	Site has full planning permission.
SAH11(xiii)	Hill Farm, Pwllmeyric	15	Site has outline planning permission subject to the signing of a S106 Agreement.

SAH11(xiv)(a)	Land east Shirenewton (south of minor road)	5	No planning application received. Site has been subject to pre-application discussions.
SAH11(xiv)(b)	Land east Shirenewton (north of minor road)	5	Site has full planning permission and is under construction.
SAH11(xv)	Land adjacent Trellech School	15	Site delivered 2016/2017
SAH11(xvi)	Land adjacent Werngifford, Pandy	15	No planning application received.

Table 5: Delivery of Employment, Tourism and Waste Sites

	Employment, Tourism and Waste Sites		Commentary	
	Employment Site	s		
)	SAE1	Identified Industrial and Business Sites	Functioning effectively, however, may require revision in relation to reconsideration of employment strategy. Certain industrial and business allocations have been delivered. All undelivered allocations will be reviewed to determine if they remain necessary/deliverable over an extended plan period.	
	SAE2	Protected Employment Sites	Functioning effectively. Revisions required to reflect change in status of sites within the employment hierarchy.	
	Tourism Sites			
	SAT1 Tourism Sites		Functioning effectively, one Tourism site has been delivered since adoption. Review required of undelivered potential sites.	
	Waste Sites			
	SAW1	Identified Potential Waste Management Sites	Revise as necessary in relation to reconsideration of waste strategy. Some sites require removal due to delivery for alternative uses.	

Annex B

CONSULTEES FOR LOCAL DEVELOPMENT PLANS

An LPA will decide whom it will engage and consult and at various stages of the plan preparation process; this information will be contained in its community involvement scheme (CIS) which forms part of its Delivery Agreement. LPAs will need to comply with the requirements of the 2004 Act and the LDP Regulations in relation to engagement of, and consultation with, the 'specific consultation bodies' and the 'general consultation bodies' (see below).

B2 **SPECIFIC CONSULTATION BODIES** (defined in LDP Regulation 2)

LPAs must consult the following bodies in accordance with the 2004 Act and the LDP Regulations:

- i. The Welsh Government
 - In addition to planning, the Welsh Government has responsibility for a wide range of policy matters including agriculture, economic development, education, environment, health and social services, historic environment, housing, industry, tourism, transport and Welsh language. The Welsh Government's Planning Division will co-ordinate consultations within the Welsh Government.
- ii. Natural Resources Wales
- iii. Network Rail Infrastructure Limited (Western & Wales Property)
- iv. Secretary of State insofar as the Secretary of State exercises functions previously exercisable by the Strategic Rail Authority (Railways Act 2005) v.
 - A relevant authority (i.e. a local planning authority or a community or town council), any part of whose area is in or adjoins the area of the authority
- vi. Any person to whom the electronic communications code applies by virtue of a direction given under section 106(3) of the Communications Act 2003
- vii. Any person who owns or controls electronic apparatus situated in any part of the authority's area (where known)
- viii. Any of the bodies from the following list which are exercising functions in any part of the authority's area:
 - a. a Local Health Board
 - b. a person to whom a license has been granted under section 6(1)(b) or (c) of the Electricity Act 1989
 - c. a person to whom a license has been granted under section 7(2) of the Gas Act 1986
 - d. a sewerage undertaker
 - e. a water undertaker

B3 UK GOVERNMENT DEPARTMENTS

An authority should consult UK Government departments where aspects of a plan, or proposals for its revision or replacement, appear to affect their interests. In particular, the following should be consulted on the policy areas outlined below:

i. Department for Transport Rail, airport and maritime / port policy

ii. Department of Energy and Climate UK energy policy

Change

iii. Home Office Civil defence matters; policies for

prisons etc

iv. Ministry of Defence Matters likely to affect its land

holdings and installations or where large scale disposals of MOD land

may be being considered.

B4 **GENERAL CONSULTATION BODIES** (defined in LDP Regulation 2)

The following are the 'general consultation bodies' that should be consulted in accordance with an authority's Delivery Agreement:

- i. Voluntary bodies, some or all of whose activities benefit any part of the authority's area
- ii. Bodies which represent the interests of different racial, ethnic or national groups in the authority's area
- iii. Bodies which represent the interests of different religious groups in the authority's area
- iv. Bodies which represent the interests of disabled persons in the authority's area
- v. Bodies which represent the interests of persons carrying on business in the authority's area
- vi. Bodies which represent the interests of Welsh culture in the authority's area

B5 OTHER CONSULTEES

An authority should also consider the need to consult, where appropriate, the following agencies and organisations, in accordance with its Delivery Agreement:

Airport Operators

British Aggregates Association

British Geological Survey

Canal and River Trust, canal owners and navigation authorities

Centre for Ecology and Hydrology

Chambers of Commerce, local CBI and local branches of Institute of Directors

Civil Aviation Authority

Coal Authority

Commission for Racial Equality

Country Land and Business Association

Crown Estate Office

Design Commission for Wales

Disability Wales

Disability Rights Commission

Disabled Persons Transport Advisory Committee

Electricity, Gas and Telecommunications Companies and the National Grid

Company

Environmental groups at national and regional level

Environmental Services Agency (Waste)

Equality and Human Rights Commission

Farmers Union Wales

Federation of Small Businesses

Fields in Trust

Fire and Rescue Services

Forestry Commission Wales

Freight Transport Association

Gypsy Council

Health and Safety Executive (HSE)

Home Builders Federation

Local community, conservation and amenity groups, including Agenda 21

Groups/Civic Societies

Local transport operators

National Farmers Union of Wales

One Voice Wales

Planning Aid Wales

Police Architectural Liaison Officers

Port Operators

Post Office Property Holdings

Professional Bodies not specifically listed (e.g. Royal Institution of Chartered

Surveyors Wales, Royal Town Planning Institute in Wales, Chartered Institute of

Housing Cymru, Institution of Civil Engineers, Chartered Institution of Waste

Management)

Public Health Wales

Quarry Products Association Wales

Rail Freight Group

Sports Council for Wales Train

Operating Companies

Traveller Law Reform Coalition

Wales Council for Voluntary Action

Wales Environment Link

Water Companies

Welsh Environmental Services Association (representing waste industry)

Welsh Language Commissioner





Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

Name of the Officer	completing	the	evaluation
Mark Hand			

Phone no: 01633 644803

E-mail: markhand@monmouthshire.gov.uk

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Name of Service

Planning (Planning Policy)

Please give a brief description of the aims of the proposal

To ensure that LDPs are kept up-to-date, local planning authorities are required to commence a full review of their plans at least once every four years following plan adoption, or sooner if the findings of AMRs indicate significant concerns with a plan's implementation. The latest Monmouthshire AMRs evidence a need for an early review of the LDP as a result of the need to address the shortfall in the housing land supply and to facilitate the identification and allocation of additional housing land. A full review of the LDP commenced in 2017 and has culminated with the publication of a draft Review Report. The draft Review Report provides an overview of the issues that have been considered as part of the full review process and subsequently identifies the changes that are likely to be needed, and why, based on evidence. It also sets out the options for revising the LDP i.e. short form or full revision. The Council is seeking stakeholder views on the draft Review Report and the issues that should be considered in the full review of the LDP, together with the subsequent potential changes required to the LDP. Stakeholders will be invited to comment on/suggest any additional issues and/or changes that should be considered in the full review of the LDP.

Date Future Generations Evaluation form completed

20/11/2017

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		in February 2014 and sets out the Council's vision and commouthshire, together with the policies and proposals
TD	of their plans at least once every four years following Monitoring Reports (AMR) indicate significant c Monmouthshire AMRs evidence the need for an ear	ning authorities are required to commence a full review of plan adoption, or sooner if the findings of the Annual oncerns with a plan's implementation. The latest ly review of the LDP as a result of the need to address cilitate the identification and allocation of additional
Page 68	allow for a partial review of the LDP to cover issue selection, in accordance with the recommendation commence a full review of the LDP every four years requirements would have to commence in February undertake a full review of the Plan to consider all a and scale of revisions that might be required. This was adopted revised LDP in place to avoid the local create. As it currently stands, the adopted LDP will	of part (or parts) of an LDP. Such a provision would es associated with the housing land supply and site of the AMRs. The Council, however, is required to a. This would mean that a full review to meet statutory 2018. It is considered, therefore, more appropriate to aspects of the LDP in order to fully assess the nature will also assist in meeting the 2021 deadline for having I policy vacuum that the new Regulations threaten to II cease to exist at the end of the plan period (i.e. 31 need to be adopted by 1 January 2022 to ensure that ramework in place.
	this Draft Review Report. This report provides and part of the full review process and subsequently ide	d in 2017 and has culminated with the publication of overview of the issues that have been considered as entifies the changes that are likely to be needed to the has for the type of revision procedure to be followed in

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	revising the LDP i.e. full or short form revision. The preceding AMRs, significant contextual changes and	ne LDP review has been informed by the findings of d updates to the evidence base.
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The LDP strategy seeks to increase employment opportunities within Monmouthshire; the policy framework protects existing employment sites and allocates additional land for employment use. Positive: The Draft Review Report reviews the implementation of the Plan as a whole, including employment policies. It also considers how the LDP objectives are being delivered, many of those objectives being directly related to creating a prosperous Wales. Negative: None.	The Draft Review Report recommends continuation of the monitoring of employment land supply and take up throughout the County through the annual Employment Land Survey undertaken by the Planning Policy Service. A common methodology has been produced for monitoring employment land and property provision on a regional basis. This methodology will be utilised in LDP revision to provide a comprehensive evidence base. The revision of the Plan will provide the opportunity to ensure that the issues, objectives, policies and proposals relating to economic considerations are up-to-date and relevant.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The LDP strategy seeks to maintain and enhance biodiversity within Monmouthshire; the policy framework protects existing sites and promotes green infrastructure. Positive: The Draft Review Report reviews the implementation of the Plan as a whole, including policies that address biodiversity impacts. It also considers how the LDP objectives are being delivered, a number of which being directly related to creating a resilient Wales. Negative: None.	The Draft Review Report sets out significant contextual changes that have occurred since LDP adoption including details in relation to the Environment (Wales) Act and Natural Resources Policy. Plan revision will provide the opportunity to incorporate this updated legislation into the LDP policy framework. It will also provide the opportunity to ensure that the issues, objectives, policies and proposals relating to biodiversity are up-to-date and relevant.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive: The Draft Review Report reviews the implementation of the Plan as a whole, including policies that address green infrastructure and place-making and a range of sustainability indicators including air and water quality. It also considers how the LDP objectives are being delivered, a number of which being directly related to well-being. Negative: None.	The Draft Review Report sets out significant contextual changes that have occurred since LDP adoption including details in relation to the Wellbeing of Future Generations Act. Plan revision will provide the opportunity to incorporate this updated legislation into the LDP policy framework. Creating healthy communities forms part of delivering sustainable development. It will also provide the opportunity to ensure that the issues, objectives, policies and proposals relating to well-being are upto-date and relevant.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive: The Draft Review Report reviews the implementation of the Plan as a whole, including the spatial strategy and policies relating to housing provision (market and affordable), employment, and tourism. Negative: None.	Plan revision will provide the opportunity to reassess the spatial strategy and key housing and employment policies to ensure that they are up-to-date and relevant. This will also ensure that well-being goals are met to satisfy the needs of future generations. Creating healthy communities forms part of delivering sustainable, resilient and cohesive communities.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive: The Draft Review Report has considered the impact of the LDP on the social, economic and environmental well-being of the County. The SA framework, including objectives, have been continually monitored since LDP adoption which has assessed the extent to which the LDP is contributing to achieving sustainable development. Negative: None.	The draft Review Report identifies the need to revise the SA of the Plan. LDP Revision provides an opportunity to review these SA objectives to ensure they remain up to date and relevant. The environmental baseline, plans policies and programmes will also be updated.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive: The Draft Review Report reviews the implementation of the Plan as a whole, including objectives and policies relating to heritage and recreation/community facilities. The Draft Review Report refers to updated national planning policy guidance in respect of both heritage and the Welsh language and how these must be considered in LDP revision. Negative: None.	Plan revision will provide the opportunity to incorporate the latest guidance into the LDP policy framework. The Planning (Wales) Act 2015 provides a statutory basis to the established practice of giving consideration to the impacts of LDPs on the use of the Welsh language and that sustainability appraisals include specific consideration of such impacts. It will also provide the opportunity to ensure that the issues, objectives, policies and proposals relating to culture, heritage and Welsh language are up-to-date and relevant.
People can fulfil their potential no matter what their background or circumstances	Positive: The Draft Review Report reviews the implementation of the Plan as a whole and considers the LDP's impact on the social, economic and environmental well-being of the County. Negative: None.	An early review of the LDP is required to address the shortfall in the housing land supply and to facilitate the identification and allocation of additional housing land. This shortfall affects the ability of our communities to secure appropriate and affordable accommodation. Creating a more equal Wales forms part of delivering sustainable development.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
Balancing short term need with long term and planning for the future	We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years) The Draft Review Report considers short/medium term impacts since Plan adoption and sets out the options for revising the Plan up to 2036. Plan revision will enable reconsideration of the issues facing Monmouthshire over the longer term. Sustainable development is central to the adopted LDP and will continue to be in future plans.	The Draft Review Report sets out the option for revising the LDP over an extended plan period. The SA framework, including objectives, have been continually monitored since LDP adoption, LDP Revision provides an opportunity to review both the Plan and SA objectives to ensure they remain up to date and relevant
Working together with other partners to deliver objectives	The Draft Review Report reviews LDP implementation and delivery. The LDP was prepared through extensive engagement with a wide range of internal and external stakeholders. The Draft Review Report considers opportunities for joint working with neighbouring authorities. The views of stakeholders will be sought on the matters set out in the Draft Review Report. The responses received from the consultation process will inform the final Review Report which will initiate the LDP revision process.	The Draft Review Report considers opportunities for collaborative working and notes where joint working has been undertaken to date. The Draft Review Report and subsequent revision of the LDP will be taken forward through extensive stakeholder engagement, expanding on the methods used previously.

Sustainable De Princip	-	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
Involvement t	nvolving hose with an nterest and seeking their views	Who are the stakeholders who will be affected by your proposal? Have they been involved? A number of Internal Officer Working Groups have been held to consider how LDP policies are working in practice. Discussions have also taken place externally with housing developers and the Rural Housing Enabler. The LDP was prepared through extensive engagement with a wide range of internal and external stakeholders. Stakeholders will be invited to comment on the Draft Review Report as part of the consultation process.	The Draft Review Report will be taken forward through extensive stakeholder engagement, expanding on the methods used previously. The Council is actively seeking stakeholder views on the matters set out in the Draft Review Report. The Draft Review Report will be subject to a consultation period and the responses received from the consultation will be evaluated and used to inform the final Review Report.
Prevention P	Putting esources nto reventing roblems ng worse	The findings of the latest AMRs, which identified concerns with some of the Plan's housing provision policies, triggered the need for an early full review of the LDP. The AMRs identified the need to address the housing land shortfall through the identification/allocation of additional housing sites. The Draft Review Report reviews LDP implementation and delivery as a whole and determines whether the Plan's policies are functioning effectively.	The Draft Review Report sets out the options for revising the LDP. Plan revision will enable concerns identified in relation to housing provision to be addressed, including the identification of additional sites to address the housing land supply shortfall.
Integration in p	Positively Inpacting on eople, conomy and Invironment efit all three	There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts The Draft Review Report reviews the implementation of the Plan as a whole, including policies and objectives relating to the social, economic and environmental well-being of the County. LDP Revision will also provide the opportunity to ensure that the issues, objectives, policies and proposals are up-to-date and relevant.	The Draft Review Report emphasises revision of the LDP will be subject to a SA/SEA that balances the impacts on social, economic and environmental factors.

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The Draft Review Report reviews existing LDP policies including those relating to amenity, health, access to community facilities and open space. These matters affect all of our communities but could disproportionately affect children and elderly people who may have limited ability to travel greater distances.	None	The Draft Review Report identifies any issues that need to be considered in the revision of the LDP, including areas of amenity importance/open space.
Disability	The Draft Review Report reviews existing LDP policies including those relating to amenity, health, access to community facilities and open space. These matters affect all of our communities but could disproportionately affect people with disabilities who may have limited ability to travel greater distances.	None	The Draft Review Report identifies any issues that need to be considered in the revision of the LDP, including areas of amenity importance/open space
Gender reassignment	None	None	N/A
Marriage or civil partnership	None	None	N/A
Race	None	None	N/A
Religion or Belief	None	None	N/A
Sex	None	None	N/A
Sexual Orientation	None	None	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language Page 75	None	None	The Draft Review Report identifies any issues that need to be considered in the revision of the LDP and subsequently identifies the changes that are likely to be needed, and why, based on evidence. The Planning (Wales) Act 2015 provides a statutory basis to the established practice of giving consideration to the impacts of LDPs on the use of the Welsh language and that sustainability appraisals include specific consideration of such impacts. The Draft Review Report refers to updated national planning policy guidance in respect of the Welsh language and how this must be considered in LDP revision. The Final Review Report will be published in Welsh and English.

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx and for more on Monmouthshire's Corporate Parenting Strategy see http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	None	N/A
Corporate Parenting	None	None	N/A

5. What evidence and data has informed the development of your proposal?

The LDP review has been informed by the findings of the preceding Annual Monitoring Reports (2015, 2016 and 2017), significant contextual changes (legislative, national, regional and local) and updates to the LDP evidence base.

Officer Working Groups have been held with colleagues in the Development Management, Heritage, Countryside, Economic Development and Housing Services. Discussions with developers and the Rural Housing Enabler have also been undertaken in relation to Housing and Affordable Housing provision.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This section should give the key issues arising from the evaluation which will be included in the Committee report template.

Positive - The Draft Review Report is a positive tool for identifying the likely changes needed to the LDP (based on evidence) and for setting out the options for revising the LDP i.e. short form or full revision. A key outcome of the final Review Report is to make a recommendation on the type of revision process to be followed, based on the evidence contained in the report. This can either be a short form or full revision. The draft Review Report forms a discussion document to seek the views on stakeholders on the best way to proceed.

Negative – None. There are no implications, positive or negative, for corporate parenting or safeguarding.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

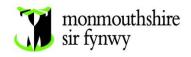
What are you going to do	When are you going to do it?	Who is responsible	Progress
Seek Cabinet endorsement of the Draft Review Report with a view to issuing for consultation purposes.	Consultation will commence 11 December until 5 February.	Head of Planning, Housing and Place-Shaping Planning Policy Team	Political endorsement of the Final Review Report in Spring 2018 following consultation. Prepare revised Delivery
			Agreement in Spring 2018.

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The Draft Review Report will be reconsidered following the close of the	
<u>दु</u> ष्ट्री ७	consultation period, the responses received will be evaluated and used	
77	to inform the final Review Report. The final Review Report will subsequently initiate the LDP Revision process.	

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Agenda Item 4b



SUBJECT: SAFEGUARDING EVALUATIVE REPORT APRIL - OCTOBER 2017

MEETING: CABINET

DATE: 6TH DECEMBER 2017 DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

This purpose of this report is:

- To evaluate the progress of Monmouthshire County Council's key safeguarding priorities, in the period April – October 2017, using identified measures to highlight progress, identify risks and set out clear improvement actions and priorities for further development.
- To inform Cabinet Members about the effectiveness of safeguarding in Monmouthshire and the work that is in progress to support the Council's aims in protecting children and adults at risk from harm and abuse.
- To inform Cabinet members about the progress made towards meeting the standards in the Council's Corporate Safeguarding Policy approved by Council in July 2017.

2. RECOMMENDATIONS:

Members are requested to:

- Note the key safeguarding risks and approve the priority improvement actions as set out at Appendix 2 to this report.
- Endorse the evaluation of safeguarding progress set out in Appendix 5 to this report.

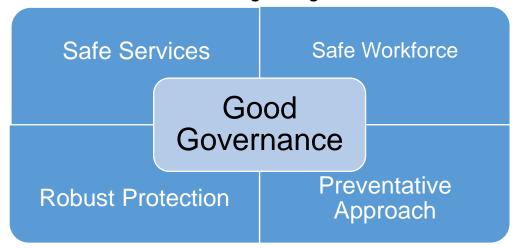
3. KEY ISSUES:

3.1 This safeguarding evaluation is based on activity and information from April 2017 – October 2017. It builds upon the previous progress review reported in March 2017. The timing of this report reflects a biannual reporting cycle to Select Committees, Cabinet and Council. This reporting period saw the approval of Monmouthshire County Council's Corporate Safeguarding Policy which extended the policy scope to cover statutory duties for both children and adults at risk in line with the Social Services and Well Being (Wales) Act (2014).

The analysis within this report reflects current legislation and policy and draws on data and information concerning both groups.

3.2 The evaluation reflects the 5 cornerstones of safeguarding within the Corporate Safeguarding Policy (Table 1).

Table 1: The Cornerstones of a safeguarding in Monmouthshire



- 3.3 Embedding and sustaining the highest standards of safeguarding is a continuous endeavor. This evaluative report forms an integral part of the improvement of safeguarding practice across the Council. It asks asks critical questions about what are we trying to achieve, how well we are doing, what is the evidence to support our analysis, do we understand, manage and mitigate risks and how can we improve and develop. This is fundamental to an open and transparent approach to the evaluative task. The report tries, wherever possible, to balance qualitative and quantitative data as well as drawing in other sources of information to support triangulation of the assertions around progress.
- 3.4 The self-assessment score has been developed by the Whole Authority Safeguarding Group (WASG) on the basis of evidence review and critical challenge. It uses the corporate scoring framework (Appendix 1) to provide an overall judgement of effectiveness. The current self-assessment is at Table 2.

Table 2: Self-assessment scores as at October 2017

Safe	guarding Cornerstone	March 2017	Oct 2017	March 2018
1.	GOOD GOVERNANCE	3	4	
2.	SAFE WORKFORCE	3	3	
3.	PREVENTATIVE APPROACH	5	3	
4.	ROBUST PROTECTION	3	4	
5.	SAFE SERVICES	2	2	

- 3.5 Of note, is the differential score in the self-assessment of the 'preventative approach' standard. The evaluation in March 2017 focused on highlighting various preventative activities and developments that were in progress across the Council. Whilst the range of activity is positive, within our current evaluation we challenged ourselves to consider *impact* through a more critical lens. The challenges this presented in evidencing impact is reflected in the lower score. Steady progress continues in 'good governance' and 'robust protection', whilst the static scores within 'safe workforce' and 'safe services' is representative of the ambitious scope within these areas and the time that is required to implement improvement activities. It particularly reflects the challenge around information system in the critical areas of training and volunteer management.
- 3.6 Arising from the assessment the key risks have been extracted and incorporated into the Safeguarding Risk Register (Appendix 2). The most significant risks also feature in the Council's Corporate Risk Register Priority improvement actions have been extracted from the Evaluative Report and are attached at Appendix 3.

3.7 Good Governance

The last 6 months has seen positive progress to ensure that safeguarding is a fundamental feature in the governance arrangements for officers and

Members. The Corporate safeguarding policy sets out clearly roles, responsibilities and governance arrangements. WASG has an important role, bringing together Chief Officers/ Heads of Service from each directorate to lead safeguarding activity in the Council. To reflect the need to improve systems for identification, management and mitigation of risk, a new system of SBARs (Situation Background Analysis Review) has been introduced to support WASG in identifying risks, overseeing action plans arising from significant event analyses in respect of compliance with the Council's safeguarding policy. There is further work needed to really embed risk management for safeguarding through strengthening the relationships between risk registers at every level and priority improvements.

There are arrangements in place for self-evaluation in all directorates via the SAFE process. Self-evaluation is triangulated in a number of ways including via an internal audit programme. Further activity is needed to ensure that the SAFE process is quality assured and embedded operationally and supports a programme of continual improvement within every directorate. This further work recognises that in the reporting period the SAFE process, which was originally developed as a tool in childcare settings, and related to safeguarding children, has been rolled out across all parts of the Council and covers adults at risk as well as children.

At a regional level, the South East Wales Safeguarding Children Board and Safeguarding Adults Boards fulfil the statutory responsibilities set out in the Social Services and Wellbeing (Wales) Act. Monmouthshire County Council is fully represented on both the Children and Adult Safeguarding Boards, and their subgroups. It is acknowledged that more work is required to strengthen the links between national, regional and local safeguarding activity and ensure the learning from through the regional boards and sub-groups is embedded in practice and operations in Monmouthshire. The 2016/17 annual report from the regional boards is available at: http://www.gwasb.org.uk/index.php?id=34.

3.8 Safe Workforce

Safe recruitment of the whole workforce is a fundamental test of safeguarding in a local authority. Regular reporting over a number of years shows a very high level of compliance with safe recruitment of the employed workforce and the small number of cases where the safe recruitment process has not been followed an analysis using the SBAR process has been undertaken to ensure risks are immediately managed and lessons learned. Safe recruitment, and effective management, of the volunteer workforce has been a major focus in the last reporting period supported by the leading volunteer training and extensive involvement of volunteers and managers in the development of the

Volunteering Policy approved by Cabinet in November 2014. Following the Wales Audit Office (February 2017) report into the Kerbcraft scheme, and an internal audit report which highlighted deficiencies in a number of parts of the Council a full review of compliance of volunteers has taken place with to achieve 100% compliance with all aspects of the standards for a safe workforce in advance of the implementation of the central volunteer information management system.

Strengthening policy, systems and process in the safety of the workforce has been a major focus during the last reporting period. There are considerable strengths in the levels of training within schools and child care settings which were the standards set within the previous safeguarding policy. The training standards set in the July 2016 Corporate Safeguarding Policy cover the whole Council workforce duty to report and safeguard children and adults at risk in line with the Social Services and Wellbeing (Wales) Act. This means that significant training needs have been identified across the whole authority. Basic awareness training covering adults and children is now available and each area of the Council has undertaken an in-depth review, team by team, to understand training needs and gaps. Plans are in place to co-ordinate training resources to ensure training needs are being met. Digital whole authority systems are also being implemented to enable reporting on training compliance across the paid and volunteer workforce. Plans to test out whole workforce understanding of their responsibilities are in place. Other improvements have been made, including the development of trainer's forum. Training will remain a significant priority for the next period.

There is a well-established process for managing professional allegations within Children's Services. We are working in context of regional and national developments to ensure there is alignment across children and adults in respect the management of professional allegations.

3.9 Preventative Approach

Understanding the issues which cumulatively mean people are at risk of requiring protection is at the heart of a preventative approach to safeguarding. The preventative agenda is developing within community well-being hubs, and local groups and communities are supported to create, maintain and sustain activities where needs are identified within the community itself. The WASG challenges all parts of the Council to consider how they contribute to preventative activities. In some areas this is well developed – the examples in public protection cited above are clear examples of how safeguarding is at the heart of the work that is undertaken. The WASG provides a more joined up approach to some of the targeted work taking place within the Council around

areas such as CSE, development of dementia friendly communities and PREVENT.

As a priority action, WASG is considering how it can better develop effective ways of measuring and evaluating the impact of preventative activity to ensure that activity leads to better safeguards being in place for both children and adults at risk, and makes the best use of limited council resources to target vulnerability.

3.10 Robust Protection

Working to All-Wales protection procedures is embedded in the work of adult and child protection practitioners. The Children's Services Improvement Programme has created a drive to improve the quality child protection practice, application processes and procedures, and ensure staff understand the requirements and expectations of their role and task. Critical to this has been recruitment of a permanent workforce. Safe practice is now supported by a clear infrastructure of risk management frameworks, clear procedures, models and tools.

The creation and development of the Adult and Children's Safeguarding Unit presents opportunities to consider how best to identify opportunities for "joined up" work and joint implementation of the revised All Wales guidance for children and adults at risk. Effective quality assurance is a prerequisite in ensuring that the quality of safeguarding practice is understood and to drive improvement actions. This is better developed in children's than adult services, but again the development of the joint unit provides the basis for aligning practice and systems.

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3.11 Safe Services

This is the first time information regarding commissioned services has been reported and there is an emphasis on social services commissioning in this report. Social care commissioning capacity in Monmouthshire had for many years been focussed on adult commissioning. The Social Care and Health Commissioning Team is developing its operating model to provide a comprehensive approach for all social care commissioning for children and adults. A Commissioning Lead is in place and has developed productive relationships with commissioned providers have been addressed alongside the social worker review of placements which have met all statutory timescales. A robust, risk-based, contract management and quality assurance process across all providers from January 2018.

Initial review of the evidence from schools, and other parts of the Council that contract for services for children/ adults at risk indicate there are robust arrangements in place (individual school contracts, transport, leisure services). However, the evaluative score recognises the need for an in-depth understanding of the baseline position across the whole of the Council in respect of commissioning. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme.

4. OPTIONS APPRAISAL

Not applicable to this report

5. EVALUATION CRITERIA

An evaluation assessment has been included at Appendix 5 to support the analysis in this report. This includes clear descriptors of 'what good looks like' against the standards for safeguarding in Monmouthshire. This provides the basis of measurement which can be monitored over time. Safeguarding progress will be reported on a 6 monthly basis to CYP and Adult Select Committees, Cabinet and Council.

6. REASONS:

- 6.1 This evaluation report is completed within the context of Monmouthshire County Council's recent background and history in respect of safeguarding as set out in brief below and represents a further opportunity for Members to consider the distance travelled by the Local Authority in improving safeguarding performance.
- 6.2 Council Members will be aware that in November 2012 the Local Authority was found to have inadequate safeguarding arrangements in place. Shortcomings was clearly articulated by Estyn and included a lack of safeguarding policy and procedures as well as operational weaknesses particularly within a schools based context.
- 6.3 The Safeguarding and Quality Assurance Unit was established within Children's Services in 2012 and quickly extended its role in supporting the Authority's improvement journey around child's safeguarding.
- 6.4 In February 2014 an Estyn monitoring visit recognised that the council had appropriately prioritised safeguarding and 'set the foundations well for recovery' particularly at service and practitioner. However, the authority still did not have 'effective enough management information systems and processes to enable it to receive appropriate and evaluative management information about

- safeguarding'. This criticism was echoed by a subsequent Welsh Audit Office review of safeguarding in March 2014.
- 6.5 In response to this the council established the Whole Authority Safeguarding Group (WASG) initially chaired by the Chief Executive with a focus specifically on children. The inaugural meeting took place in July 2014.
- 6.6 The Local Authority came out of Special Measures in November 2015 when strong progress in safeguarding was recognised.
- 6.7 A recommendation was subsequently made to Cabinet and endorsed in July 2016 allowing the work of the WASG to incorporate safeguarding for adults at risk, so that good practice and learning could be mutually shared and also to recognise the statutory basis of safeguarding adults at risk as a consequence of the Social Services and Wellbeing (Wales) Act 2014. The focus of WASG reflected developments in the national legislative framework and guidance around integration and all-age citizen / family centred approaches.
- 6.8 Council Members will also be aware that Wales Audit Office issued statutory recommendations in respect of safeguarding in respect of the Council's Kerbcraft service in January 2017.
- 6.9 A new Corporate Safeguarding Policy was approved by Council in July 2017.
- 6.10 Officers are currently preparing for a further inspection of whole authority safeguarding across which is planned for January 2018. This will be led by the Welsh Audit Office working together with Estyn and CCSIW.

7. RESOURCE IMPLICATIONS:

There are no resource implications to this report.

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

This report is not seeking any change in policy and therefore a future generations assessment has not been completed. This report is clearly critically concerned with the effectiveness of safeguarding in Monmouthshire County Council.

9. CONSULTEES:

 Children and Young People's Select Committee – the committee considered a draft of the evaluation report at its meeting on 13 November 2017. The select committee

Recommendations:

- Members who have not undertaken their Safeguarding Training should be pursued for completion of the training
- The completed document with the evaluative scores be brought back to the next meeting

The overall judgement of the committee was 'the report demonstrates that continued improvement is being made in safeguarding and this is clearly evidenced when comparing the position the Council was in a number of years ago to the position outlined in this report.'

- The Senior Leadership Team (SLT) considered a draft of the report at its meeting on 14 November 2017. SLT recommended Recommendations:
 - Training records should be kept on My View in the short term until a Learning Resource Management system can be implemented

10. BACKGROUND PAPERS:

Evaluative Progress Report April – September 2017 Corporate Safeguarding Policy July 2017

11. AUTHOR:

Whole Authority Safeguarding Group

12. CONTACT DETAILS:

Cath Sheen

Corporate Safeguarding Programme Lead

Tel: 07595647637

E-mail:cathsheen@monmouthshire.gov.uk

Appendix 1

The Corporate Evaluation Framework

The evaluation score from 1-6	The evaluative context
Level 6	Excellent or outstanding
Excellent	
Level 5	Good Major strengths
Very Good	
Level 4	Important strengths with some areas for
Good	improvement
Level 3	Strengths just outweigh weaknesses
Adequate	
Level 2 Weak	Important weaknesses
Level 1 Unsatisfactory	Major weakness

Appendix 2

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Ref	Risk	Reason why identified	Risk Lev	vel (Pre –	mitigatio	n)	Mitigating actions	Timescale	Mitigation	Risk Le	vel (Post	t – mitiga	ition)	Risk owner &
			Year	Likeli- hood	Impac t	Risk Level		and responsib ility holder	action progress	Year	Likeli- hood	Impact	Risk Level	Cabinet member responsible
1a	Potential for significant harm to vulnerable children or adults due to factors outside our control.(escalated to corporate register)	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk.	2017/1 8	Poss	Major	Med	Continually monitor and evaluate process and practice and review accountability for safeguarding	Claire Marchant Chief Officer, SCH	Latest evaluation is being presented to Cabinet in December 2017	2017/1 8 2018/1 9 2019/2 0	Possib le Possib le Possib le	Major Major Major	Med Med Med	Will Mclean & Claire Marchant Cllr Penny Jones & Cllr Richard John
1b	Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding (escalated to corporate register) Page 91	- Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.	2018/1 9 2019/2 0	Poss Possib le	Major Major	Med Med	Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group including undertaking a second review of safeguarding policy and continuing to promote and review safe recruitment practices. Continue to implement the Children's services improvement programme and related Workforce and Practice Development Action Plan and Commissioning strategy for Children, Young People and their Families Ensure safeguarding is reflected in all council service improvement plans and in roles / responsibilities as appropriate	Claire Marchant Chief Officer, SCH Claire Marchant Chief Officer, SCH	Service Improvement Plan have a safeguarding section. These are not being routinely evaluated		ie			
2	Potential that the Council does not make sufficient progress in areas of weakness in safeguarding identified by regulators leading to under- performance (escalated to corporate register)	In February 2017 Wales Audit Office issued Statutory recommendations for improvement in the Safeguarding arrangements – Kerbcraft scheme report	2017/1 8 2018/1 9 2019/2 0	Possib le Possib le Unlikel y	Subst antial Subst antial Subst antial	Med Med Low	To implement the Action Plan established in response to the Safeguarding arrangements Kerbcraft scheme report approved by Council in March 2017	Roger Hoggins, Head of Operation s	Audit Committee received a report on the implementation of the Action Plan (Nov 2017). A further report on implementation	2017/1 8 2018/1 9 2019/2 0	Possib le Unlikel y Unlikel y	Subst antial Subst antial Subst antial	Med Low Low	Roger Hoggins Cllr Bryan Jones

	•					1	1	1		1			1	
									of the Action Plan will be presented to CYP Select Committee along with the performance data which will thereafter form the basis of annual performance reports to the committee					
3	Potential that staff and volunteers are not recruited safely and begin their appointment without DBS checks having been completed resulted in increased risk of harm to vulnerable people	Within a large organisation with devolved responsibility for recruitment and selection there is opportunity for deviation from agreed processes	2017/1 8 2018/1 9 2019/2 0	Likely Likely Likely	Moder ate Moder ate Moder ate	Med Med Med	Ensure that all managers receive SAFE recruitment training. Ensure the SBAR system of significant event analysis is understood and being used positively In the event of any deviation from process ensure that an SBAR is completed and analysed by the next meeting of the Whole Authority Safeguarding Group	Peter Davies. Chief Officer, Resources Claire Marchant Chief Officer Social Care & Health	To date 4 SBAR forms have been received in 2017-18.	2017/1 8 2018/1 9 2019/2 0	Unlikel y Unlikel y	Moder ate Moder ate Moder ate	Med Low Low	Peter Davies. Cllr Phil Murphy Claire Marchant Cllr Penny Jones
4	Prential that the workforce may not be aware of their duty to report concerns due to do not have up-to-date safeguarding training reducing the opportunities for successful preventative work and early intervention across the whole authority	The National Study of Safeguarding published by WAO in 2015 reported that 84 per cent of employees nationally had not received safeguarding training	2017/1 8 2018/1 9 2019/2 0	Likely Likely	Moder ate Moder ate Moder ate	Med Med Med	Ensure robust information systems in place to support accurate reporting of whole workforce training levels Safeguarding is a standard item on the council's induction programme for all new starters Full implementation of volunteering policy Implement the safeguarding training plan to address any gaps in safeguarding training for children and adults at risk through the SAFE self-evaluations	Peter Davies, Chief Officer, Resources Claire Marchant Chief Officer, Social Care and Health	Data is in place for the majority of teams providing up-to- date information about safeguarding training	2017/1 8 2018/1 9 2019/2 0	Unlikel y Unlikel y	Moder ate Moder ate Moder ate	Med Low	Peter Davies Cllr Phil Murphy Claire Marchant

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5	Potential that the council and	Improved outcomes for	2017/1	Possib	Subst	Med	Wide range of services	Claire	2017/1	Possib	Subst	Med	Cllr Penny
	its partners are not doing	vulnerable people children	8	le	antial		represented on the whole	Marchant.	8	le	antial		Jones
	everything they can to keep	can only be achieved and				Med	authority safeguarding	Chief				Low	
	vulnerable people safe	sustained when people and	2018/1	Possib	Subst		group to ensure it is seen as	Officer	2018/1	Unlikel	Subst		
		organisations work together	9	le	antial	Med	everyone's responsibility	Social	9	у	antial		
		to design and deliver more					and give appropriate priority	Care and				Low	
		integrated services around	2019/2	Possib	Subst		 Increase the connections 	Health	2019/2	Unlikel	Subst		
		people's needs	0	le	antial		and partners who are		0	у	antial		
							working as part of place-						
							based working together						

Appendix 3

Good Governance - Action Plan

- Strengthen and evidence links between the work of the national and regional Safeguarding Boards and practice within Monmouthshire.
- Strengthen alignment of safeguarding risk management systems at every level of the organisation through:
 - reviewing the quality of SAFE self- evaluation across all directorates to ensure that resulting action plans address the critical safeguarding issues for each service area and priority actions are reflected in SIPs;
 - ensuring the SBAR system of significant event analysis is understood, being used positively and risks highlighted are reflected in risk registers at directorate level as well as whole authority and WASG
 - o testing out the effectiveness of arrangements in the 2018/19 internal audit work programme.

Safe Workforce - Action Plan

- Implementation of safeguarding training plan to address the gaps in safeguarding training for children and adults at risk through the SAFE self-evaluations
- Full implementation of volunteering policy
- Implementation of information systems to support accurate reporting of whole workforce
- Professional allegations processes to align across adult and children's services.

Preventative Approach - Action Plan

- Implement fully the early support and referral pathway
- Continue to build on the strengths of place based working by increasing the connections and partners who are working together to support individual and community well-being.
- Develop evaluative measures that enable better reporting of the impact of preventative work

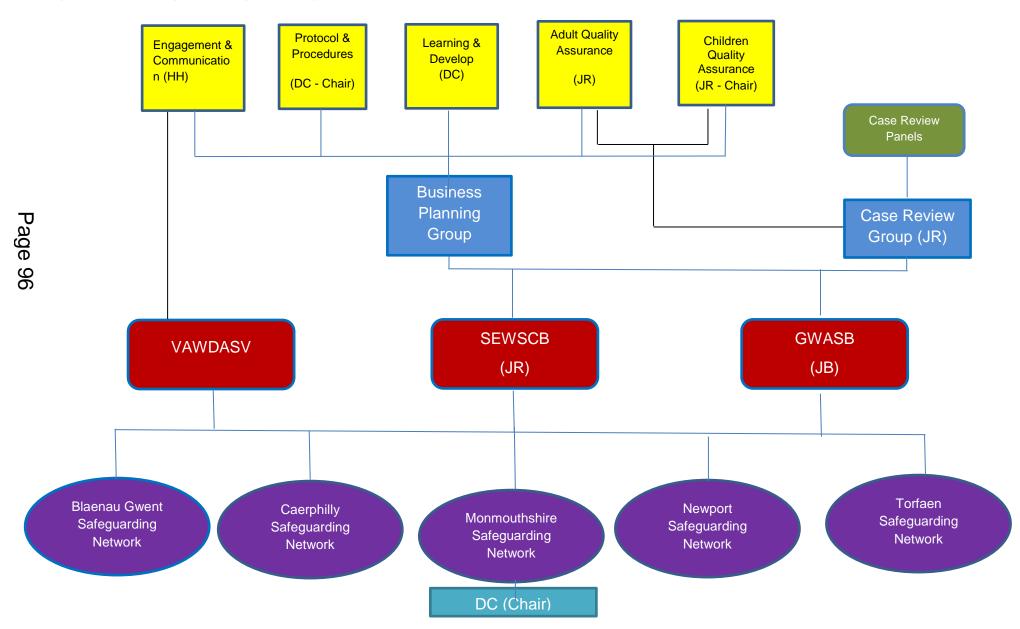
Robust Protection - Action Plan

- Children and adult Safeguarding and Quality Assurance Unit to develop an operating model which builds on strengths in both parts of the service
- Continue to improve outcomes in children's services through the children's services improvement
 programme, including improving systems, processes and practice which contribute to timescales
 for completion of assessments.
- Implementation, and quality assurance of, risk framework in children's services.
- Further develop quality assurance mechanisms, and data analysis, in adult protection, to support improvement.

Safe Services - Action Plan:

- Internal audit to undertake review to baseline position across the authority in terms of commissioning and partnership
- Integrated Social Care and Health Commissioning Service to implement operating model covering adult and children's services
- Implement internal audit action plans for children's services placements and volunteering.

Regional Strategic Safeguarding Structure Appendix 4



Evaluative Progress Report April – September 2017

This report evaluates the progress of Monmouthshire County Council's against its safeguarding priorities. The priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in the Council's Corporate Safeguarding Policy approved by Council in July 2016. The evaluative report uses quantitative and qualitative measures, and case studies where appropriate, to highlight progress, areas for improvement and further development. It is based on our commitment that adults at risk and children will be supported, and protected from harm and abuse. The report acknowledges that safeguarding is always 'work in progress'. Constant vigilance is needed at all levels of leadership and operational delivery to ensure the right culture, policy, practice and measurement systems are in place to keep people safe.

The cornerstones for keeping people safe in Monmouthshire are set out in Figure 1:

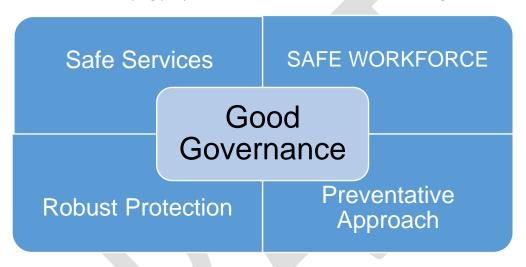


Figure 1

These cornerstones form the basis of Monmouthshire County Council's Safeguarding Policy. The judgement on performance against measures has been agreed by the Whole Authority Safeguarding Group (WASG). WASG has considered analysis of evidence drawn from a range of sources set out in **Table 1** which together enable a view to be formed as to the effectiveness of the Council's safeguarding arrangements.

Table 1

External Regulatory Reports	Quality Assurance & Internal Audit Reports	Engagement and Stakeholder Feedback
*CSSIW - Review of Front Door of Children's Services (2016) * CSSIW Annual Performance Letter (2017) * Estyn Monitoring Visits (Quarterly) * Estyn Inspections of Individual Schools	*Safeguarding Assurance Framework Evaluations (SAFEs) *Performance Management Information *Case Review and Audit Reports undertaken in accordance with the Social Services Quality Improvement and Performance Framework	*Young People's Safeguarding Survey (2016) * Regional Safeguarding Board meetings and sub-groups *Monmouthshire safeguarding network * Complaints and compliments * Formal and informal feedback from people who experience

External Regulatory Reports	Quality Assurance & Internal Audit Reports	Engagement and Stakeholder Feedback
* Wales Audit Office Review of Corporate Safeguarding in Monmouthshire (2015) * Wales Audit Office Review of Safeguarding Arrangements in the Kerbcraft Scheme (2017)	*Internal Audit Reports of Safeguarding (2016) Volunteering (2017) and Children's Service Placements (2017) * Institute of Public Care reports into Children's Social Services Improvement Programme (2016 and 2017)	Monmouthshire's safeguarding services *Stakeholder events into Children's Service Improvement Programmes

1). Good Governance

What does good look like? In Monmouthshire County Council we ensure that safeguarding for children and adults at risk is understood as "everyone's responsibility". We work effectively with regional structures including the South East Wales Safeguarding Adults Board and the South East Wales Safeguarding Children's Board. There is continuous focus – and aligned systems and activities – to ensure safeguarding is being culturally embedded across the Council at a "hearts and minds" level. Safeguarding is supported by policies and operating procedures which are embedded within all settings and services.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is there a strategic steer for the whole authority Safeguarding Adults and Children Policy?	Policy approved by Council in July 2017	The policy, reflecting legislative changes, and reflecting the statutory basis of safeguarding adults at risk and children, was approved by Council in July 2017. The policy is reviewed on a 3 year basis unless there is a significant change required or changes to legislation.
Is there clarity of roles and responsibility for safeguarding?	Policy approved by Council in July 2017 Role profiles for key positions such as Statutory Director for Social Services (Chief Officer for Social Care & Health), Lead Officer for Children and Young People (Chief Officer for Children,	The policy approved by Council sets out the responsibilities for key officers and Members. It also articulates the roles of Designated Lead Managers, all Managers for safeguarding within each directorate. The policy also clarifies the relationship between the Safeguarding and Quality Assurance Unit (policy, advice, guidance, supporting self-evaluation) and internal audit (independent review and specific investigations when indicated).

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is there senior management representation on the Whole Authority Safeguarding Group (WASG) to ensure clear accountability lines for safeguarding?	Young People and Education) Portfolio responsibilities for Cabinet Member for Social Care, Safeguarding and Health The role of WASG is set out in the Council's Safeguarding Policy	WASG is held monthly and is chaired by the Statutory Director of Social Services. Membership of WASG is at a senior level from each directorate. Each directorate representative is required to ensure effective reporting lines with their Directorate Management Team.
Are the risks associated with safeguarding considered at a corporate and service level in developing and agreeing risk management plans across the Council?	Safeguarding is reflected in the Corporate Risk Management Policy	Safeguarding is a whole authority risk reflected in the Corporate Risk Management Plan. Individual Service Improvement Plans (SIPs) reflect The last period has seen the roll out of the Safeguarding Assessment Framework for Evaluation (SAFE) and significant event analyses (see below) which mean significant risks are now overseen at WASG. Appendix 1 shows pictorially the relationship between different levels of risk management for safeguarding in Monmouthshire County Council. Strengthening alignment of risk management systems is a priority for improvement in the next reporting period with a view to testing out effectiveness in the 2018/19 internal audit programme.
Are all directorates monitoring and reporting on safeguarding using the SAFE process?	A revised SAFE which reflects the cornerstones within the policy is being implemented. The deadline for completion of SAFEs across all Council services was 31st July 2017.	Within the timescale set, SAFE returns are as follows: 100% returns from schools and CYP 100% returns from Social Care and Heath 7/8 in Operations – 100% compliant by December 17 16 /17 Enterprise - 100% compliant by December 17 4 /5 Resources - 100% compliant by December 17

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	The deadline for early years settings submission is 31st December 2017.	Safeguarding and Quality Assurance Unit leads have been identified to support Directorate Lead's in completion of SAFEs, analysis and action planning. A programme of SAFE analysis reporting to WASG has commenced • CYP update to WASG - September 2017 • Operations update to WASG - November 2017 • Social Care and Health – December 2017 • Enterprise – January 2017 • Resources – February 2017 A priority for improvement is to quality assure the SAFEs and each directorate to ensure the action plans identified within SAFEs are appropriately reflected in Service Improvement Plans (SIPs).
Is there an effective system of significant event analysis to ensure there is management and mitigation of risks and learning and review arising from breaches in compliance with safeguarding policy and procedure? Are safeguarding implications set out in all reports to Cabinet and Council?	A system of significant event analysis using the SBAR (Situation Background Analysis Review) has been introduced and is being overseen by WASG. Continuous Progress	8 SBARs have been completed since the introduction of the system WASG will only close down its monitoring of an SBAR action plan once the loop has been closed and there is assurance that risks have been managed in a sustainable way. A priority for improvement is to ensure that the SBAR system is understood and being used positively across the Council. Safeguarding implications is a standard consideration in all reports.
Is safeguarding reported in Chief Officer annual reports?	Continuous Progress	Safeguarding is a key element in the annual report of the Chief Officer for Social Care and Health and the Chief Officer for Children, Young People and Education.
Is Monmouthshire effectively contributing to regional partnerships to promote robust safeguarding practices and drive forward regional work streams,	Continuous Progress	Heads of Adult and Children's Services, Housing Services Manager and Safeguarding Unit members are full members of all the South East Wales Adult and Children's Safeguarding Boards, subgroups, and business planning groups. At a strategic and operational level there is also strong engagement in Multi-Agency Sexual Exploitation meeting (MASE) Child Sex Exploitation (CSE), Violence

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
particularly the South East Wales Safeguarding Children Board and the Gwent Wide Adult Safeguarding Board?		Against Women Domestic Abuse and Sexual Violence (VAWDASV) and Contest (PREVENT anti radicalisation). The regional safeguarding structure is included as Appendix 2.
		Work undertaken by regional structures is shared and devolved locally via the Local Safeguarding Network to 3 rd Sector and statutory partners. This is chaired by Monmouthshire's Safeguarding Service Manager
		A priority for improvement is to strengthen the governance between national, regional and local safeguarding arrangements. Reporting of the regional boards' annual reports as part of this report is an important step in strengthening these connections.

Case Study: Tourism Leisure Culture & Youth (TLCY) managers had different levels of focus, training, recruitment and competency regarding safeguarding responsibilities. The SAFE process and safeguarding policy was used positively to give more formal structure and ability of services to monitor and evaluate progress of all areas of their business. This has resulted in review of governance, structure and roles and responsibilities within the senior team of TLCY. A dedicated safeguarding lead officer ensures there is a true 'real-time' overview of all service areas. This also enables central monitoring and challenge with support provided when appropriate. TLCY have an action plan for Safeguarding that is monitored regularly for progress indicators; discussed at Directorate Management Team and team meetings and shared with the safeguarding team directorate lead. Safeguarding frameworks are embedded across TLCY and will be firmly engaged in any future planned service delivery.

The work has dovetailed into further work which is underway to consider options for delivering these services as an Alternative Delivery Model (ADM). Safeguarding frameworks are now embedded and will be monitored and reviewed as the ADM continues to be developed. Consideration of ability to sustain safeguarding performance will be a key issue in taking a final decision on whether to progress to an ADM.

TLYC provides a model for effective use of the SAFE self-evaluation to operationally and strategically improve safeguarding practice and evaluate future options for service delivery.

Analysis

The last 6 months has seen good progress to ensure that safeguarding is a priority within the Council, and is a fundamental feature in the governance arrangements for officers and Members. The new safeguarding policy has been approved by Council and sets out clearly roles, responsibilities and governance arrangements. The Whole Authority Safeguarding Group (WASG) has an important role,

bringing together Chief Officers/ Heads of Service from each directorate to lead safeguarding activity in the Council. To reflect the need to improve systems for identification, management and mitigation of risk, a new system of SBARs (Situation Background Analysis Review) has been introduced to support WASG in identifying risks, overseeing action plans arising from significant event analyses in respect of compliance with the Council's safeguarding policy. There is further work needed to really embed risk management for safeguarding through strengthening the relationships between risk registers at every level and priority improvements.

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At a regional level, the South East Wales Safeguarding Children and Safeguarding Adults Boards fulfil the statutory responsibilities set out in the Social Services and Wellbeing (Wales) Act. Monmouthshire County Council is fully represented on both the Children and Adult Safeguarding Boards, and their subgroups. It is acknowledged that more work is required to strengthen the links between national, regional and local safeguarding activity and ensure the learning from through the regional boards and sub-groups is embedded in practice and operations in Monmouthshire.

Priority Actions

- Strengthen and evidence links between the work of the national and regional Safeguarding Boards and practice within Monmouthshire.
- Strengthen alignment of safeguarding risk management systems at every level of the organisation through:
 - reviewing the quality of SAFE self- evaluation across all directorates to ensure that resulting action plans address the critical safeguarding issues for each service area and priority actions are reflected in SIPs;
 - ensuring the SBAR system of significant event analysis is understood, being used positively and risks highlighted are reflected in risk registers at directorate level as well as whole authority and WASG
 - o testing out the effectiveness of arrangements in the 2018/19 internal audit work programme.

Self-Assessed Score Against Measures:	4

2). Safe Workforce:

What does good look like? We ensure that safe recruitment and human resource practices operate effectively and embedded across the Council- for the whole workforce (on pay roll and volunteer). We ensure that the workforce working with children and adults at risk are suitable for the role they are employed to do and are focused on outcomes for people. The whole workforce is clear about their duty to report concerns and to keep children and adults at risk safe.



Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is the workforce safely recruited?	Safe recruitment standards are set out in the Council's Safeguarding Policy 2017.	35 managers completed Safe Recruitment Training April - October 17
	The safe recruitment standards are supported by a safe recruitment process on which recruiting managers are trained.	DBS reports are circulated by Employee Services quarterly to Directorate DBS Champions. 100% compliance with safe recruitment for employees is the standard that we work to. Any breaches in compliance with safe recruitment processes are reviewed as significant events and associated action plans are overseen by the WASG.
	The Council's Volunteering Policy approved by Cabinet in November 2017 sets out standards for safe recruitment of the volunteer workforce. Leading volunteering training clearly outlines safe recruitment requirements for volunteers.	Following the findings of the Wales Audit Office report into the Kerbcraft Service, which highlighted serious deficits in volunteer management in that service, and an internal audit report which evidenced gaps in a number of services across the Council, a full review of compliance with statutory guidance (Keeping Learners Safe) and local policy has been undertaken. 70 HR Business Partner school visits have been undertaken to check safe recruitment compliance. These are reporting 100% compliance. All information from schools (via SAFEs, the Lead Officer for Safeguarding in Education and HR business partner visits) will be triangulated by internal audit reviews of individual schools. Any gaps in information around the volunteer workforce are managed via the SBAR system.
		A volunteer management information system is being implemented to provide a central repository for volunteer information is being implemented.
		 In terms of level of compliance in priority areas: 70 HR Business Partner school visits have been undertaken to check safe recruitment compliance. These are reporting 100% compliance Every Leisure Centre has appropriately trained Safeguarding Leads - 100% Compliance The Passenger Transport Unit reports 100% workforce compliant with safeguarding induction and 100% of those who require level 1 training are up to date with that training. Safeguarding Training L1 100%.
		Priorities for improvement in managing the volunteer workforce are: • Implementation of the Volunteer Policy

		 Delivery of the internal audit volunteering action plan (there will be a re-audit in 2018/19) Implementation of the single volunteer management system. Test understanding of the whole workforce of their safeguarding responsibilities
Is the whole workforce aware of their duty to report safeguarding concerns and trained to the appropriate level for their post?	To meet the standards within the 2017 Corporate Safeguarding Policy, in-depth work has been undertaken to identify the level of training required for all staff roles to inform the development of a comprehensive training plan which includes both adults at risk and children. Safeguarding basic awareness training has been expanded to include both adults and children at risk and is part of all corporate induction days.	A revised training plan has been developed to reflect the Corporate Policy. This incorporates combined training for adults at risk and children were indicated. Recording of safeguarding training has been dependent on individual service level record keeping A central information system to record training status via the Council's My View system is being piloted with a full implementation date of January 2018. The roll out of basic awareness for the whole workforce covering safeguarding adults at risk and children is underway (previously awareness of adult safeguarding had been through a leaflet; this is not sufficient to reflect the duty for report in the Social Services and Wellbeing (Wales) Act). 34 trainers within the council are trained to deliver Level 1 Safeguarding within their service areas. 89 Designated Safeguarding Leads at Level 2 have been trained in this reporting period. Combined adult at risk and children's safeguarding training was undertaken for Council Members in July 2017. Further training for Members is planned in December 2017. 100% of schools have up to date whole school Safeguarding training in place Governor specific safeguarding training is delivered each term as necessary Delivery of the training plan and full implementation of My View as the information system are priorities for improvement. Understanding across the workforce of their responsibilities will also be tested out
Are we working to national guidance in managing addresses professional allegations and concerns?	National and Regional Policy is followed in managing Professional Concerns	The Safeguarding and Quality Assurance Unit has managed the following professional allegations between April and October 2017: • 20 new referrals for Professional Strategy Meeting (PSM). • 6 of these are ongoing

		 18 cases were concluded in this period with 2 cases having more than one conclusion. 13 were substantiated 5 unsubstantiated 3 were unfounded 33 meetings were held in total A priority for improvement is the full alignment of the management of professional concerns for children and adults at risk through the Safeguarding and Quality Assurance Unit.
Is there a Whistle Blowing Policy in Monmouthshire which is understood?	A revised Monmouthshire County Council Whistleblowing Policy was approved by Cabinet June 2017 Reference to the Whistleblowing Policy is also included in the Council's Corporate Safeguarding Policy, and is included in Safeguarding training.	There have been 3 incidents reported under the "Whistle Blowing" Policy during the reporting period. A priority for improvement is to provide further guidance to senior managers on the implementation of the whistleblowing policy and to test awareness across the wider workforce.

Case Study – This is a model case study which illustrates the way in which professional allegations are managed. It highlights the multi-agency nature of management of allegations, the role of the Authority in safeguarding children who are placed in Monmouthshire from other areas, and the roles and responsibilities of different partners. Duty of care to all concerned and timely conclusions in light of all relevant information is paramount.

In this case, concerns are raised by a child's social worker from an English Authority who is living in a residential care home in Monmouthshire. The concern is of a potential physical assault on the child by a member of staff. In line with the All Wales Child Protection Procedures a Professional Strategy Meeting is convened in Monmouthshire as the place the alleged assault took place, also Gwent Police had the jurisdiction to undertake any potential criminal investigation.

Discussion takes place with the child's social worker, the residential home, employee services and any relevant partner agency's to ensure the child's welfare had been secured and any medical assistance had been given. Further to this the worker is advised by their employer that a concern has been raised and a risk assessment undertaken to determine whether they should be placed on suspension without prejudice by their employer. A strategy discussion takes place between Monmouthshire Children's Services and the police to share information, to agree the need for a child protection investigation and to arrange a professional strategy meeting.

In attendance at the professional strategy meeting are all relevant partners including: employing agency, the police, Monmouthshire social worker (who is part of the Child Protection Investigation Team), and the social worker from the English authority who had placed the child in Monmouthshire. All relevant information is shared in the meeting both around the child and the member of staff. The meeting's remit is to ensure the welfare of the child and the welfare of the employee had been appropriately addressed.

The meeting discusses the information shared and arrives at a conclusion against the original allegation. It could have been either **Substantiated**, **Unsubstantiated**, **Unfounded**, **Demonstrably False**, **or Malicious**. If the meeting agrees that further information is required to enable a conclusion to be reached, the meeting will be reconvened at an appropriate time.

An Action Plan is recorded and dependant on outcome this could involve notification to Disclosure and Barring Service, Care and Social Services Inspectorate for Wales (CSSIW) or any other regulatory body, referring back to the employer to undertake and internal investigation or disciplinary process, training needs, or other appropriate action. The meeting also agrees how the child and the employee are to be informed of the outcome.

Analysis

Safe recruitment of the whole workforce is a fundamental test of safeguarding in a local authority. Regular reporting over a number of years shows a very high level of compliance with safe recruitment of the employed workforce and the small number of cases where the safe recruitment process has not been followed an analysis using the SBAR process has been undertaken to ensure risks are immediately managed and lessons learned. Safe recruitment, and effective management, of the volunteer workforce has been a major focus in the last reporting period supported by the leading volunteer training and extensive involvement of volunteers and managers in the development of the Volunteering Policy approved by Cabinet in November 2014. Following the Wales Audit Office report into the Kerbcraft scheme, and an internal audit report which highlighted deficiencies in a number of parts of the Council a full review of compliance of volunteers has taken place with to achieve 100% compliance with all aspects of the standards for a safe workforce in advance of the implementation of the central volunteer information management system.

Strengthening policy, systems and process in the safety of the workforce has been a major focus during the last reporting period. There are considerable strengths in the levels of training within schools and child care settings which were the standards set within the previous safeguarding policy. The training standards set in the July 2016 Corporate Safeguarding Policy cover the whole Council workforce duty to report and safeguard children and adults at risk in line with the Social Services and Wellbeing (Wales) Act. This means that significant training needs have been identified across the whole authority. Basic awareness training covering adults and children is now available and each area of the Council has undertaken an in-depth review, team by team, to understand training needs and gaps. Plans are in place to co-ordinate training resources to ensure training needs are being met. Digital whole authority systems are also being implemented to enable reporting on training compliance across the paid and volunteer workforce. Plans to test out whole workforce understanding of their responsibilities are in place. Other improvements have been made, including the development of trainer's forum. Training will remain a significant priority for the next period.

There is a well-established process for managing professional allegations within Children's Services. We are working in context of regional and national developments to ensure there is alignment across children and adults in respect the management of professional allegations.

Priority Actions

- Implementation of safeguarding training plan to address the gaps in safeguarding training for children and adults at risk
- Full implementation of volunteering policy
- Implementation of information systems to support accurate monitoring of whole workforce training status
- Test out understanding of duty to report across the workforce
- Alignment of professional allegations processes to align across adult and children's services.

Self-Assessed Score Against Measures:

3

3). Preventative Approach:

What does good look like - We are well-informed about the social issues that compromise the safety and welfare of children and adults at risk and /or potentially expose them to harm through abuse and neglect. We are working to demonstrate how we are responding to these issues and reducing risks through early intervention and preventative approaches.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do our workforce understand emerging practice issues?	Training plans are in place to ensure the right levels of training in VAWDASV and PREVENT	23 staff received PREVENT training during this period. A Further 4 days of PREVENT training is scheduled for staff during 2017. PREVENT awareness raising has been delivered in all Monmouthshire Schools
		VAWDASV – Ask and Act Pilot in Monmouthshire completed with Adult Social Services. 2 in-house trainers completed training Sept 17. Plans in place to improve level of training across the workforce.
		Regional Safeguarding Network events held quarterly for statutory, 3 rd sector, partnership staff and volunteers.
	Raising awareness of the risks of Child Sexual Exploitation (CSE) is an area that has been prioritised in 2017/18.	Development and roll out via schools/youth services of "Sexting isn't Sexy" training and CSE awareness raising is ongoing. Feedback from young people, trainers and school
		staff has been overwhelmingly positive in

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	The Safeguarding Unit have actively participated in the national review of CSE Policy and Procedure.	supporting open discussion in regard to difficult subjects and allowing young people to discuss concerns with adults in authority.
	CSE multi agency information and Intelligence sharing meetings (vice chaired by Monmouthshire Child Protection Co-ordinator) have identified locations and potential perpetrators, as well as identifying young people potentially at risk of CSE and risk-taking behaviour.	There has been an increase in numbers of children identified as at risk of CSE with planned support from 6 in 2016 to 16 in October 2017.
Does Monmouthshire demonstrate clear and creative working together with other agencies to intervene early?	Integrated and creative working between public protection and safeguarding is embedded and a real strength in preventing abuse and harm.	Child Protection Co-ordinator attends monthly meetings with licencing to discuss arising regulation and community safeguarding issues. Information from CSE strategy meetings, and Anti-Social Behaviour (ASB) meetings have resulted in the police, licencing and waste management services successfully disrupting sites of potential CSE and ASB across the authority. Monmouthshire licensing team are undertaking training with police for Operation Makesafe (identification of CSE within hospitality) with Public Houses, Clubs and Licenced Taxis.
	Partnership working is well developed between key partners through community well-being networks which align resources to safeguard and prevent the need for statutory interventions.	The Collaborative "Place Based Working" approach is integrating public, voluntary third sectors and communities by the development of integrated "Place based wellbeing teams". An Information Sharing Protocol for Place Based Well-Being Support in Monmouthshire - accredited by Wales Accord for the Sharing of Personal Information (WASPI). An approach to measuring progress called 'most significant change' has been developed which enables partners to collectively identify the interventions which have prevented escalation of need for protection.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Does the Information Advice and Assistance (IAA) approach at the front door of adult and children's social services ensure that families and concerned citizens can access information and advice easily and effectively?	Continuous progress	The Information/ Advice and Assistance (IAA) facility at the front door of Children's and Adults (FISH) services are now in place with processes monitored and reviewed. 745 Adults received IAA since April 2017 630 Children/families received IAA 2017
Is there a Multi-Agency Early Support and Family Support Referral Pathway to support vulnerable families?	A first review of early intervention and prevention services in Children's Services in 2016 has resulted in a new service offer recommended to Cabinet in December 2017.	Coordinated working is improving to realign early support for families outside statutory intervention and the development of an Early Support Referral Pathway. This is a response to quality assurance around children on the Child Protection (CP) register which evidences that there in some cases earlier intervention may have negated the need for registration by working with the family in a different way. Implementation of the realigned early support offer is a priority for improvement in the next period.
Are we analysing and responding to risk and vulnerability in communities?	There has been a significant focus on individual and community well-being over a number of years. The focus on locality and place based approaches which develop resilience in individuals, families and communities.	Development of the Community Wellbeing Hubs at Mardy Park, Monnow Vale, and Caldicot Library and the support of people to access community based support opportunities Families' First services provide a range of preventative interventions for children and families. Community Wellbeing Development Officers based in the North and the South of the County who help identify gaps in community provision, support the development of community based groups, and assist in the location of funding streams. The Community Development and Partnership Team will be working across the County using the asset based community development methodology to understand the strengths of communities and work with communities and partners to address those strengths.

Case Study – A health visitor spoke with a mother of three children who was struggling to manage the behaviour of her children and home conditions. She was aware that her concerns related to ability to parent three lively children with limited financial resources and few friendship and family networks. The family did not meet the threshold of statutory intervention. She was also aware that without support the needs could escalate and in time result in a referral to children's social services. With the consent of the mother she made a referral to Acorns nursery provision for the Incredible Years Parenting support programme and for a volunteer support worker to address home conditions and mother's social isolation through linking her with other mothers and free/low cost opportunities for her children to participate in football and athletics clubs. Through the Housing Gateway she was able to access financial advice to maximise her income and address repair issues with her landlord. The mother agreed to include the older children's school in this support network. Soon natural friendships were developing and the volunteer could reduce her contact. The Health Visitor remains involved in the health needs of the youngest child. This case study shows how creative multi agency working at an early stage can positively work with vulnerable families preventatively.

Analysis – Understanding the issues which cumulatively mean people are at risk of requiring protection is at the heart of a preventative approach to safeguarding. The preventative agenda is developing within community well-being hubs, and local groups and communities are supported to create, maintain and sustain activities where needs are identified within the community itself. The WASG challenges all parts of the Council to consider how they contribute to preventative activities. In some areas this is well developed – the examples in public protection cited above are clear examples of how safeguarding is at the heart of the work that is undertaken. The WASG provides a more joined up approach to some of the targeted work taking place within the Council around areas such as CSE, development of dementia friendly communities and PREVENT.

As a priority action, the WASG is considering how it can better develop effective ways of measuring and evaluating the impact of preventative activity to ensure that activity leads to better safeguards being in place for both children and adults at risk, and makes the best use of limited council resources to target vulnerability.

Priority Actions

- Implement fully the early support and referral pathway
- Continue to build on the strengths of place based working by increasing the connections and partners who are working together to support individual and community well-being.
- Develop evaluative measures that enable better reporting of the impact of preventative work.

Self-Assessed Score Against Measures:	3
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4). Robust Protection:

What does good look like - We operate best practice in protecting children and adults at risk and ensure that:

- All concerns about possible abuse or neglect are recognised and responded to appropriately;
- Multi-agency plans and interventions reduce risks and needs for children and vulnerable adults including those at risk of significant harm.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Are referrals or concerns assessed and initial decisions taken within 24 hours of referral to children's social services?	Continuous Progress	100% of referrals within Children Services meet this standard
Are Adult Protection enquires undertaken in a compliant and safe timescale?	Continuous Progress	80.0% of Adult Protection enquires were completed within 7 days in the first 2 quarters of 2017/18. This compares with an all Wales average of 80.1% in 2016/17. This is a dip in performance compared with 2016/17 (88.7%) and will be addressed by the service in the last 2 quarters of the 2017/18year.
Are assessments in children's services completed within statutory timescales (42 days)?	This is a priority for improvement which is being addressed within the children's services improvement plan.	83.3% of assessments in children's services were completed within statutory timescales. This compares with 74.4% in 2017/18 but is still not meeting the local target 90%. Further intensive work is underway from both a process and a qualitative perspective to drive actions to deliver sustained improvement in assessment timescales.
Is there is a Quality Assurance Framework in place which practice improvement?	Social Care and Health Quality Performance Framework is in place. Service managers report into a DMT level group on the quality assurance undertaken in their service area.	A range of mechanisms exist to drive improvement through quality assurance processes. These include: • Managers monitor through live dashboards in Children's Services; • In children services 1 in 10 case records are randomly selected to assure decision making. If there are any concerns the ratio can be increased and reviewed. • Weekly Performance Management Oversight Group in Children's Services (PMOG) • Children's Services Leadership Team (CSLT) • Senior Management Quality Improvement Program (QUIP) • Adult Social Services practice improvement meeting (Oliver) There have been 2 independent reviews of the quality of practice in children's services in the last 2 years by the Institute of Public Care. The second

Contributing Areas of Activity and Questions	Progress	Evidence
for Self – Assessment		
		review (which considered 50 cases files) identified clear progress in the quality of practice and decision making with further areas for improvement in really developing the preventative offer - "Overall positive progress and improvements in both process and practice at various stages of the care and support pathway" (IPC July 2017).
		This accords with service level quality assurance work undertaken by the Child Protection Coordinator.
		CSSIW considered adult safeguarding in their 2016/17 site visits to Monmouthshire. They noted the need for We would encourage planned work to further develop quality assurance and refining thresholds.
		A priority for improvement for the Safeguarding and Quality Assurance Unit is to develop appropriate quality assurance mechanisms for all aspects of safeguarding.
Is an analysis of trends, exceptions, pressures and practice standards undertaken in protective services?	The Children's Services Improvement Programme is driven by analysis of the data and trends which inform the operational and strategic improvement actions.	The Number of Looked After Children (147) and number of children on the CP register have continued to rise in the first 2 quarters on 2017/18. The figures for 2016/17 were 91 and 133. The rate of CP registrations in Monmouthshire is higher than the all Wales rate.
	In adult services more work is needed More work is required in data analysis to identify trends and emerging themes around areas of concern (CSSIW, June 2017).	The Child Protection Co-ordinator and Independent Reviewing Officer submit a 6 monthly overview report on compliance, practice, and identifying trends and pressures on services. This identifies that thresholds are being applied appropriately but that there is an opportunity to support with more preventative services to reduce the need for registration in some cases.
		A revised early intervention and prevention service offer will be presented to Cabinet for approval in December 2017 and a priority for improvement is implementation of this new model. A related priority is the implementation of a workforce plan for children's services which reflects the current levels of CP registrations and

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
		LAC numbers which will be presented to Cabinet at the same time. A further priority for improvement is to analyse data better in adult protection to drive
Is Care Planning compliant with all-Wales procedures and does it reflect clear multi-agency working to manage and reduce risk?	Adult and child protection practitioners work to all-Wales guidance and are participating actively in the reviews of national guidance.	improvement. CSSIW noted 'good interagency practice' in adult services (June 2017). Quality assurance and independent reviews test out compliance with All Wales Children's Services.
	Children's services risk assessment framework was approved by the Children's Services Leadership Team in September 2017. Children's Services commenced tracking Child Protection Conference attendance of professionals November in 2017. Practitioners in adult and children's services work with multi-agency partners in domestic abuse.	Quality assurance work in the next reporting period with focus on risk assessments in children's services. Child Protection Coordinator attends fortnightly Multi Agency Risk Assessment Conference (MARAC) meetings to consider high risk Domestic Abuse cases, consider plans to minimise immediate risk and make referrals where appropriate April - October 22 women, and 19 children in Monmouthshire were the subject of Multi Agency Risk Assessment Conference (MARAC) risk reduction plans.

Case Study - Case Study - This is a model case study which highlights multi-agency work in the area of domestic abuse. A Duty to Report form is received by adult safeguarding with regard to a woman who has been subject to a serious domestic assault. Initial enquiries indicated that the woman is not known to adult services, does not have children, and does not have a specific care and support need. It is clear, however, from the information received that the woman has been a victim of domestic abuse in the past and that the risks to her seem significant. Police make a referral for a MARAC. An adult safeguarding co-ordinator attends the MARAC meeting with the police, representatives from Women's Aid, housing, tenancy support and health. The meeting determines the risks posed to the woman and a multi-agency plan is agreed which addresses risks identified by a number of possible options which include: support from the police, marking the property for urgent response; home

security and alarms where necessary, community policing aware of perpetrator, independent domestic violence advocate support, refuge accommodation, housing and tenancy support, health assessment support, and referral to other support agencies as appropriate is made available. The information from is stored on the MARAC SharePoint system so that tracking can take place, information can be analysed as to trends and numbers of cases, and outcomes checked.

Analysis

Working to All-Wales protection procedures is embedded in the work of adult and child protection practitioners. The Children's Services Improvement Programme has created a drive to improve the quality child protection practice, application processes and procedures, and ensure staff understand the requirements and expectations of their role and task. Critical to this has been recruitment of a permanent workforce. Safe practice is now supported by a clear infrastructure of risk management frameworks, clear procedures, models and tools.

The creation and development of the Adult and Children's Safeguarding Unit presents opportunities to consider how best to identify opportunities for "joined up" work and joint implementation of the revised All Wales guidance for children and adults at risk. Effective quality assurance is a prerequisite in ensuring that the quality of safeguarding practice is understood and to drive improvement actions. This is better developed in children's than adult services, but again the development of the joint unit provides the basis for aligning practice and systems.

Priority Actions:

- Children and adult Safeguarding and Quality Assurance Unit to develop an operating model which builds on strengths in both parts of the service
- Continue to improve outcomes in children's services through the children's services improvement programme, including improving systems, processes and practice which contribute to timescales for completion of assessments.
- Implementation, and quality assurance of, risk framework in children's services.
- Further develop quality assurance mechanisms, and data analysis, in adult protection, to support improvement.

Self-Assessed Score Against Measures:	
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5). Safe Services – delivered through commissioning arrangements, grants, partnerships and volunteering

What does good look like - We use our influence to ensure that services operating in Monmouthshire, both commissioned and those outside the direct control of the Council, do so in ways which promote the welfare and safety of children and adults at risk.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do we ensure that commissioned services meet Monmouthshire's safeguarding services standards as laid down in the Corporate Safeguarding Policy?	MCC Accreditation Process for commissioned social care services is the responsibility of embedded in Social Care and Health Commissioning Team. The service manager had responsibility for adult and children's services from January 2017 and has been developing the operating model to ensure it covers all social care services.	The Corporate Safeguarding Policy 2017 clarifies the position regarding commissioned services meeting Monmouthshire's safeguarding standards. Service Review Annual Visits programme undertaken by monitoring officers ensures compliance to policy. A new contracts officer has been in place since August 2017 and has developed a programme to cover all providers
		Formal contract monitoring visits in the reporting period: Adult's 30 Children 2 No. Escalating Concerns - initiated/closed 0 No. Provider Performance Issues (Stage 3) 0 No. Provider Performance Issues (Stage 2) 5 No of Provider issues ongoing (Stage 2) 2
	An Internal Audit report (issued 31.10.17) highlighted need for consistent adherence to an accreditation programme and process for children's service placements. An action plan is in place to address the issues identified in the report,	Children's placements and welfare are mandatorily reviewed by social workers in line with national and regional policy. Between April – October 2017 206 reviews were held in this period. 100% held within statutory timescale.
	The majority of children's independent foster agency (IFA) and residential placements are identified via the Children's Commissioning Consortium Cymru Framework (the 4Cs) - The	

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	providers are subject to a stringent framework of checks. Contracts tendered by other Directorates for example CYP /schools and PTU for services for children and adults at risk appropriately reflect safeguarding requirements.	Extract from Cleaning Contract Awarded by MCC School.
Do we ensure that parts of the Council have robust arrangements in place for services they commission/licence?	There are well developed arrangements in public protection: - safeguarding training is a requirement for licenced taxi /hackney and private hire Voluntary safeguarding training offered to alcohol/entertainment and late night refreshment licensees.	Monmouthshire Letting and Hiring process requires evidence of the hirer's Safeguarding processes as mandatory prior to letting council property. This is set out in the Taxi and Private Hire Policy & Conditions 2016. During the reporting period we saw: - 100% compliance new licences - 100% previous licences - 100% renewed licence
Do we ensure the safe recruitment, training, and management of volunteers in commissioned services?	The Corporate Safeguarding Policy and Volunteering Policy set out clear guidelines and expectations for volunteers in commissioned services. This is reflected in individual service contracts.	Corporate Safeguarding Policy Volunteering Policy

Case Study -

The terms and conditions of the Home to School Transport Contract (adopted 2014), there had been no specific/statutory requirement for staff to undertake Safeguarding (L1) training. However, as Local Authority commitments to safeguarding have progressed significantly over the years, the Passenger Transport Unit (PTU) have referred to the paragraph below in order to provide (or enforce as required) the need for safeguarding training.

4	.3	37	

The Supplier shall ensure all staff are trained as appropriate to provide the standards of service required. In addition contractor's staff may be required to attend any Council provided training as and where appropriate. If such a request is made by the Council, the Contractor must make available the relevant staff member(s).

The PTU have since revised the terms and conditions in readiness for the contract retender (with effect from September2018), now reflecting the requirement for staff to undertake Safeguarding (L1) training.

The Supplier shall ensure all staff are trained as appropriate to provide the standards of service required and staff must have undertaken a minimum level 1 in safeguarding course provided by the Council (the costs of which may be chargeable). In addition contractors staff may be required to attend any Council provided training as and where appropriate. If such a request is made by the Council, the Contractor must make available the relevant staff member(s).

The PTU (Operations) team are now suitably trained for the delivery of Safeguarding (L1) in order to assist with any training needs of providers.

Analysis

This is the first time information regarding commissioned services has been reported and there is an emphasis on social services commissioning in this report. Social care commissioning capacity in Monmouthshire had for many years been focussed on adult commissioning. The Social Care and Health Commissioning Team is developing its operating model to provide a comprehensive approach for all social care commissioning for children and adults. This is the first time information regarding commissioned services has been reported and there is an emphasis on social services commissioning in this report. Social care commissioning capacity in Monmouthshire had for many years been focussed on adult commissioning. The Social Care and Health Commissioning Team is developing its operating model to provide a comprehensive approach for all social care commissioning for children and adults. A Commissioning Lead is in place and has developed productive relationships with commissioned providers have been addressed alongside the social worker review of placements which have met all statutory timescales. A robust, risk-based, contract management and quality assurance process across all providers from January 2018.

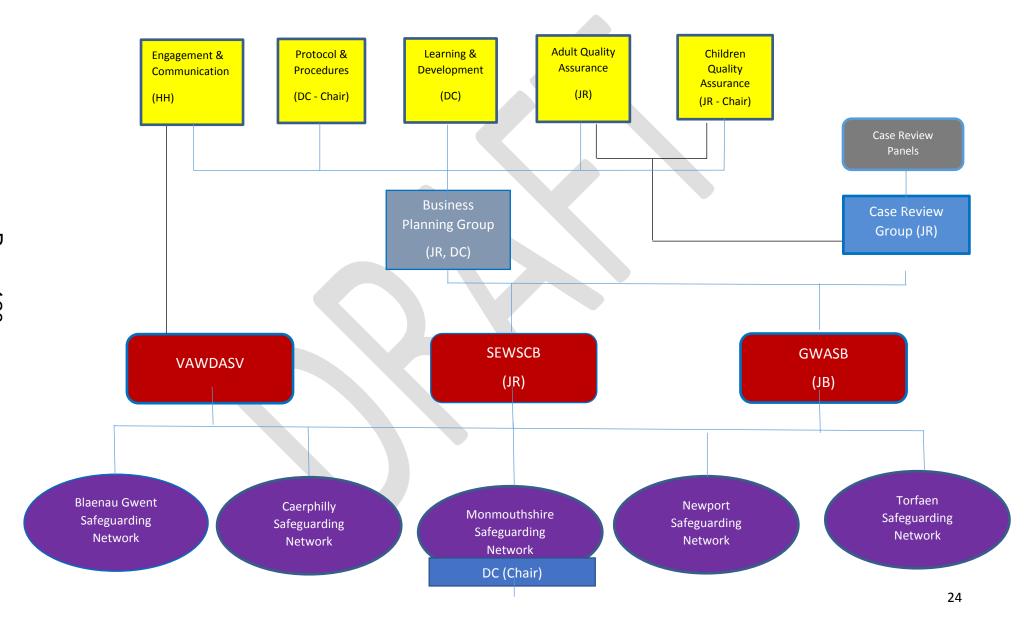
Initial review of the evidence from schools, and other parts of the Council that contract for services for children/ adults at risk indicate there are robust arrangements in place (individual school contracts, transport, leisure services). However, the evaluative score recognises the need for an in-depth understanding of the baseline position across the whole of the Council in respect of commissioning. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme. A robust and proportionate contract management and quality assurance process across all providers from January 2018.

Initial review of the evidence from schools, and other parts of the Council that contract for services for children/ adults at risk indicate there are robust arrangements in place (individual school contracts, transport, leisure services). However, the evaluative score recognises the need for an in-depth understanding of the baseline position across the whole of the Council in respect of commissioning. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme.

Priority Actions

- Internal audit to undertake review to baseline position across the authority in terms of commissioning and partnership
- Social Care and Health Commissioning Service to implement operating model covering adult and children's services
- Implement internal audit action plans for children's services placements.

Self-Assessed Score Against Measures:



Agenda Item 4c

MONMOUTHSHIRE COUNTY COUNCIL REPORT

SUBJECT: Severn View Re-Provision

New build residential home - Crick Road

MEETING: CABINET

DATE: 6.12.17

DIVISION / WARDS AFFECTED: ALL

1. PURPOSE

1.1. This report presents the initial case for the development of a new residential home to replace the current services provided at Severn View Residential Home in Chepstow. This development is a unique opportunity for Monmouthshire to lead within the county and nationally on a new model of residential care based on bespoke building design and a bespoke staffing model that supports the highest possible quality of life for people needing 24 hour care who are living with dementia. The report explains the reasons that underpin the need for this development, the options available but specifically seeks approval for the commencement of the next phase of the project.

2. RECOMMENDATIONS

- 2.1. That Cabinet give approval for the formal commencement of the second phase of the project. Phase one explored the feasibility of the project and the development of initial designs and associated costs. Phase two will see the development of a formal business case.
- 2.2. To approve, in principal, the decision to re-provide Severn View Care Home on the Crick Road site subject to subsequent approval of the detailed business case.
- 2.3. Agreement that the receipt from the sale of Severn View Residential Home can be ringfenced to the re-provision of the new home on the Crick Road site.

3. BACKGROUND

- 3.1. The proposed home at Crick Road will replace Severn View Resource Centre (SVRC). Sited in Chepstow, SVRC is a local authority owned and run building.
- 3.2. The current home comprises 25 long term beds for people living with dementia, 4 short term beds (respite) for people living with dementia and older frail people and 1 long term bed for older frail people. The home also supports 2 step up step / down beds to support discharge and prevent admission from hospital. The home has reconfigured over recent years to support mainly people with dementia in response to an under provision in the independent sector. The home has a consistently good reputation and maintains near 100% occupancy.
- 3.3. The designs for the proposed new home are detailed in <u>Appendices 1 to 3</u>. The designs are delivered against a detailed design brief [Appendix 4] prepared following a detailed literary review, visits to other providers nationally, discussions with experts and a review of design guidance from research centres.
- 3.4. The designs have been undertaken by John Carter (founding partner) of Pentan Architects; a specialist in care home design. The proposals aspire to best practice in care home design nationally and to be a market leader in the provision of person centred support to people with dementia. The homes design is based on 4 x households at ground floor level with the aim to reflect as closely as possible a domestic homelike feel.
- 3.5. Initial proposals detail 3 households of 8 to support 24 people with long term care and 1 household of 8 to support short term care.
- 3.6. The designs allows (and incorporates options) for building on two floors to enable the exploration of additional provision. Consultation reveals the increasing demand for an additional nursing care household on site to support transition and consistency. We need to avoid transferring people to other homes when their needs meet the threshold for nursing support.
- 3.7. The provision will focus on support to people with dementia although it will retain 2 x stepup step-down beds as part of the household that provides short-term care for older people

with dementia.

3.8. As part of the development of the care home we aim to incorporate an outreach care team to support local people to remain in their home. Critical for older people living in the community is access to a 24 hour response as support with night time needs can be the difference between staying in your own home and moving into a residential home. During development there have been on-going discussions about housing across the wider site with agreement to incorporate specially adapted homes and 'homes for life' within the development.

4. KEY ISSUES

- 4.1. The current home at Severn View in Chepstow was built c1979 and although the layout is generally good, it has a number of significant weaknesses:
 - 4.1.1. Bedrooms are not en-suite. This is becoming increasingly unviable and there is the potential to be given a non-compliance order from Care and Social Services Inspectorate in Wales (CSSIW) in due course.
 - 4.1.2. The layout is one of long corridors which is seen as poor practice in care home design; particularly in respect of people living with dementia due to difficulties in orientation and feelings of restriction.
 - 4.1.3. The home is on two floors, and this prevents ease of access to outdoor spaces.
 - 4.1.4. Respite Services for people with dementia are supported on the same wings as those occupied by our long-term residents. Best practice would be to separate out the respite for people with dementia to avoid disruption to our long-term residents. Residential respite for people with dementia is significantly over subscribed.
- 4.2. In-house provision has a role to support the market. Demand and availability of long and short terms beds for older frail people [not living with dementia] suggests that this should not form part of future plans for the new build. Before a decision is made in this respect, further detailed discussion is required.
- 4.3. There are elements of fragility in the market with a major independent sector provider ceasing trading in the last two years. Demand is set to increase and a balanced, resilient and stable cross sector provision is required to meet the demands of the future
- 4.4. The development of the home sits within a complex picture demographically. In summary:
 - 4.4.1. There are 19,863 people over 65 years old in Monmouthshire, approximately 22% of the population, this part of our community is projected to grow by 56.9% to 31,157 between 2012 and 2033. In the South of the County 18% (7,138) of the population is 65+ according to the 2011 census. This shows a 30% increase in people who are 65+ between the 2001 and 2011 census (5484 to 7138).
 - 4.4.2. According to research conducted for Dementia UK in 2013 (Alzheimer's Society 2014) 95% of people with dementia in the UK are 65+.
 - 4.4.3. The over 85 age group is expected to increase in Monmouthshire by 153% from 2,714 in 2012 to 6,863 in 2033. Between 2001 and 2011, this age group increased by 61%, from 547 to 882, in the south of the county
 - 4.4.4. People are living longer with increased life expectancy as evidenced by the 57% increase in people over 90 in the South of the County between the 2001 and 2011 census (188 to 295).
 - 4.4.5. The current trend show that there is an increase in older people moving to Monmouthshire.
 - 4.4.6. There is an increase in demand and expectation for health and social care services.
 - 4.4.7. There is an increase in people who are 65+ with conditions such as circulatory diseases, respiratory diseases and dementia (or long term health conditions as this is the census measure). The data from the census shows a 42% increase (2,858 to 4,053) in people with LTH problem or disability who are 65+ between 2001 and 2011.
 - 4.4.8. 14.4% of older people in Monmouthshire live alone, in the south of the county this figure is 27.9%. In the south of the county 25% of households are single occupancy, of which 50% are single occupancy households who are 65+.
 - 4.4.9. The number of Monmouthshire people aged 65 and over predicted to have dementia is expected to increase by 82% from 1377 in 2012, to 2,506 in 2030.
- 4.5. Social care services are developing to keep pace with increasing demand and complexity.

Much of the detail around the development of adult social care services is available elsewhere and so is not repeated here but in summary:

- 4.5.1. Demand for residential placements has been maintained due to the development and associated training that supports people to continue to live at home for as long as possible. It is anticipated though that demand will increase over time in response to the demographic challenges outlined above.
- 4.5.2. The independent market in the provision of residential placements is fragile and providers have given notice in recent years due to the unsustainability of the service. Council provided services are seen as integral to a balanced and stable market.
- 4.6. **Options Appraisal.** The table below gives a brief overview of the potential options going forward. The detailed business case will provide a very detailed analysis of all options and will include selection evaluation criteria for decision.

Option	Benefits	Risks		
Option One – No development. We would retain Severn View as the council provision for older people with dementia.	 SVRH maintains a consistently high reputation and near 100% occupancy. We would have no disruption to services. 	 Investment may be required to have en-suite bathrooms if required by CSSIW. This would reduce occupancy and increase unit costs, thus negating the benefits listed. The building is ageing and maintenance costs will continue to increase. The home may become unsustainable in the longer term. We are not able to demonstrate best practice in person centred dementia care due to current environmental restrictions – first floor bedrooms. The opportunity to be a part of the Crick Road development will be lost 		
Option Two – invite other providers to develop a care home with South Monmouthshire.	 Monmouthshire does not have a monopoly on best practice. Other providers may deliver best practice in care home design. Other providers may be able to deliver a more efficient residential model of service delivery. 	 The current market does not support an additional 32 beds of residential only provision. There will be an oversupply in the market leading to the loss of existing providers. Ultimately as SVRH becomes increasingly unsustainable we will no longer have a stake in the market. This will leave us vulnerable in terms of dictating quality and open to care home fee increase demands. We cannot dictate the design. Independent providers will construct designs based on economies of scale. Research reveals that the minimum number of beds required is 60. There is not the demand for this number 		

			and so this will leave voids or would not be an attractive proposition for providers.
Option Three – Melin or another provider develop the care home on the site.	• As above		TUPE would almost certainly apply if the construction of the home was predicated on the transfer of the existing residents from Severn View. The council's terms and conditions may make the development unattractive economically. There would be considerable opposition to the transfer of ownership to another provider from relatives and staff. We would not be able to dictate practice and approach in terms of care provision and care home design. Melin are not currently a provider of social care services and this would be a complex area to enter in the social care field.
Option Four – MCC work in partnership with the		•	That the shortfall in funding highlighted below cannot be
wider site development to construct its own			bridged. The impact of moving
residential provision -			residents from one home to
PREFERRED – see below for more detail.			another is significant and may have a disruptive effect on the residents and their families.

5. REASONS

- 5.1. The re-provision of Severn View would ensure a sustainable and long term role in the provision of residential services for people living with dementia.
- 5.2. Severn View Residential Home has played a critical role in the provision of residential care over the last number of years. Principally:
 - 5.2.1. It has developed a unique approach to the person centred care of people living with dementia
 - 5.2.2. It creates an alternative to independent sector placement. There remains significant on-going pressure around care home fees. Whilst relationships with our providers remain positive it is critical that the council maintains its role to ensure that we have a balanced and multi-agency approach to care provision. This includes working in partnership to develop practice as both a provider and a commissioner of services.
 - 5.2.3. Severn View provides a significant proportion of residential placements in the south of the county. We retain an umbrella role to respond to fluctuations in the market and to support the independent sector. Moreover, as a provider of services the council is able to liaise with the independent sector based on direct experience and involvement rather than simply from a commissioning perspective.

- 5.2.4. Severn View provides the majority of short term placements for people living with dementia. This is an integral part of supporting people to stay in their own homes and as part of a range of support services for carers. Short-term placements are traditionally not an attractive proposition for independent providers due to the lack of guaranteed income.
- 5.2.5. The re-provision would support the continuation of step up step down beds to ensure equitable access to intermediate care services across the county..
- 5.3. The establishment of the care home on the wider Crick Road site affords the opportunity to develop a balanced and inclusive approach to community provision. The home would sit as part of the community and the design itself explicitly invites the community to use shared spaces. There is also the opportunity to outreach to the wider community to offer flexible and economical community support to those living locally and specifically to those in the specially adapted accommodation included in the wider plans.
- 5.4. An opportunity for MCC to lead on practice both locally and nationally.
- 5.5. The re-provision affords the opportunity to develop an innovative 'household' staffing model. The team would be employed to generic 'household' support worker role profiles. Effectively, teams would undertake roles that support the running of the household and not role specific. I.e. responsible for care, cooking, activities and cleaning. This approach fosters inclusion and enablement for those living at the centre and ensures their involvement in all aspects of daily living.

6. RESOURCE REQUIREMENTS AND COSTS

6.1. PHASE ONE - PRELIMINARY DEVELOPMENT [JULY 2017 - MARCH 2018]

Stage	Responsible	Costs	Funding	Status
Design Brief & Project	Colin Richings,	0		Complete -
Scope	MCC			July 2017
Consultation, Concept,	Pentan Architects	9,800.00	ICF*	Complete
Preliminary Design &				September
Modelling				2017
Initial Costings	Strong's	1,900.00	ICF*	Complete
	Partnership			September
	Chartered Quantity			2017
	Surveyors			
Detailed Business Case	Consultant to be	30,000.00	ICF*	Pending
& Project Management	appointed.			December -
				March 2018

^{*}Integrated Care Funding of £50,000 secured.

6.2. CAPITAL COSTS

- **6.2.1.** Initial costings give a projected range of costs of c£1,750 £1,850 per m². Preliminary designs give an estimated floor area of 1,090m² per block [2 x households]. To provide baseline accommodation of 32 beds would require 2 x blocks at ground floor level.
- **6.2.2.** Therefore capital costs are derived: $2x 1,090 \times 1,750 / 1,850 = £3.815$ million to £4.033million.

6.3. **FUNDING**:

- **6.3.1.** Current staff model is based on structured / separated staff groups. This includes an officer team, care team, admin team, domestic team and kitchen team. Current staffing budget is £1,401,472.
- **6.3.2.** We are exploring the possibility of the new residential home being supported by a new household staffing model where most tasks are considered generic and leadership

roles are ostensibly hands-on. This will further support a person centred approach to hands on where residents are involved in all aspects of daily living. The initial proposed breakdown of funding is as follows:

STAFFING GROUP / AREA	COSTS
Leadership	147,764.00
Administration	12,506.00
Care Staff [Days]	811,048.00
Contracted Relief	70,387.38
Care Staff [Nights]	183,448.00
Sub Total	1,225,153.38
Remaining Cover Budget	61,257.00
Grand Total	1,286,410.38

- **6.3.3.** A conservative target of 25% efficiency in energy use is anticipated with the new build. Based on actual spend 15 / 16 there will be a £12,670 saving on the annual budget.
- **6.3.4.** Prudential Borrowing is estimated at £60,000 repayment per £1million borrowed.
- **6.3.5.** Valuation of Severn View Residential Home gives an initial estimate of £750,000 sale value although this is an historic figure and the actual valuation being currently undertaken may be higher. The valuation will provide two figures; firstly for the sale of the site with buildings for alternate development and a second valuation for the site to be completely redeveloped.

6.4. FUNDING SUMMARY

			1
Capital Costs	3,815,000.00		
Capital Receipt	750,000.00		
Funding required			3,065,000.00
Staffing Model		115,061.62	
Utilities Savings		12,670	
Total Revenue Savings		127,731.62	
Borrowing			2,122,860,.00
SHORTFALL			942,140.00

6.5. **SHORTFALL**

- **6.5.1.** Staff revenue savings are based on an initial review of the current staffing model. Further work is required to develop this model further and the potential for further savings explored.
- **6.5.2.** Severn View currently receives Integrated Care Funding of £55,000.00 per annum to support the step up step down beds at the home. This funding is not included in the current staffing budget. It is anticipated that funding for the new home can be secured.
- **6.5.3.** The current costs for the new home are based on an 'ideal' design and maximum floor space. Alterations to the design can reduce costs. It should be noted that the figures used are at the lower end of the estimates and changes to design will reduce the impact of the new home.
- **6.5.4.** The current design is based on ground floor only accommodation. Further work is required to explore partnership arrangements with other agencies. This includes the potential to develop a first floor nursing wing with colleagues in Aneurin Bevan

- University Health Board. It is anticipated that this will reduce the cost per m² of the development.
- **6.5.5.** We are aware of various Welsh Government funds to support the development of residential services for older people living with dementia. We anticipate applications for capital funds to support the development.

7. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING): See Appendix 5 but key points are summarised below for information:

- 7.1. The new build maintains a large staff team and continues the investment in team development and skills training. There is also the potential for the new build as a model for best practice to become a training site for other providers and apprentices.
- 7.2. The development seeks to preserve and enhance the excellent reputation for person centred care to older people living with dementia
- 7.3. The project specifically targets the integration of the home with the wider community to ensure problems of isolation are overcome, improve people's understanding and awareness of dementia and to create the foundation for mutually supportive communities.
- 7.4. Safeguarding training is part of all our teams' core competencies. Combined with direct relationships and permission to act allows for a more proactive and preventative approach to safeguarding.
- 7.5. Overall, the project seeks to build on the current high quality services being provided to support older people living with dementia. The new build provides an opportunity to develop practice further within an environment that is specifically focused on supporting the health and well-being of the people we support and to ensure that they can still be a part of and contribute to their local community.

8. CONSULTEES:

- 8.1. Severn View Residents and Families.
 - In meetings to date, there has been overwhelming support and understanding about the
 need to consider the long-term sustainability of the current home. However, there has
 been some concern from one person who feels that the service currently provided is
 extremely strong, that a move is not necessary and has understandable concerns about
 the impact a move would have on their loved one.
 - Clear feedback has been given that families would like reassurance that the developments would not see a transfer of services to another provider and that the council will remain the service provider.
- 8.2. Staff Teams at Severn View Residential Home
 - Meetings have taken place with teams. Generally, the team view the development as
 positive and understand the basis for the move. There is some degree of scepticism
 that the plans are deliverable.
- 8.3. Colleagues in South Monmouthshire Integrated Services
 - The Service and Team managers are fully supportive and have directly informed the need for specially adapted homes on the wider site at Crick Road.
- 8.4. Senior Leadership Team
 - Requested that the detailed business case (Phase 2) fully explore all options and that the appraisal is very detailed for each option.
- 8.5. Adult Select Committee:
 - As a committee, we are in agreement with the principle that the Council should take a
 lead in providing a future long-term sustainable care model for Monmouthshire. Given
 the success of the Raglan Project, we understand the advantages of the Council
 providing care facilities to ensure a high quality service. We recognise that our primary
 objective remains to support people to live independently for as long as possible, but

- that a range of services will be needed to support future complex care needs such as dementia, given the increasing ageing population.
- The Committee supports the recommendations of the report to progress to the next phase of a detailed business case for the Severn View Proposal, however, Members agreed the proposals should be discussed at a future member's seminar.
- The Committee concludes that there is a need for an overarching Commissioning Strategy for residential care provision, respite and other services, to outline a strategic direction for services across the county and that this should be undertaken as part of the revision of our Local Development Plan.

8.6.

9. BACKGROUND PAPERS

9.1. Crick Road development - Cabinet Report

10. AUTHOR: Colin Richings – Integrated Services Manager [Abergavenny] & Direct Care

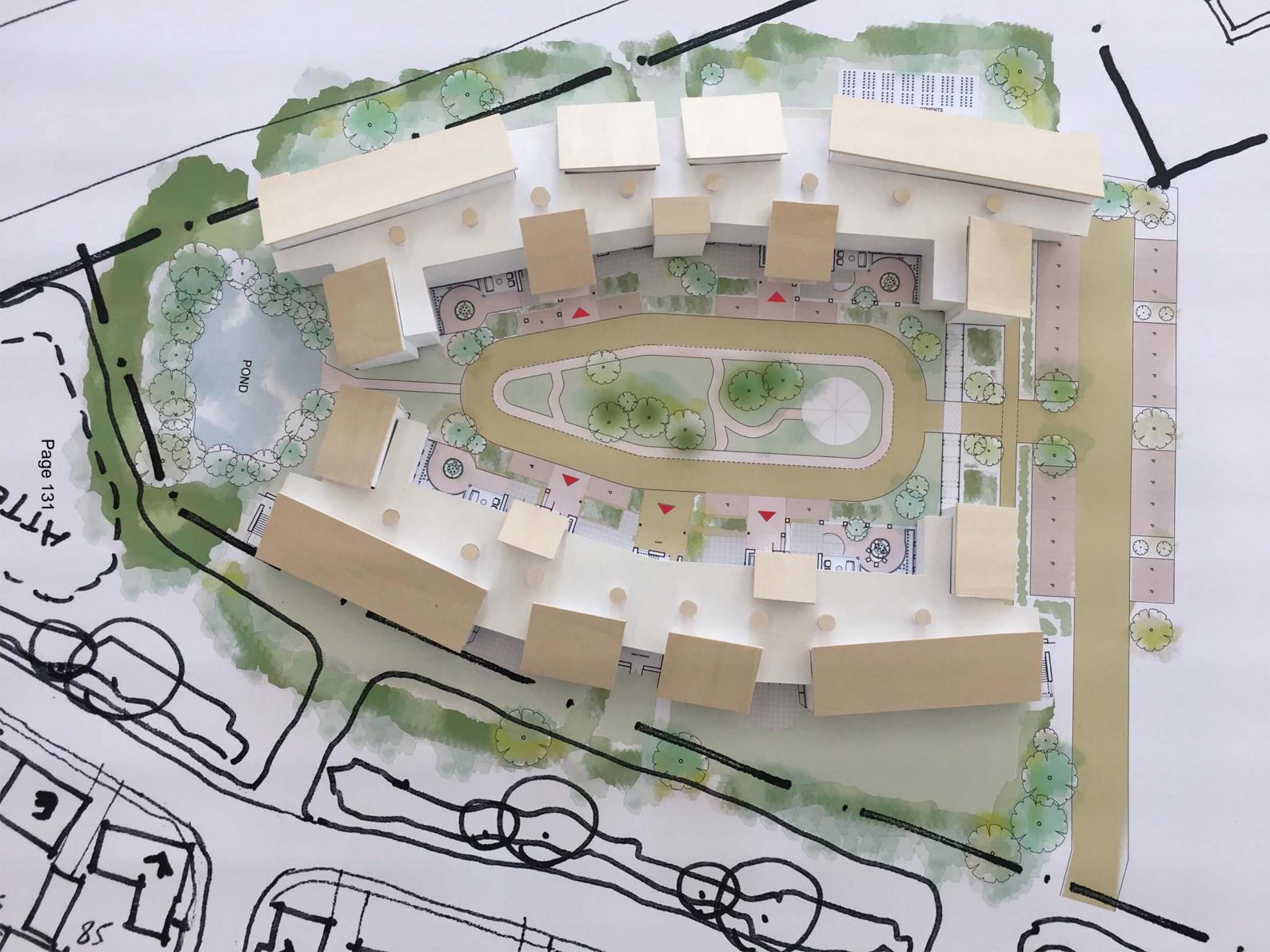
Services Lead

CONTACT DETAILS: Email: colinrichings@monmouthshire.gov.uk

Tel: [07786] 702753



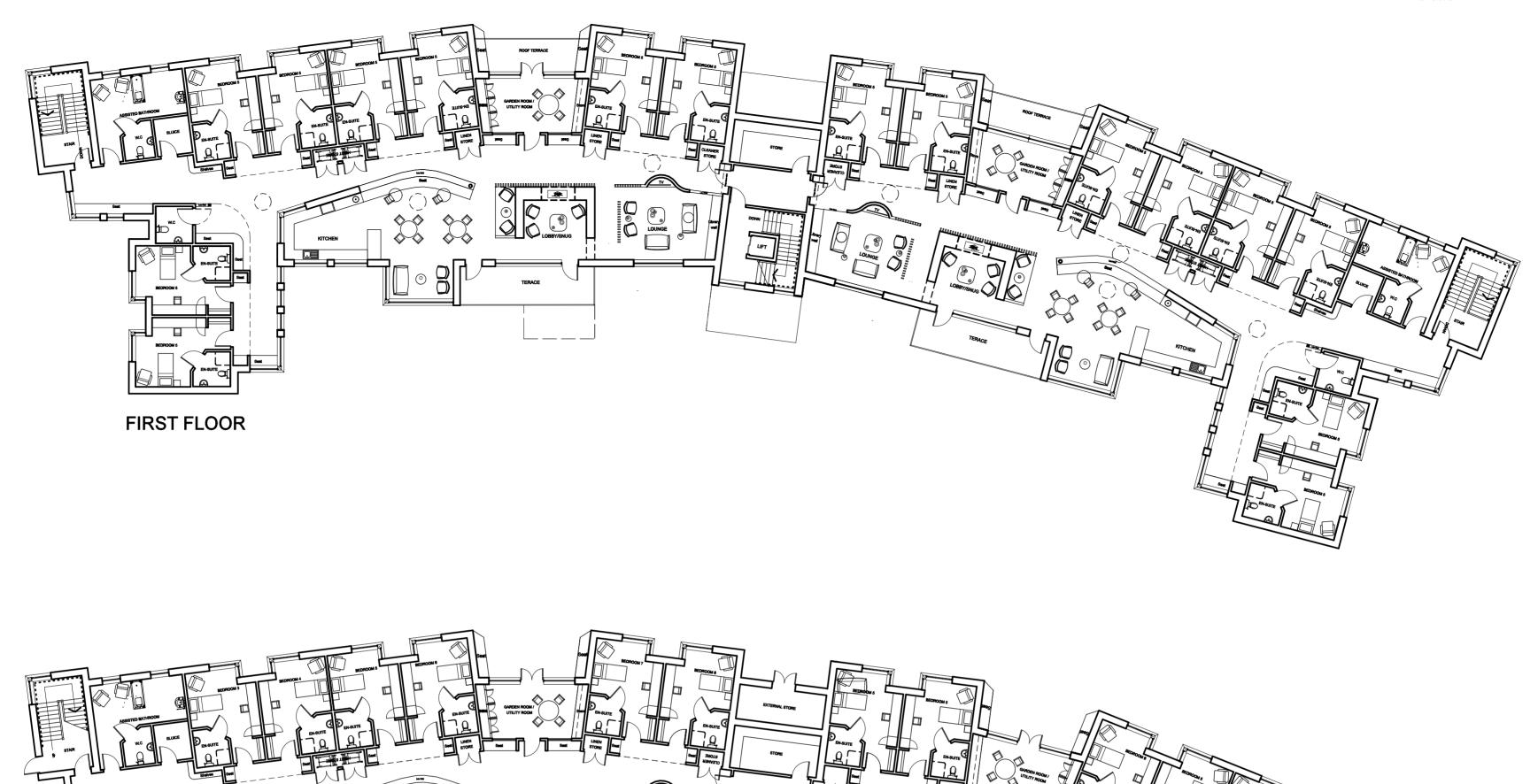








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pentan architects

22 Cathedral Road Cardiff CF11 9LJ

t: 029 2030 9010 info@pentan.co.uk Project
CRICK ROAD

Client MONMOUTHSHIRE CC

Drawing Title

GROUND & FIRST FLOOR PLAN
(TWO STOREY BUILDING)

NOTES. Do not scale. All dimensions are in millimetres unless stated otherwise

Date
SEP '17
Scale
1:100 @ A1
Drawing No.
3640.SK.002

GROUND FLOOR

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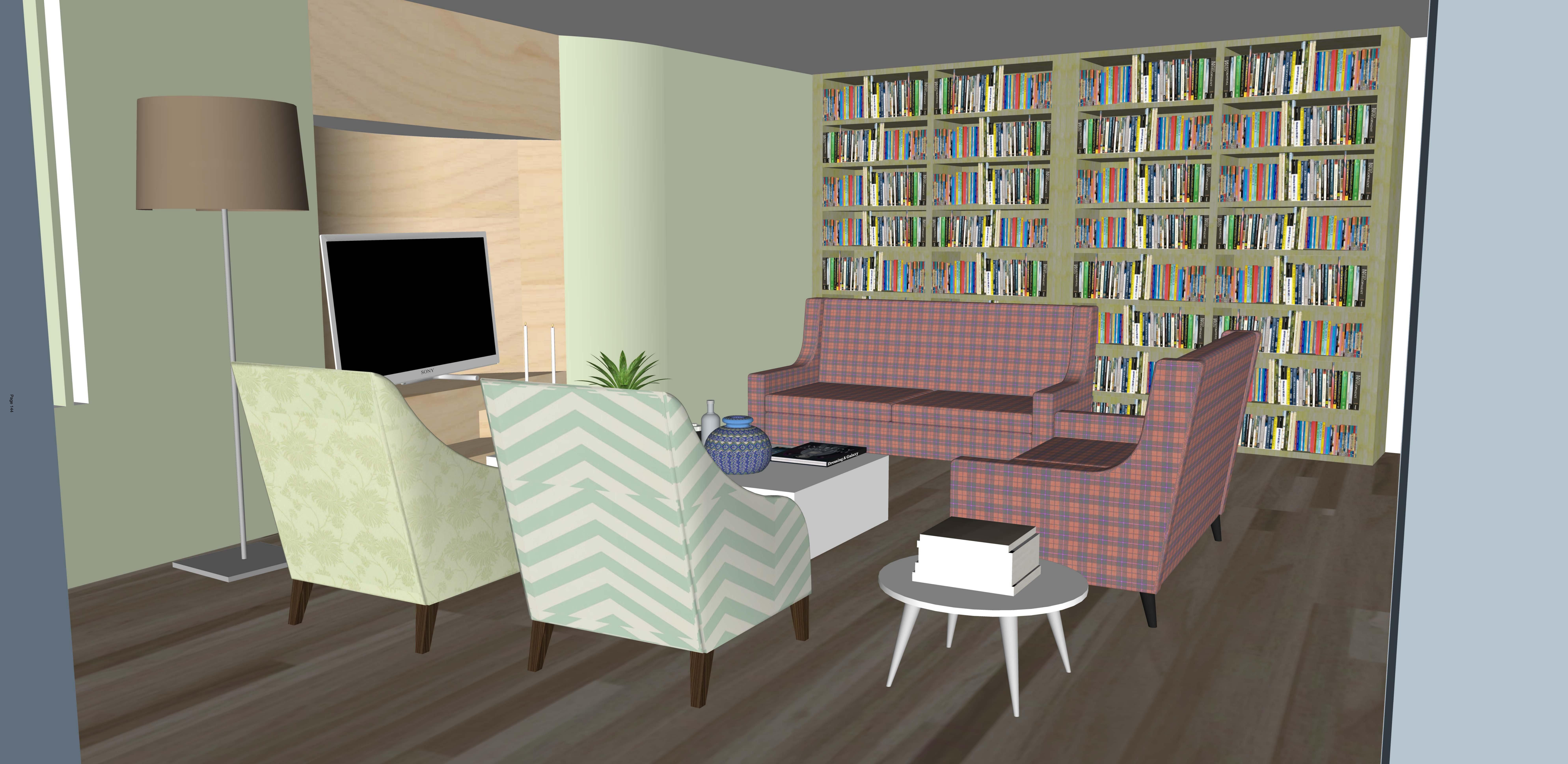




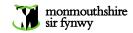








Monmouthshire County Council / Social Care & Health Directorate Crick Road Development New Build Care Home – Design Requirements



1. **INTRODUCTION** - The content of this brief should be considered as indicative and approached on the basis of an iterative process in partnership with key stakeholders. We anticipate that the requirements of the scheme needs to be developed alongside the master plan for the whole development so that the home responds to the site and vice versa.

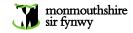
The fundamentals of good design are well documented and researched and the following does not seek to replicate the detail given in the following resources and others:

- 'Excellence in Design: Optimal Living Space for People with Alzheimer's Disease and Related Dementias' Chmielewski E, Eastman P. [2014]
- Joseph Rowntree Foundation Designing and Managing Care Homes for People with Dementia. http://www.jrf.org.uk/sites/files/jrf/1861348118.pdf
- University of Stirling http://dementia.stir.ac.uk/design [Good Practice in the design of homes for people living with dementia]
- Dementia Care Matters Butterfly Household Model of Care
- Social Care Institute for Excellence Dementia Friendly Environments

Suffice to say we want to achieve best practice in care home design. Overall the purpose of this brief is to inform the design of a care home but the social care sector is complex and so the detail given also refers to other forms of available care and support that would in an ideal world be available to supplement current services. This is included as it does dictate the size of the home but may also be useful for the design team and MCC in determining the make-up of the wider site.

2. BACKGROUND:

- 2.1. The proposed home at Crick Road will replace Severn View Resource Centre (SVRC). Sited in Chepstow, SVRC is a local authority owned and run building. In addition to a 32 bed residential home, the centre houses the Sth Monmouthshire Care at Home Team and a 6 days per week day service for older frail people and for older people with dementia.
- 2.2. The home comprises 24 long term beds for people living with dementia, 2 short term beds (respite) for people living with dementia, 3 short term beds for older frail people and 1 long term bed for older frail people. The home also supports 2 step up step / down beds to support discharge and prevent admission from hospital.
- 2.3. The home has reconfigured over recent years to support mainly people with dementia in response to an under provision in the independent sector. The home maintains a consistently good reputation and maintains near 100% occupancy.
- 2.4. The home was built c1979 and although the layout is good, it has a number of significant weaknesses:
 - 2.4.1. Bedrooms are not en-suite. This is becoming increasingly unviable and there is the potential to be given a non-compliance order from CSSIW in due course.
 - 2.4.2. The layout is one of long corridors which is seen as poor practice in care home design; particularly in respect of people living with dementia due to difficulties in orientation and feelings of restriction.
 - 2.4.3. The home is on two floors, and this prevents ease of access to outdoor spaces.



- 2.5. Respite Services for people with dementia are supported on the same wings as those occupied by our long-term residents. Best practice would be to separate out the respite for people with dementia to avoid disruption to our long-term residents. Residential respite for people with dementia is significantly over subscribed.
- 2.6. In-house provision has a role to support the market. Demand and availability of long and short terms beds for older frail people [not living with dementia] suggests that this should not form part of future plans for the new build further discussion required!

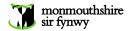
3. OVERVIEW of DEMAND and BED REQUIREMENTS:

3.1. SERVICE REQUIREMENTS

- 3.1.1. In terms of requirements the starting position is that MCC is seeking the re-provision of approximately 30 residential beds for older people living with dementia and a day service 6 days per week supporting 15 people per day. The limit is set according to revenue funding for staffing and the current provision. Exact requirements will need to be specified as we move through the design process. It is important to note that as it stands we must at least re-provide current services but this development allows an opportunity to explore the following:
 - 3.1.1.1. The building design should through a well-planned environment support a more efficient staffing model. Although dependent on the funding mechanism for the new home, this efficiency may support an increased number of beds within the same financial envelope.
 - 3.1.1.2. There is an under provision of high quality residential care for people with dementia. The potential to divert funding from independent sector placements to increase the number of beds provided should be explored.
 - 3.1.1.3. Alternate funding options can be explored with funding and charging for rooms operating to different models of support.
 - 3.1.1.4. Partnership arrangements could be explored with other not for profit providers so that there is some element of shared ownership that would allow an increase in the number of beds.

3.2. **DEMOGRAPHICS**

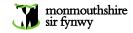
- 3.2.1. Current demand can be confused or influenced by current practice, assessment and service provision. For example the threshold that someone is considered for residential care is influenced by:
 - 3.2.1.1. The expectations of the family and the person and limitations placed as to perceived ability to cope. Risk averse approaches from family members may lead to residential care prematurely.
 - 3.2.1.2. The current standards and practice of community based services. Support may be failing; not due to the abilities and needs of the person but as a result of inconsistent care and support.



3.2.1.3. The range of services currently provided within the community. It is often not a dramatic shift in need that requires a move to permanent care but a tipping point. This may be need for support during the night, carer breakdown, anxiety, disorientation etc... If enhanced community based services were available, the need for residential care may be delayed or even prevented.

In essence a demographic trend that shows a percentage increase in people over the age of 85 cannot be simply extrapolated on the basis of an average of number of people over the age of 85 in residential care.

- 3.3. **BALANCED PROVISION:** to ensure that residential care services are targeted and focused on need, they must exist within a balanced environment of provision.
 - 3.3.1. Extra care / enhanced community provision: there is clear evidence of the need to provide enhanced provisions to people being supported in the community. Elsewhere in the county where such provision is available the number of residential placements per capita is significantly lower.
 - 3.3.2. Critical in the development of services is the exploration of nursing involvement in providing services. The strategic agenda across social care and health is paving the way for ever closer working. Key questions include whether part of the home could include nursing provision and also whether specialist end of life services could be provided. Different legislative standards and requirements would need to be considered if this aspect of development gained momentum.
 - 3.3.3. Critical also is to maintain the provision of step up step down beds to ensure avoidable admissions and prevent unnecessary placements to residential services directly from hospital. These could be included within the respite wing / household of the home.
 - 3.3.4. Supportive models of care that work across service areas. An integrated model of support with staff working across service areas may be an option and further increase staffing efficiency as well as improving the experience of the person being supported.
- 3.4. **CONCLUSION.** For the purposes of informing the initial design and to allow for further discussions on funding we propose that the range of 30 40 bedrooms for people with dementia is utilised with 1 short-term provided for every 6 long term beds and 2 additional step up step down beds. As stated the specific requirements will be dependent on the revenue funding available and agreed. It is also dependent on other housing models such as extra care which may with the right facilities be able to support respite and step up / step down facilities. **NB** we currently have one permanent resident who does not have dementia. Although support for older frail people may not be part of future provision we would need to be able to accommodate this one person in the new home or within the extra care facility.



4. CARE HOME DESIGN

4.1. PRINCIPLES OF RELATIONSHIP BASED CARE AND OUTCOMES FOR RESIDENTIAL PROVISION.

4.1.1. Critical in the design of the home is that the form supports the approach and practice within care services. Below are the outcomes for our residential services. Practice is based solely on relationship centred care; that we are 'with' people and not doing 'to' or 'for' people. That our approach supports the identity of the person. All our teams have very comprehensive training and at the heart of this training is the philosophy of Prof. Tom Kitwood. The

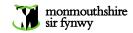


flower shown is an illustration of the key ingredients to well-being identified by Kitwood. For someone to live well, these elements must be consistently present. This is true of everyone, whether they have dementia or not. An additional ingredient of 'autonomy' needs to be considered and the home design should support spontaneity and choice – where to be, what to do, when to eat etc.. Overall, we know that you can live well with dementia and the design of any care home has to actively support these ingredients to be present.

SERVICE OUTCOMES

- We promote a relationship based experience of receiving care and support that enables a natural life, promotes choice, control, independence and meets the social and emotional needs of the people we support.
- Improved listening and assessment. We understand 'what matters' and we know the person 'ordinarily'. In this context person centred support is only ever about the individual and founded on the persons individual needs for autonomy, inclusion, identity, attachment and comfort.
- Making it home. We recognise that "home" is different to us all and our homes reflect who we are as an individual. For those that live and stay at the home we will support the person to create a home and be at home; what comfort, security and individuality is to you. Shared areas will reflect the people who live in the home and their preferences.
- Services support the spirit of the person. We will place equal importance on the social and emotional well-being of the person as well as their physical well-being.
- Services support families, friends and other important people to remain involved they will feel involved and listened to and encouraged to actively advocate for their loved ones.
- The home looks, sounds and feels like a place for individuals to express themselves, have fun, make noise, be involved, be busy, find retreat and privacy and is at its heart whatever it needs to be to respond to how any person feels at any given moment.
- We recognise the importance of food and drink to a person's well-being. Meal times should be an occasion and be about so much more than just the food we eat.
- Maintaining connections with their local communities to support people to maintain a sense of personal identity and inclusion in the local community. Communities will become more inclusive and

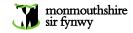
Monmouthshire County Council / Social Care & Health Directorate Crick Road Development New Build Care Home – Design Requirements



- awareness of dementia will increase. We will actively seek opportunities to engage in the local community both through accessing the community and inviting community groups to visit regularly.
- The role of our teams develops. We utilise the skills of individual team members and they feel empowered, valued and their well-being improves. Individual team members are fully engaged and involved in developments.

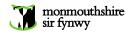
4.2. **DESIGN CONSIDERATIONS**

- 4.2.1. Overview Critical is on first approaching the care home what does it look, sound, smell and feel like. The tension between group living and it being an individual home must be reconciled in all aspects of the design. Typically, new build care homes can have a sterile, corporate [hotel] feel upon entry with reception, offices etc. Whilst there are practicalities of safety and security to resolve, a fence and security gate should not be the first thing that greets the person upon arrival. Reception and offices may need to be incorporated into shared areas (see below). Home style entrances are preferable that lead directly into the home and living areas. Coats and shoes would be more familiar as you enter a home, not a reception desk and adjacent offices. The home should be based on smaller households that are connected. People living with dementia can be overwhelmed by large spaces, too many people and too much noise. Smaller households mean shorter walking distances and better orientation which will increase the independence of the person. Smaller households will support person centred care and allow for 'flatter' staffing structures.
 - Each household should ideally have a separate external entrance and should include a large kitchen, lounge, dining room, shared toilet, fully equipped bathroom and quieter lounge area this could be a snug. It is anticipated that the households would be linked but that there would be a shared area accessible from each household. Ideally each household would have no more than 8 10 en-suite bedrooms [8 per household is ideal]. En-suites will mainly have shower facilities but some incorporated baths would be beneficial. There is no need for separate toilet facilities for visitors and staff.
- 4.2.2. **Shared areas** within the home as a whole could include a Library, Hairdressers, Shop, Tea room and also have space for reception, office, staff welfare and administrative functions.
- 4.2.3. Outdoors Access to safe secure outside spaces with different areas to allow for privacy and contemplation as well as socialisation. Ease of access to outside spaces is key to well-being; not only does it support people to connect with the world around them and give a sense of self and place, it is essential to physical well-being and sleep. The use of interconnecting paths should be considered, allowing the resident to roam to different areas. There should be natural flow to inside and outside areas so that the outside is accessible all year round. Toilet facilities should be provided outside. A detailed list of requirements for the garden has been prepared and can be shared with the design team. Ideally the home would be constructed at ground floor but 1st floor accommodation can be considered if there is direct access to outside spaces via roof terraces.



- 4.2.4. **Aspect –** There should be clear views of the outside (low cill heights) from as many places as possible.
- 4.2.5. **Orientation** if a resident knows where they are, how to get somewhere and when they have arrived confidence will increase to move around the building. This will support greater independence and improved interaction within the home. Colour, light boxes, landmarks, destinations and specific features are all methods of orientation. Significant visual cues are key and consideration should also be given to using different smells to aid orientation.
- 4.2.6. **Personalisation** It is not enough to state we encourage all residents to decorate their own room. This can be built in. Door furniture, colour schemes, memory boxes that are inset into walls as windows should help to orientate but areas of floor and wall space should be left to ensure that personalisation becomes almost a requirement. Shared areas should reflect the residents that are living there. There is a tendency to use front door furniture (knockers, letter box etc...) for bedrooms and this needs further discussion but this may run contrary to the household model.
- 4.2.7. **Noise and Acoustics** careful consideration needs to be given to the acoustics within the home. As part of practice development senior staff undertake observations of interactions within the home i.e. they will sit and passively observe. Levels of noise and associated disorientation and distress are key themes in the feedback from these observations.
- 4.2.8. **Couples** Consideration needs to be given to providing rooms that can be converted to accommodate a couple to ensure people can stay together
- 4.2.9. **IT access** is now essential for all residents especially as we develop access to social media. Phones must also be provided in each room. The home should have Wi-Fi.
- 4.2.10. **Alarm call system** can support the efficient running of a home and help to keep residents and staff safe. Call monitoring functionality can be extended beyond alerting for emergencies and calling for assistance. The system must also be compatible with internal and external use. Use of smartphone technologies should be considered.
- 4.3. **VISITORS** Residential homes can isolate relatives and visitors families will question their role and purpose in the support of their loved ones when they come to live in a residential home. The design must incorporate:
 - 4.3.1. A sense that visitors are part of the home and feel comfortable to be active participants in the life of the home. This supports them to have purpose when visiting.
 - 4.3.2. Both inside and outside there needs to be areas for visitors to spend time alone with a resident. This should also include private dining space so that families can have a meal together.
 - 4.3.3. Families and visitors should also have access to training and information resources.

 This is particularly important for families of people attending the home for respite.
 - 4.3.4. Ideally the home would provide guest accommodation for families visiting from far away or when their loved one is unwell or at the end of their lives.



4.3.5. The Outside space should include a children's play area to encourage all members of the family to visit the home.

4.4. ANCILLIARY SPACES

- 4.4.1. Sufficient storage spaces must be built into the home. Sluice rooms must be anonymised wherever possible to avoid unwanted access by residents. Location and storage of delivery to large bulk items (incontinence products) needs to considered.
- 4.4.2. Car Parking should be adequate but should not impose on free access to external spaces.

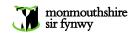
5. COMMUNITY CONNECTIONS

- 5.1. A fundamental of the project is to connect the home with the wider community. The day service could also be available as a community resource / centre, shared areas within the home could invite people in; whether to use the tea room, shop or library.
- 5.2. Access to public transport has been highlighted as key in consultation with resident's families.
- 5.3. Joint areas could be considered. One idea proposed is that there should be a crèche on the wider site with outside spaces shared between the home and the crèche. The potential for older people to be with children can have significant benefits for both.

6. MANAGEMENT AND STAFFING

- 6.1. As discussed there are clear benefits to residents if they are supported by a staff team who feel supported themselves.
- 6.2. Clearly the home must accommodate some management and administrative function and further debate is required as to how this is best accommodated. Anything resembling a work station must be avoided in the home areas but there needs to be infrastructure which allows staff on the residential units to maintain files, store medication and access resident information. Paper free systems are currently being introduced across direct care services so a lap top is sufficient in each area.
- 6.3. Areas must be created for professional consultation and discussion the home needs to invite in reach.
- 6.4. One key aspect of quality in care provision is the stability of the staff group. High retention allows for skills development and organisational investment in each team member. The built environment must support this. In addition to all aspects of comfort that exist for residents apply equally to staff. In addition the following should be considered:
 - 6.4.1. There needs to be a quiet area for staff to withdraw to. In dealing with behaviour that can challenge staff can experience high levels of stress this room can be linked to resident and visitor quiet areas rooms for relaxation, contemplation etc....
 - 6.4.2. Access to on-site training facilities which support continuous improvement and selfdirected learning. One proposal under discussion is to establish the care home as a site to develop best practice in supporting people with dementia. This could include full

Monmouthshire County Council / Social Care & Health Directorate Crick Road Development New Build Care Home – Design Requirements



on-site training facilities as well as opportunities to develop apprenticeships and placements.

7. **CONSULTATION** - Before detailed designs are produced there is a clear need to undertake further consultation with a wide range of stakeholders. This should include people living with dementia, Families, Integrated Services Teams, Aneurin Bevan University Health Board Colleagues, Direct Care Teams and specialists in supporting people with dementia.



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

Name of the Officer Colin Richings	Please give a brief description of the aims of the proposal
Phone no: 07786 702753 E-mail: colinrichings@monmouthshire.gov.uk	The development of a new residential home on the Crick Road site to replace Severn View Residential Home in Chepstow.
Name of Service: Direct Care Services	Date Future Generations Evaluation 16.10.17

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Positive: the new build maintains a large staff team and continues the investment in team development and skills training. There is also the potential for the new build as a model for best practice to become a training site for other providers and apprentices.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Positive: The proposals incorporate a strategy to maintain and enhance biodiversity – see overarching site development plan for details.	The residential home incorporates multiple outside spaces.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive: the development seeks to preserve and enhance the excellent reputation for person centered care to people living with dementia. The model of care is based on enablement and involvement to promote independence and well-being.	The outside spaces have been specifically designed to ensure safe and spontaneous access to outside spaces. Indoor spaces encourage people to move around and interact with their environment.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The project specifically targets the integration of the home with the wider community to ensure problems of isolation are overcome, improve people's understanding and awareness of dementia and to create the foundation for mutually supportive communities.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	This projects has a focus on the social and emotional well-being of the people we support. Outdoor spaces will be created that enable safe and spontaneous access.	
A more equal Wales	The focus of direct care is supporting people to live well; maximizing their strengths and supporting contribution.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances		

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

	Development ciple	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
Long Term	Balancing short term need with long term and planning for the future	The current home remains viable now. The aim of this project is to ensure that the positive impact on the lives of older people can be maintained in the long-term.	
Collaboration	Working together with other partners to deliver objectives	The project is a collaborative one in full partnership with multiple agencies. Once complete, we will continue to drive collaboration with the local community and other care providers to develop other models of best practice.	
Involvement	Involving those with an interest and seeking their views	Our services are based solely on the needs of the person as expressed by them.	If we move into implementation phases we will develop forums to actively seeks the views of the people we support, their families and the teams that work with us.

Sustainable I	=	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
Prevention	Putting resources into preventing problems occurring or getting worse	As above.	
Integration	Considering impact on all wellbeing goals together and on other bodies	As above	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: http://hub/corporatedocs/Equalities/Forms/AllItems.aspx or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The project will preserve and enhance high quality services to older people. The wider care model will support older people to remain living within their own communities by providing outreach support from the home.		
Disability	As abive		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Pregnancy or maternity	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	Neutral		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx and for more on Monmouthshire's Corporate Parenting Strategy see http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx

age 158	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding training is part of all our teams' core competencies. Combined with direct relationships and permission to act allows for a more proactive and preventative approach to safeguarding.	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.	
Corporate Parenting	Neutral		

5. What evidence and data has informed the development of your proposal?

an opportunity to develop practice further support and to ensure that they can still be	•	,	the health and well-being of the pec	оріе we
	o a part of and contribute to their fe	oon oon marily.		

evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	1 st October 2018
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc	On-going	This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.

Agenda Item 4d



SUBJECT: Delivering Excellence in Children's Services: Multi-

agency Early Support and Prevention Referral and Intervention Pathway Including the Realignment of the

Team Around the Family service

DIRECTORATE: Social Care & Health

MEETING: Cabinet

DATE: 6th December 2017

DIVISION/WARDS AFFECTED:

1. PURPOSE:

The purpose of this report is to provide a case for the realignment of the Team Around the Family service within the wider structure of family support services to better meet the needs of the local population and to contribute to Monmouthshire's delivery of the Social Services and Well-being Wales Act (2014) (SSW-bWA).

2. **RECOMMENDATIONS:**

The following recommendations are made:

- 1.1 To realign the activity of the existing TAF Team which currently facilitates the TAF process and undertakes only limited direct work, into a team that predominantly delivers programmes of early intervention family support and undertakes a smaller amount of facilitation of the TAF process.
- 1.2 To reconfigure the existing Co-ordinator post into a team-leader post using the anticipated cost saving to provide the necessary capacity to administrate an Early Intervention and Prevention Referral and Intervention Pathway (see Appendix 1).
- 1.3 To locate the service within the Face to Face Therapeutic Service (see below).

- 1.4 To move the Face to Face Therapeutic Service to within the Children's Services management structure to bring increased coherency to the 'windscreen' pathway of family support and intervention.
- 1.5 To create a multi-agency Early Intervention and Prevention Referral and Intervention Pathway to manage referral and allocation of children and families seeking pre-statutory services family support (see Appendix 1).
- 1.6 To develop a step-up/step-down protocol and referral pathway which enables vulnerable families accessing support at both a pre-statutory threshold level and a post--statutory threshold level to have their needs appropriately met and ultimately reduce the numbers of children requiring statutory support and in particular the need to be Looked After.¹

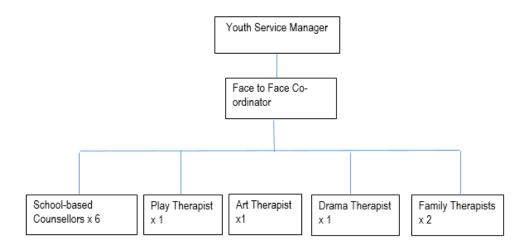
Previous Structure - TAF



Previous Structure - Face to Face

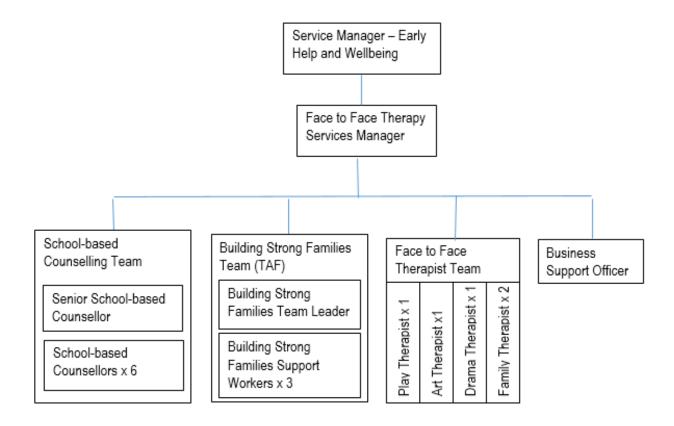
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¹ This last is part of a longer-term piece of work to develop an 'edge of care' service to reduce the numbers of Children Looked After in Monmouthshire. Subsequent papers will address this in more detail, however it is important to mention here that the pre-statutory threshold family support work will need to be aligned with and work in a coherent way with similar support offered to families where there are children at the edge of care.



Proposed structure

1



3. KEY ISSUES:

3.1 Rationale

3.1.1 Description of current model of service delivery

Currently the TAF team consists of a TAF Co-ordinator and three TAF Project Workers. The function of the team is predominantly one of care co-ordination, assessing families referred for a service, liaising with service providers and co-ordinating TAF meetings with service providers and families where a package of support is co-ordinated. The TAF team remain involved for between 6 and 12 months with each family, chairing meetings at which progress is reviewed. They currently work with approximately 60 families a year.

3.1.2 The TAF Team is funded through Families First. Monmouthshire County Council is a small authority from a population perspective, and although it has pockets of deep deprivation, it is generally an affluent community, this means that grant funding such as Families First, is relatively small, and it is essential that resources are focussed so as to achieve the greatest return on investment.

3.1.3 Proposed Service realignment

This paper is proposing that the focus of the team on TAF be retained, as per Welsh Government policy, but that the activity be re-aligned so that the work of the team focusses more on working directly with vulnerable families on the cusp of statutory intervention to prevent them requiring statutory support. The team will be tasked and supported to delivery brief interventions that are outcomes focussed around what matters to children and families in line with the Social Services and Well-Being Act (SSW-bWA). Working in this way should increase productivity from 60 families a year to 150 families a year.

3.2 Evidence base

3.2.1 Early intervention

The importance of preventive work and early intervention is well-recognised. It is a fundamental principal of the SSW-bWA. The intention of the Act is to create a legal framework which makes it clear what vulnerable children and their families can expect in terms of support and assistance, and which balances the need to safeguard with the importance of proportionate intervention that recognises that providing support at an early stage may well reduce the need for more intensive, and potentially invasive, intervention at a later stage. The Act clearly aligns itself

with the belief that the provision of early intervention and preventive services will ultimately contribute to the prevention, delay or reduction of people needing care and support, including children suffering abuse and neglect. It draws on the significant evidence that exists that shows that preventing the emergence of problems rather than tackling their consequences offers a 'triple dividend' in terms of improving social outcomes, reducing costs to the state, and strengthening prospects for growth.

3.2.2 The value of intervention throughout childhood and adolescence

The arguments for prevention are particularly associated with children and young people, especially under-fives. The social and emotional foundations established in the first three years of a child's life, to a large extent attributable to the standard of parenting, are arguably the biggest determinants of positive outcomes throughout the life course. The benefits of promoting the Welsh Government's aim of giving children a flying start in life are important for all generations. Older people who have experienced positive foundations (e.g. good education and health, strong social networks), are more likely to have a healthier transition into independent old age. However, recent research into adolescent neuroscience indicate that adolescence offers a unique window of opportunity to significantly ameliorate the impact of early trauma and poor parenting. Stein *et al*'s (2009)² research on adolescent neglect evidences that neglect is damaging irrespective of age. There is value therefore in providing intervention both early and late, relative to the child's age.

3.2.3 Adverse Childhood Experiences

There is a growing body of evidence that shows how profoundly health throughout the life course is negatively affected by adverse childhood experiences (ACEs) such as verbal/emotional, physical or sexual abuse and neglect, parental separation, incarceration, mental illness, drug and alcohol use or domestic abuse. These stressors are cumulative, the more adverse experiences a child faces, the more likely they are to experience poor outcomes. They are less likely to perform

² Stein, M., Rees, G., Hicks, L. and Gorin, S. (2009) *Neglected Adolescents – Literature Review*, Department for Children, Schools and Families

well in school, more likely to be involved in crime and ultimately less likely to be a productive member of society. The recent research undertaken by Public Health Wales (2015)³ provides robust Welsh-based evidence that children experiencing these stressors, especially children experiencing for or more of these are more likely to adopt health-harming behaviours during adolescence which can themselves lead to mental health illnesses and diseases such as cancer, heart disease and diabetes later in life. This study cites evidence that shows that chronic traumatic stress in early life alters how a child's brain develops fundamentally altering nervous, hormonal and immunological development. As adolescents and adults, these individuals become hair-triggered for stress, thus increasing the risk of premature ill health such as cancer, heart disease and mental illness. This hyper-vigilance can mean that as children these individuals are in a constantly anxious state and consequently frequently distracted, aggressive and confrontational. Furthermore, the psychological problems associated with exposure to ACEs can leave both adults and children with low self-esteem and with a propensity to engage in behaviours that will offer them short-term relief at the expense of their longer-term health, such as smoking, harmful alcohol consumption, poor diet, substance misuse and early sexual activity. Further there is significant evidence to suggest that whilst this is not necessarily the case, if the effects of expose to ACEs are not mitigated then the children of those affected by ACEs are at increased risk of exposing their own children to ACEs. Consequently, preventing ACEs in a single generation or reducing their impact on children can benefit not only those individuals but also future generations across Wales. The ACE research clearly supports the case for intervention both to reduce the number of ACEs children experience and to offer support to mitigate the impact of ACEs on children.

3.2.4 What Works?

Empirical research provides evidence of the value of intervening early, before difficulties become entrenched and long-standing. If intervention is to be effective then families need first of all to be able to engage with professionals offering

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³ Public Health Wales (2015) Adverse Childhood Experiences and their impact on health-harming behaviours in the Welsh adult population

support. Research into effective practice evidences that enabling opportunities to cultivate supportive relationships that develop self-worth and feelings of self-efficacy are significant in creating environments conducive to healing and to change (Ruch, 2012).⁴ There is an extensive evidence base around the importance of promoting attachment, not just in infants, but throughout childhood (Howe, 2005)⁵. In terms of what we know works, the academic discourse supports the idea that intervention that takes account of, and builds, individual and family strengths and resources helps build resilience and reduce risk (Daniel *et al.* 2011).⁶ McAuley *et al.* (2006)⁷ present evidence that suggests that providing isolated parents with opportunities for social support, as well as positive relationships with professionals, may also serve a protective function for parents.

- 3.2.5 Macdonald's (2005)⁸ research indicates that therapeutic interventions are more likely to be successful if they take account of the broad range of factors outside the family that also have an influence on family functioning. The 'ecological' model is widely used in helping understand child neglect in that it enables practitioners to consider the broad range of factors that affect parents in common and then to focus on the specific features that are of particular importance in a particular family. This model recognises that, just as individual family members interact and are influenced by each other, so they also interact and are influenced by the wider family, their local community and wider society. This view of family functioning is holistic and identifies that change occurs across a number of dimensions.
- 3.2.6 Whilst there is not an extensive literature on the effectiveness of specific interventions, the provision of services such as play therapy, educational support and speech and language therapy may help address specific deficits around social skills, education and learning and communication (Howe, 2005).

⁶ Daniel, B.; Taylor, J. and Scott, J. (2011) *Recognizing and Helping the Neglected Child: Evidence-Based Practice*. London: Jessica Kingsley Publishers.

⁴ Ruch, G. (2013) Helping children is a human process: researching the challenges social workers face in communicating with children. British Journal of *Social Work* Vol. (44)8 pp.2145-2162

⁵ Howe. D. (2005) Child Abuse and Neglect

⁷ McAuley, C., Pecora, P. and Rose, W. (2006) *Enhancing the well-being of children and families through effective interventions: International evidence for practice*, London, Jessica Kingsley.

⁸ Macdonald, G. (2005) Intervening with Neglect. In Taylor, J. and Daniel, B. (eds.) *Child Neglect: Practical Issues for Health and Social Care.* London: Jessica Kingsley.

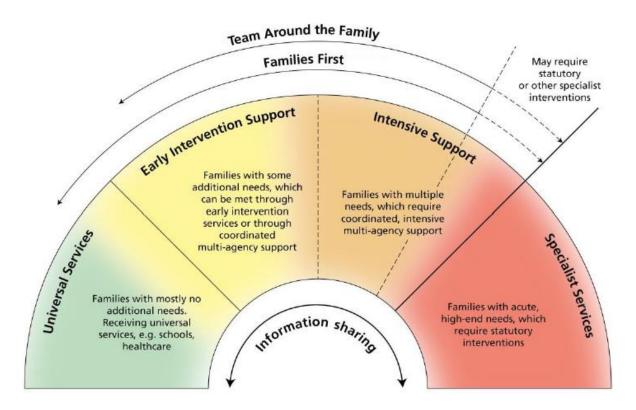
Intervention through play, in particular, is important in helping children develop interpersonal and reflective skills to enable them to communicate what they have experienced and how they feel.

- 3.2.7 Although evidence suggests that it is the manner in which intervention is delivered (strengths-based, relational, theory-based etc.) rather than the specific model used that matters, there is an evidence base for certain interventions, such as Motivational Interviewing (MI), and Family Group Conferencing (FGC). There is also evidence that interventions such as MI can be used to scaffold the effectiveness of other interventions.
- 3.2.8 In summary, the following features are significant in terms of interventions that are effective and evidence suggests that these features of effective practice are more important than fidelity to a specific model.
 - Early-intervention before difficulties become long-standing
 - Early-intervention attachment-based
 - Strengths based
 - Relational
 - Bespoke designed around a families individual needs
 - Fidelity to specific models where these are used
 - Ecological/systemic models

3.3 The Case for Prioritisation

3.3.1 Whilst it is recognised that there are numerous interventions that would be of benefit to the children and families of Monmouthshire, it is essential that scarce and increasingly limited resources are prioritised to fund services that are judged to provide the greatest impact for the investment. In light of the pressures Monmouthshire faces, the policy and practice imperatives created by the SSW-bWA and Well-being of Future Generations (Wales) Act 2015, Monmouthshire has undertaken a review of children's services. This paper draws on evidence from research and evaluation undertaken by Cordis Bright (2013) and IPC (2016 and 2017).

3.3.2 Welsh Government guidance on Families First and the continuum of support (see figure 1 below) recognises the importance of the whole network of services in supporting families, and in particular identifies a differentiation between services and support for children and families needing early intervention and those needing intensive intervention. The framework is based on research evidence which indicates that different forms of intervention require very different levels of support and skill on the part of those undertaking assessment, care and support. The IPC analysis identified that whilst there are services available to support families in Monmouthshire, they are fragmented, lacking in an underpinning practice approach or theoretical framework and therefore risk duplication and delay in families accessing the right support at the right time. In particular there are gaps at the edge of statutory intervention (insufficient services to reduce risk and scaffold those families who are not quite managing without support to prevent them coming into statutory services) and the edge of care (insufficient support to reduce risk to families who could, with some time-limited, intensive intervention be supported to enable them to parent safely to avoid their children coming into care).



4. OPTIONS APPRAISAL

4.1 The options are set out in the table below:

	Description	Costs	Benefits	Disbenefits/risks	Recommended
Optio 1	Do nothing	Cost neutral	Retains a stable system that people who are currently involved understand.	Low productivity Current model does not address the gap in service provision	No
Optio 2 Page 171	Change the focus of the team but retain them as a separate unit within children's services outside of a wider service area	Cost neutral	Addresses the productivity issue and enables the team to focus on direct work with more complex cases which is where there is a gap in service provision currently	This could create problems in terms of line management. The two alternative options for line management are: the Early Help and Assessment Team Manager who does not have the capacity to take on an additional team and this would also risk mission creep putting pressure on the team to pick up case work that should be undertaken by social workers and therefore contravening the grant conditions; the Service Manager for Early Help and Well-being who is not sufficiently connected to practice nor sufficiently available on a day to day basis to provide the quality and intensity of support required for the team.	No
Optio	Change the focus of the team and locate within Face to Face Service and retain a qualified social work post as the team coordinator	Low cost	Maintains the workforce as is and potentially reduces any disruption. Social Work post would be undertaking some Family Support Work	This option does not release any resource to allow for building Business Support into the service. This option does not allow for family support workers to be supported by a senior family support worker, so does not follow the principals of 'delivering what only you can deliver'.	No

	Option	Change the	Low cost	Addresses the	This will require the regrading of the current	Yes
	4	focus of the		productivity issue and	TAF co-ordinator role and current Face to	
		team and		enables the team to focus	Face co-ordinator role, resulting in potential	
		locate them		on direct work with more	disruption to individual employees. It is	
		within the		complex cases which is	possible that this may require some limited	
		Face to Face		where there is a gap in	additional resourcing that it is anticipated could	
		Therapeutic		service provision	be managed as part of the Families First grant	
		Service		currently. Situates the	review.	
				team within a relevant		
				setting of alongside other		
				early intervention services		
				and within a management		
+				structure which will		
a g	$\tilde{\Sigma}$			enable them to develop		
9	2			their knowledge, skills		
Į	_			and confidence.		

5. EVALUATION CRITERIA

Evaluation Criteria - Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	
Date decision was	
made:	
Report Author:	

What will happen as a result of this decision being approved by Cabinet or Council?

The proposed model is intended to achieve the following outcomes:

- Locating the team within the Face to Face Therapeutic Service, a large amount of which is already funded through Families First will enable an effective referral and intervention pathway.
- Relocating the team within the Face-to-Face Therapeutic Service will provide them with a range of support and a high level of supervision for the more complex direct work they will be taking on.
- Focussing the existing TAF resource into working directly with families in order to deliver change (rather than managing processes and co-ordinating activity) will focus the resource where it is most needed and should also significantly increase the productivity of the team from approximately 60 families a year to 150 families a year;
- Building resources to develop services that sit just below threshold (edge of statutory and edge of care) should reduce those families requiring a higher tier of support;
- Aligning services across the windscreen model should ensure they avoid duplication, create economies of scale, add value to each other and maximise the potential of the resources available.

The decision will impact the public/officers in the following ways:

• Members of the existing TAF team will have re-focussed job roles and activity and be deployed to better meet the needs of vulnerable families in Monmouthshire whilst there may be some natural anxiety around the changes, the team will be provided with training and support to enable them to deliver effectively and are keen and feeling excited at the prospect.

• Refocussed activity and increased productivity will enable more families to receive support

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The following outcome measures are proposed to evaluate whether the model is delivering effectively:

- Number of families worked with
- Page 174
- School attendance
- School exclusion rates
- Distance Travelled Data (a tool developed for measuring family progress based on the Framework for Assessment)
- Family Goals Data (the extent to which families identify they achieve the goals set for intervention)

Supervision, monitoring of sickness and seeking feedback from the team in terms of implementation will be used to ensure that the well-being needs of the team are addressed and the team continues to be and feel supported through the change process.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you faired against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Jobs are currently being Job Evaluated, it is anticipated that the restructure of the current TAF team will be cost neutral within the existing budget, however there is the possibility that the reconfigured Face to Face manager's post will require additional resourcing and if so this may need to be taken into account within the Families First review.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

6. REASONS

- 6.1 Work by the authority on Families First and IPC on Children's Services has identified direct work at the threshold of statutory intervention as a particular gap. This paper argues that there needs to be investment in resources at an early intervention level however it is recognised that in the absence of additional resources being available then a realignment of existing resources is required to ensure that what we have is concentrated at the point at which they realise maximum return and not spread so thinly that it limits the impact of services provided. It will be important to approach this from a whole systems perspective, understanding the relationship between the tiers of delivery and how ensuring the right provision at the Early Intervention phase and Intensive Intervention phase changes need at the Remedial Intervention phase. By refocussing the activity of the current TAF team from a service predominantly focussed on co-ordinating the activity of other services to one which delivers family intervention, situating this within a wider service which can scaffold and support the work and then aligning services that can work across phases (such as Face to Face therapeutic services) with those that are specifically designed to work at the remedial phase (such as B.A.S.E)⁹ it is hoped to develop a more cost effective model that will ensure that families get the right support at the right time and ultimately reduce the need for children to come into the child protection and looked after systems.
- 6.2 The proposed model is intended to achieve the following outcomes:
 - Locating the team within the Face to Face Therapeutic Service, a large amount of which is already funded through Families First will enable an effective referral and intervention pathway.
 - Relocating the team within the Face-to-Face Therapeutic Service will
 provide them with a range of support and a high level of supervision for the
 more complex direct work they will be taking on.
 - Focussing the existing TAF resource into working directly with families in order to deliver change (rather than managing processes and co-ordinating

⁹ Building Attachments, Security and Emotional well-being, clinical psychological support service for Looked After Children

activity) will focus the resource where it is most needed and should also significantly increase the productivity of the team from approximately 60 families a year to 150 families a year;

- Building resources to develop services that sit just below threshold (edge
 of statutory and edge of care) should reduce those families requiring a
 higher tier of support;
- Aligning services across the windscreen model should ensure they avoid duplication, create economies of scale, add value to each other and maximise the potential of the resources available.

6.3 Proposed outcome measures

The following outcome measures are proposed to evaluate whether the model is delivering effectively:

- Number of families worked with
- School attendance
- School exclusion rates
- Distance Travelled Data (a tool developed for measuring family progress based on the Framework for Assessment)
- Family Goals Data (the extent to which families identify they achieve the goals set for intervention)

7. RESOURCE IMPLICATIONS

7.1 The realignment of the TAF Team itself should be cost neutral within existing resources currently funded through Families First grant funding. Job roles are currently being job evaluated and costs will be included to evidence this once they are available. It is anticipated that the envisaged Team Leader role will be graded at a lower grade that the existing TAF Co-ordinator role and it is not intended to require the post to possess a social work qualification. The council's protection of employment policy will be followed for any staff who are affected by the potential regrading. However, in order to provide as many opportunities as possible, there are ring-fenced posts being identified for any individual who is potentially affected. Other posts within the revised structure are also be job evaluated to ensure that changes to the role and responsibilities of any positions are reflected. It is possible

that this may have some resource implications that may need to be taken into account within the overall Families First budget. Costings will be provided as soon as they are available.

7.2 Realigning the team will address a current lack of capacity in direct work with families on the cusp of statutory intervention and ultimately it is hoped that investment in early help at a pre-statutory threshold level will prevent some families from requiring statutory intervention at a later stage. It will also enable statutory teams within children's services to 'step-down' families in need of pre-statutory support and reduce the need to these families to remain within social services and reduce the numbers of families returning to statutory services through a 'revolving door'. This model should also greatly increase the productivity of the team from 60 families a year. 150 families a year is a realistic target based on similar models across creating a lower unit cost per family and thus improving efficiency.

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

- 8.1 By seeking to address ACEs (reducing the number and ameliorating the impact) in childhood, it is intended that this model of service delivery will contribute towards a healthier and more equal Wales.
- 8.2 The model seeks to build family resilience and facilitate children and families making maximum use of the resources that they possess themselves and that are available to them to ultimately reduce their future dependency on services.
- 8.3 In keeping with the principles of the UNCRC this model seeks to help children and young people fulfil their potential irrespective of their background or circumstances. The model integrates a range of family support and therapeutic services in order to help equip them participate effectively in education and training and participate effectively and responsibly in the life of their communities and ultimately to equip them to access opportunities for employment. Welsh

Government recognises that not all young people get the support they need from their home environment and so it is vital parents are able to receive the right services which can help them cope with the pressures of raising children and children and young people must have access to appropriate targeted services to help them reach their potential and improve their life chances. Realigning the TAF service in this way maximises the direct support that can be offered to families and increases the number of families that can be worked with.

- 8.4 It will be important to build in performance measures to monitor the impact (see 6.3).
- 8.5 There are robust child protection policies in place to ensure that safeguarding issues are appropriately addressed. There are no corporate parenting issues in relation to this paper.

9. Consultees

9.1 The TAF project workers have been fully involved in the service realignment and are keen to move the service forward in a way that better meets the needs of the authority and children and young people of Monmouthshire.

Consultation responses and feedback are set out at Annexe 1

In addition the following individuals and organisations have been included in the development of the model:

- TAF Co-ordinator
- TAF Project Officers
- Face-to-Face Co-ordinator
- Head of Children's Services
- Principal Inclusion Behaviour Improvement Officer
- Director, Children and Young People
- LSB Development Manager, Governance, Engagement & Improvement
- Children's and Sure Start Manager
- 9.2 The following organisations have been included in consultation on the model:

- HR
- TAF
- Face to Face Therapeutic Services
- Home Start
- Young Carers
- Acorn Family Centre
- Youth Service
- Primary Care Mental Health Services
- Housing
- Inspire
- Women's Aid
- Governance, Engagement and Improvement ASB
- Strategic Partnerships Team
- Children's Services
- BASE
- YOS
- 9.3 The team has been fully involved in the proposed service development and are keen to transition into the revised model of delivery. They have come up with a new name for the team, the 'Building Strong Families Team'. The team has already accessed a wide range of training to support their move into an alternative model of delivery. A bespoke training programme has been delivered to address the gaps in their knowledge and ensure the existing team are confident in the revised model of service delivery.
- 9.4 A preliminary meeting has taken place with a range of service providers including Flying Start, Families First funded projects, Housing and Primary Care Mental Health Services and the proposed model has been well received.
- 9.5 The model has been shared at Children's Services Leadership Team and Senior Leadership Team and has been well received.

10. BACKGROUND PAPERS:

11. AUTHOR: Charlotte Drury

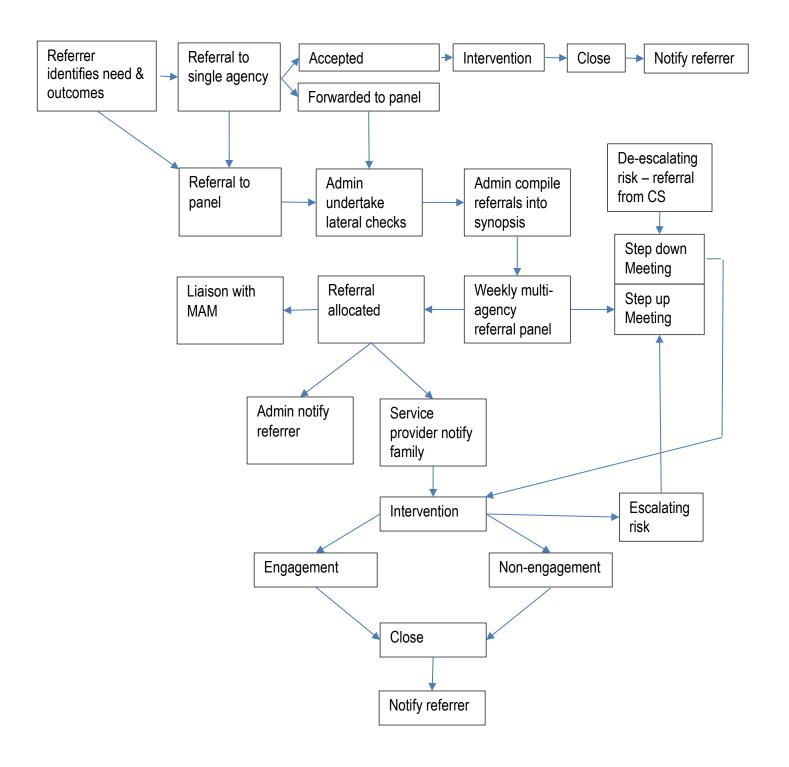
11. CONTACT DETAILS:

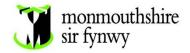
Tel: 07811 234244

E-mail: CharlotteDrury@monmouthshire.gov.uk

Appendix 1

Early Intervention and Prevention Referral and Intervention Pathway





SUBJECT: Delivering Excellence in Children's Services - Placement & Support Team

(PAST)

Directorate: Social Care & Health

MEETING: Cabinet

DATE: 6th December 2017

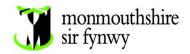
DIVISION/WARDS AFFECTED: County Wide

1. PURPOSE

- To provide details of a proposed re-alignment of Monmouthshire Children's Services delivery model specifically in regards to the Placement and Support Team (PAST).
- To highlight progress against the targets identified within the initial business case previously endorsed by Cabinet including an outline of next steps.

2. RECOMMENDATION

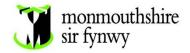
- 2.1 That Cabinet considers and approves:
 - The proposed deletion of 1 assessing social worker posts from the establishment within the PAST.
 - The transfer of resource released from this post into the creation of a social worker post within the Family Support and Protection Team or Early Help Duty and Assessment Team (as per recommendation 2.3.2 of the Workforce report).
 - That the staffing budget for 1 further assessing social worker post remains flexible either to retain as a part-time or full-time employee or to use the equivalent funds into a spot-purchasing budget to procure independent assessments as and when required. This will depend on the outcomes of recent recruitment campaigns, as well as the current staff movements within the service.



- To progress with reviewing 3 other posts also created within the initial business case i) Psychologist ii) Special Guardianship Worker and iii) Placements and Contracts Officer Post.
- To transfer the Contact Team from the line management of the PAST to the Service Manager Early Help and Assessment as part of the realignment of Family Support and Edge of Care services.
- 2.2 Cabinet members are requested to consider these proposals in the context of:
 - The National Fostering Framework which sets out the direction for more regional approaches to fostering services across Wales (see background papers).
 - The increasing demands and pressures across Monmouthshire Children's Services as set out within the Workforce report.
 There continues to be an upward trend in the numbers of children Looked After Children, children on the Child Protection Register and Children subject to court proceedings, with corresponding budgetary pressure.
 - The two parallel papers presented regarding Family Support and Workforce.

3. Key Issues

- 3.1 In 2014 council approved a business case to include as follows:
 - To employ 2 full-time Social Workers with the intention of recruiting more Monmouthshire Foster Carers
 - To employ a part time psychologist to assist with the recruitment and retention of foster carers and promote placement stability
 - To create a Placements and Contracts Officer post to assist with finding and maintaining placements for children in foster care
 - To create a Special Guardianship Order worker to support / increase Special Guardianship Orders within the authority.
- 3.2 The PAST Project Board was established in early 2017 to work within the overall Delivering Excellence Programme for Children's Services and specifically to:
 - Review progress against targets in the business case
 - Review the additional posts that had been created within the business case
 - Develop an improvement plan
 - To consider different service delivery options.



- 3.3 The Project Board carried out a range of activities in accordance with its aims including:
 - Benchmarking against other Local Authorities and regional partners
 - Development of team dashboards and performance indicators for the PAST
 - Gaining feedback from foster carers
 - Caseload analyses and productivity over the last 5 years
 - Gaining feedback from colleagues in the wider Children's Services arena

3.4 Outcomes from the review

- The original business case assumed that increasing staff would, amongst other targets, increase foster carer recruitment and retention and allow more placements to be made with in-house foster carers. However, this was found not to be the case.
- The review data informed us that in comparison to other Local Authority fostering teams our caseloads and productivity remained low.
- That kinship carers were often required within tight timescales of court work, which could make it difficult to manage peaks & troughs. This was found to create delays within the completion of generic fostering assessments.
- The review concluded that further work around systems and processes for the PAST could help improve efficiency.
- In summary, the objectives within the 2014 business case were not fully on target to be met and were therefore not having
 the required impact on the service. Consequently, the low number of Monmouthshire Foster Carers continues to make us
 over-reliant on independent fostering agency carers which creates additional budgetary pressure, and does not improve
 outcomes for our Looked After children and young people.
- The Fostering Project Board is now structured around separate workstreams (see figure 1). Targets are set around the increase in generic carers and the transfer of independent foster carers to Monmouthshire carers.

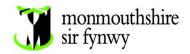
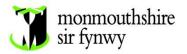


Figure 1

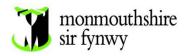


3.5 Current Proposals

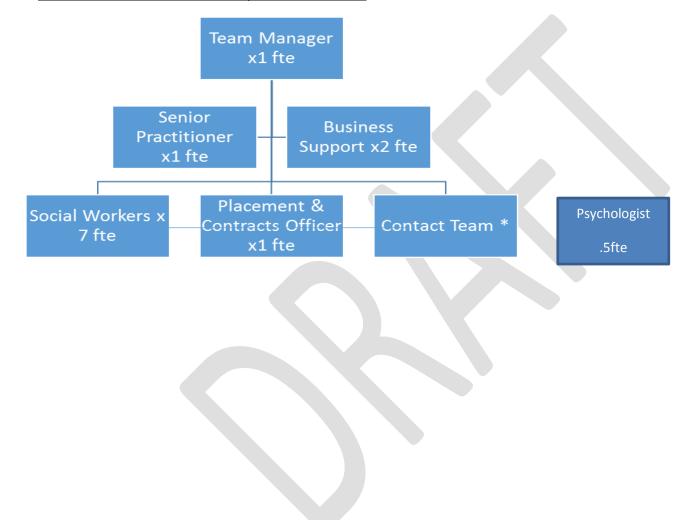
- Following the overall workforce analysis of demand versus resources, we propose to release one full-time social work resource from PAST to assist with addressing the pressures within the wider Children's Services area where demand currently exceeds resource.
- There is a cost benefit analysis argument regarding either employing social workers to complete generic assessments or
 procuring Independent Social Workers (ISWs) on a spot-purchase basis. A spot-purchase arrangement is advantageous in
 that it can be immediately responsive to demand, and allows for of a number assessments to be progressed at the same
 time. There are a number of independent assessors available to work for Monmouthshire and a commissioning process in
 place to support this.
- Independent assessors can be less useful for kinship assessments because of the very tight timescales often imposed by court, and because of the close liaison between the child's social worker and the kinship assessor that is often required in these situations. (There can be exceptions to this e.g. when a kinship assessment is required as part of on-going care planning rather than through a court order.)

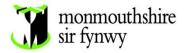


- The average cost of an ISW is £2,500 to complete a generic assessment, meaning that you could commission 20
 assessments per year to equate to the cost of 1 FTE social worker. However, this does not take full account of the
 additional tasks required of a social worker around kinship assessments, support and supervision of foster carers and
 support of the recruitment process.
- The PAST team is in the process of developing its use of PLANT so that accurate performance data regarding assessment activity can be obtained as we move forward with the fostering project work.
- We therefore propose to retain a 'flexible' staffing budget for 1 assessing social worker either to retain as a part-time or full-time employee or to use the equivalent funds to procure independent assessments as and when required. This will depend on the outcomes of recent recruitment campaigns, as well as the current staff movements within the service. The purpose of this retained flexibility is to help us manage peaks and troughs around demand over time and reduce delay in the completion of generic assessments.
- In line with the Family Support review we propose to move the Contact Team from the management structure of the PAST into that of the Early Help and Assessment service area. This is to achieve a managed network of support services that can be utilised in a more efficient and effective way by coming under the umbrella of one Service Manager.
- In line with the original business case (2014) we propose to continue to review the posts to ensure that they are best aligned to the overall aims of the service and specifically the Fostering Project
- If the proposals within this report are agreed by Cabinet implementation will move forward between January and April 2018.

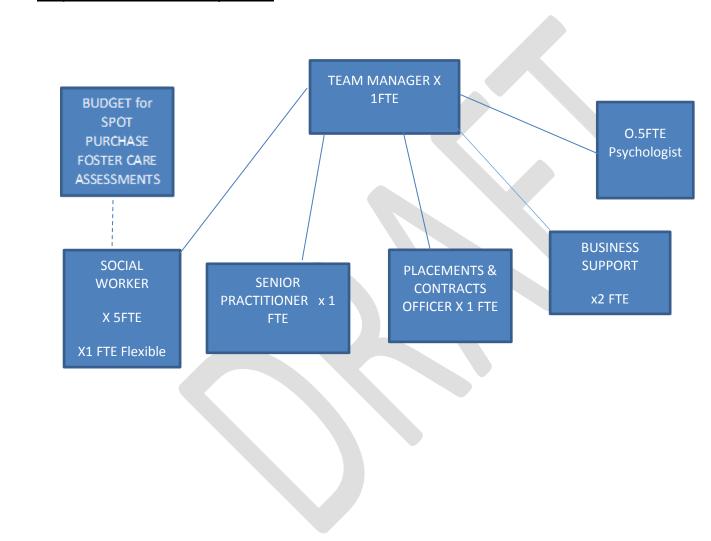


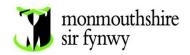
3.6 <u>Current Service Model within placement Team</u>





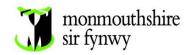
3.7 Proposed Service Delivery Model





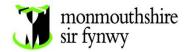
3.8 <u>Summary of changes</u>

What will change?	What will be created?
One FTE assessing social work post will be deleted and moved to Family Support and Protection Team	No post will be created as a result of this the fostering team and the post will be retained elsewhere within Children's Services establishment
One FTE assessing social work post will remain flexible in respect of the configuration of the financial resource	The financial resource will remain in the team and used flexibly to spot purchase independent assessments or retain social work capacity in order to respond to need over time.
The contact team will move across to the 'front door'.	This will align with the second phase of the family support review



4. Option appraisal

OPTIONS	BENEFITS	DIS-BENEFITS	RECOMM- ENDED	Cost
1. Retain status quo	·	 Additional resource tied up in system unable to respond to pressure points The current demand doesn't justify this level of resource. 	No	No cost to PAST but cost of £49,000 to Service
2. Delete x2 FTE from PAST team	 Reinvest resource across wider system Reinvest resource in efficient spot purchasing approach to Foster care assessments Protected employment policy potentially benefits individuals concerned and wider service area. 	 Disruption to the team Affected Individuals may not wish to apply for alternative posts within the service Potentially reduce our capacity to meet court directed timescales for kinship care assessments Potentially needing to recreate social work posts in the future Potentially negative impact on PAST capacity to provide support to current and new foster carers 	No	Release £49k Per FTE
3. Relocate one social work post only and	respondite to team	Would still mean some uncertainty for the team, potentially creating instability	Recommen ded	Release £49k per FTE

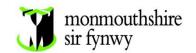


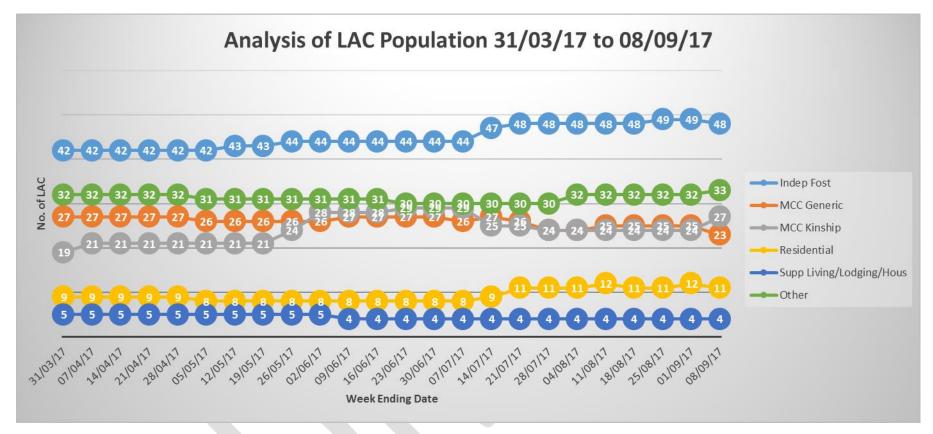
retain the other within the PAST with a flexible budget • Allows for reinvestment of resource over wider system • This option retains maximum flexibility over time to make the best use of resources to meet the aims of the project / service	achieve Further work would be required to fully understand service data and demand.
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5. Evaluation Criteria

- Conversion rate from inquiry to assessment target 1 assessment progressed per 10 inquiries
- Number of days from start of assessment to panel approval
- Increase in range of placements offered with Monmouthshire foster carers
- · Improved retention and satisfaction of foster carers
- Increase in Monmouthshire foster carers*
- Decrease in use of Independent Fostering Agency and residential placements*
- Clearer defined role profiles within the PAST
- CYP always placed locally where in their best interests
- · Increased placement stability

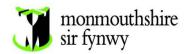
*Current Baseline:





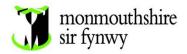
6. Risk Assessment

Risk	Uncontrolled Risk	Control	Controlled Risk
Loss of qualified	Low	Any affected social	Low
social worker to whole		worker will be able to	
service, and		apply for a post in the	
potentially exposing		other areas of service	
		under protected	



the authority to redundancy costs		employment policy conditions Offer of any relevant interview support by independent manager prior to interview. Natural movement within team may eliminate this risk Employment protection policy to be implemented.	
The loss of a full time equivalent post from the PAST will affect performance in this area and the capacity of the team / fostering project to meet its aims.	Low	Current analysis of data does support this. Further work to streamline business systems and processes Implementing a project management approach to fostering project.	Low

There will be insufficient independent assessors to complete spot-purchase assessments.	Medium	The resulting structure within the re configured placement team will be reviewed on an ongoing basis as part of the wider foster care project board and to ensure any impact from the two posts is managed. Work is being undertaken to create a pool of independent assessors for Monmouthshire. Flexibility is retained with the use of the resource	Low
Commissioning and quality assurance processes for independent assessors will be time-consuming and outweigh benefits of releasing any resource to fund this.	Medium	Commissioning and quality assurance processes are in place Flexibility is retained with the use of the resource	Low



7. Resource Implications

Resources that will be released as a result of these proposals will be recirculated within the service to i) assist with the proposals regarding increasing the social work establishment and ii) be retained within the service to create increased flexibility in order to ensure best use of resources over time. Other proposals within this report are cost neutral.

8. Future Generations & Well Being Assessment (including sustainable development, equalities, safe guarding and corporate parenting requirements)

The overall aim of the re-alignment is to ensure that the Children's Services delivery model is sufficiently resourced to provide safe and effective services to children and families. Getting the optimum delivery model is central to our overall aims of delivering consistently high standards of well-being, prevention, managed social care and safeguarding within Children's Services.

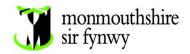
The work of the fostering project aligns closely to the Local Authority's corporate parenting responsibilities around ensuring good outcomes for Looked After Children and Young People.

9. Background Papers:



10. Consultees

- Children's Services Management Group
- Directorate Management Group



- Senior Leadership Team
- Unions: Unison & GMB
- CYP Select
- PAST team
- Foster carers
- Wider CS management

The consultation feedback and responses are collated at Annexe 1

11. Report Author

Rhian Evans
CONTACT DETAILS:

Tel: 01633 644 488 **Mob:** 07976 176 476

E-mail: rhianevans@monmouthshire.org.uk

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Annexe 1: Consultation Feedback Summary

Whole Service

Whole service meeting took place on 8th November. The whole team were invited to offer their views and feedback with regards to the proposals.

Placement and Support Team

Consultation commenced on 17th October 2017. Those directly affected by the proposed changes were first to be consulted followed by the wider service. HR were included in the initial proposals as well as both unison and GMB. Individual consultation was offered to all staff. There were two meetings specifically with the Placement & Support Team.

Family Support and TAF

Consultations commenced in June 2017 with on-going consultation and service development work since then including stakeholder events, individual meetings with stakeholders, team meetings and one to one meetings with staff. Service areas involved in consultation included Youth Service, Tourism, Leisure and Culture, Face to Face and Children's Services.

Changes have been made to the proposals as a result of the comments received during the consultation period. See below for a list of the comments / issues raised and the responses.

Feedback	Comments / actions on the feedback	
Placement and Support Team		
Feedback from 1 team member of PAST:		Т
"I am supportive of the plan to convert one of the PAST assessing SW post into an equivalent financial budget, budget to be used to purchase independent assessments, in order to meet fluctuating demand."	The introduction of the new duty system whereby staff cover back-up duty each week day, in order to be responsive to the need for initial visits, viabilities, placement disruptions etc, at short notice, often in accordance with court demands will continue to be monitored and reviewed in order to measure its effectiveness.	
It is important that the proposed reductions in staff is not implemented prematurely, rather phased to enable all parts of children's services to reach their desired outcomes.	Plant development work will continue in order to ensure accurate and timely data is avialble in order to appropriately manage resource in	

Risks & issues of current proposal

- If no full time assessing SW staff in the team there is concern that this will leave the team too depleted of staff time: Of the 5 social work posts remaining in the team, only 2 are full-time and these posts are both within the supervising section. All the remaining assessing SW's work part-time and therefore not all days of the week will be covered.
- We sometimes need to commission independent connected person's assessments as well as generic.
- Concerns over Inability to meet timescales for viabilities, etc set by the court.
- Concern over the impact on our ability to recruit foster carers. A risk is our ability to respond in a timely manner, to the likely increase in demand.
- Can we review the financial offer to foster careers as this may assist with recruitment.

Alternative Proposals

It is my proposal that a phased reduction in posts is considered for the fostering team, as follows;

- That one FTE post within the fostering team be transferred into a SW post elsewhere within children's services
- That the other FTE post is converted in to two 0.5 fte posts, one which is recruited to and the other half is converted into a budget to allow us to purchase independent assessors.

This will ensure we are able to respond to future demand.

line with service demands. This data will inform all future workforce planning across the whole service.

Connected Persons Assessments

We will continue to review all assessments, kinships and generic. When necessary we will commission independent SW to complete generic assessments to ensure court timescales are met for all kinship assessments.

Marketing Campaign

The current marketing campaign will continue to be delieved in line with the fostering project plan. There will be on going evaluation of its effectiveness. This will include the resources required to deliver the campaign.

Fostering Project Board

One stream of work for the board is the fostering fees and allowances. These will be reviewed as part of the project. The financial offer is a key element and this will be compared and evaluated.

Alternative Proposal

This alternative proposal has been seriously considered following this consultaion and has been reflected in the final recomendations. This proposal will provide flexibility in order to respond the increasing demands across the whole of the service.

Regional Fostering Developments

We will continue to work with regional teams and be part of the development work on regional footing.

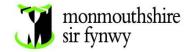
	Business Support External assessors have no access to PLANT (system) this may result in increased admin in order to supply information to the external assessor. (Feedback from 3 members of the PAST Team)	Information Access We will continue to review our systems and processes in order to ensure safe cloud access of the relevant information for external assessors in line with data protection. As above
	We suggest consideration is given to the increase in the MCC fostering allowances with the view to bring them in line with either agency or neighbouring authorities rates.	
	Tight deadlines given by the Court for kinship assessments have an impact on social workers' case loads, this will increase if two posts in the team are deleted.	Systems Development Work The PLANT development work will ensure we have accurate Information in relation case load management and workforce planning.
U	Consideration to how will the team manage the high demand of kinship/viability assessments as well as potential increase of generic assessment if the two posts are deleted.	As above.
20A 201	Its important to give the team the chance to prove that we can recruit/assess and support carers before deleting jobs; whilst so far the team have only been able to prove that we can do good quality kinship assessments, the recruitment activity has only just taking off and foster carer payments are still extremely low, therefore the generic foster carer activity within the team has been limited but we are prepared to carry it through if we are allowed the time and afforded the necessary tools.	On going monitoring of assessments will identify priorities to ensure suitable work allocation of cases to meet court demands. Monitoring of peaks and troughs will be carried out via PLANT.
	Early Help	
	Preliminary discussion took place with team members where ideas were discussed.	These initial conversations were used, together with the review of Families First and Family Support, to begin to develop a model of service delivery focussed on change intervention.
	TAF Officers shared their concerns about the current model and welcomed the opportunity to develop a more hand-on approach to delivery.	
	A suggestion was to add PCMH capacity for children as well as improve the quality of referrals so that children are seen by the right professional in a timely manner.	Model to include a referral and intervention pathway for PCMHSS.

	The potential changes to roles were discussed and the TAF project workers asked	These conversations formed the basis of the new role profiles.
	that they receive training and support to develop their practice in delivery of direct	Individual and team training is being implemented.
	work. They also shared the view that a team delivering programmes of direct work	
	would be better led by an individual with that specific skill set.	
	Whilst consulting with 'Face to Face' the team agreed with the potential of	
	enabling a closer working relationship between a direct work TAF team and Face to	
	Face.	
	The team were consulted on with regards to the suggested new role profiles. The	
	Team were happy with the proposed role profiles and had no changes to suggest.	
	One member of the Taff Team does not believe that we have sufficiently	This has been addressed it the options appraisal (option 3)
	considered maintaining the co-ordinate role as a qualified Social Worker post	
	Key stakeholders are in agreement with the proposals	
	The proposals support greater focus on prevention model rather than crisis led	
2	work.	
S	General comments regarding family support following whole service	The distribution of family support workers within statutory Children's
200	meeting:-	Services will be looked at carefully over the next 3 months and will form
_	Long term the proposal will hopefully result in a decrease LAC	the basis of designing the next phase of the Family Support Review. This
	(longer term = 10 years)	will be enhanced by some WG grants. Specific support needs of each
	Will improve "Step down" rehabilitation plans	team will be looked at within this including arrangements for contact,
	Think TAF etc being realigned is a good idea	and Children with Disabilities.
	Family support worker more be overwhelmed by work from EHAT	
	· · · · ·	We have already looked at a business case for increasing contact
	and FSPT. LTST and CWDT families may not benefit from this support.	workers, as it is clear that this remains a critical aspect of the service.
	Potential for contact to fall more on SW's shoulder more if contact	We will continue to work in accordance with the principal of 'delivering
	team are working more with families in the court arena or Early Help	what only you can deliver'.
	and Assessment (EHAT)	
	, ,	All support workers will receive regular supervision, training and
	We will need to ensure that family support workers would be a sile black a support all families in all diag. Children with Disabilities.	Support.
	available to support all families including Children with Disabilities.	

workers.

_			
	 More focus on prevention model rather than crisis led work all the time would be a good thing. TAF / Face to Face will need more business support Business Support as this is already stretched. Family support being all part of one team is positive 		
	General Workforce Feedback		
	Training We need to ensure that training is available for all teams. Need a sufficient training budget.	There is an on-going training and development plan in place for Children Services which supports the implementation of the Delivering Excellence Programme. This is routinely reviewed and updated with the team managers as training needs are identified.	
Page 203	 General comments and feedback. As the demand has incread the increase in permanent posts is a positive move, rather than over reliance on agency staff. Moving one post to early help / FSPT is as positive move (and a way of reducing agency workers). Agree with proposals The proposals should result in more manageable caseloads. We need a flexible workforce to work weekends / evenings and bank holidays in line with the needs of our families. The service would benefit from more contact workers and family support 	There will be continuous case load monitoring to ensure resources are allocated in line with demand across the teams. Flexible working We already have policies in place to support more flexible working hours to meet service demands. We will continue to review and ensure the roles reflect the needs of the service and working hours.	

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SUBJECT: **Delivering Excellence in Children's Services - Workforce**

MEETING: Cabinet

DATE: 6th December 2017 **DIVISION/WARDS AFFECTED:** All

PURPOSE:

 To provide Cabinet with a summary of the workforce proposals for the next phase of the 'Delivering Excellence in Children's Services' Programme.

To present the evidence base and business cases to support the proposals. Page

RECOMMENDATIONS:

Spinet Members are requested to consider the key recommendations in this report as follows:

Early Help Duty and Assessment Team 2.1

- To convert one Social Worker post into a Senior Practitioner post.
- 2.1.2 To make the temporary Support Worker post into a permanent role within the team.
- 2.1.3 To convert one temporary agency worker assignment into a permanent Social Work post (or 60 hours of Support Worker hours).

Family Support and Protection Team 2.2

- To convert three temporary agency worker assignments into three permanent Social Worker posts.
- 2.2.2 To convert of one temporary agency worker assignment into one permanent Senior Practitioner post.

Placement and Support / Contact Team 2.3

- To increase the contact team by one Contact Support Worker on a six month temporary contract. The purpose of this is to reduce the current costs of spot-purchasing contact worker sessions from independent providers (whilst the second phase of family support review work is undertaken).
- 2.3.2 To implement the full recommendations contained within the review of the Placement and Support Team including i) the formal consultation regarding the deletion of 1 assessing social worker post from the establishment within the Placement & Support Team and ii)

to transfer the resource released from this post into the creation of a Social Worker post within the Family Support & Protection Team iii) to create a flexible budget around 1 social post.

2.4 Business Support.

- 2.4.1 To amalgamate unutilised Business Support hours within the establishment into a permanent business support post.
- 2.4.2 To review and revise the Business Support Manager job description, to provide a key role of supporting the Children's Services with all aspects of workforce planning including staff recruitment and retention.

3. KEY ISSUES:

Background

In January 2016 Council approved a reconfiguration in the way in which we deliver services within Children's Services. As outlined in previous reports these changes were part of the overarching transformation programme 'Delivering Excellence in Children's Services' designed to deliver the cultural and practice changes necessary to address problems within the service and realise the benefits enshrined within the legislative framework of the Social Services and Well-being (Wales) Act (2014).

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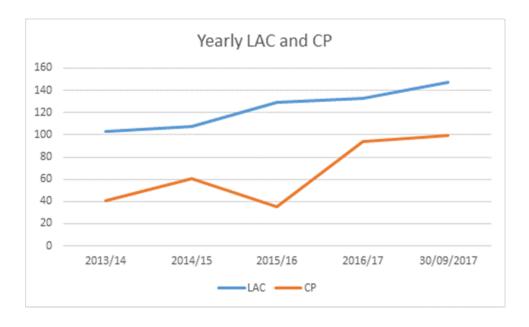
This plan sets out the next phase of the transformation programme from an overarching workforce perspective and consolidates the workforce elements of four teams:-

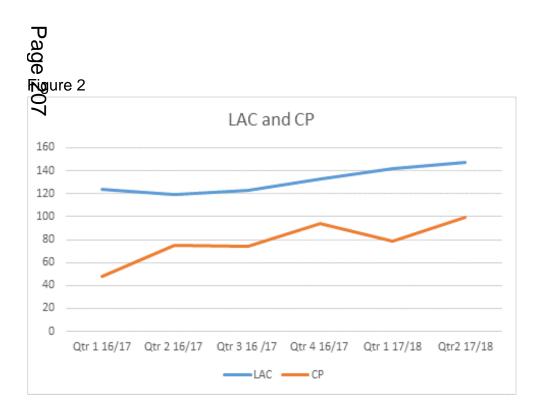
- Early Help, Duty & Assessment Team
- Family Support & Protection Team
- Placement & Support Team
- Business Support Team.
- 3.3 There are no proposed changes within the proposals to the Long Term Support Team or the Children with Disability Team.

Service Demands

There continues to be an upward trend in the numbers of Looked After Children and Young People and children on the Child Protection Register (figure 1). The last year has seen a particularly significant increase in numbers (figure 2).

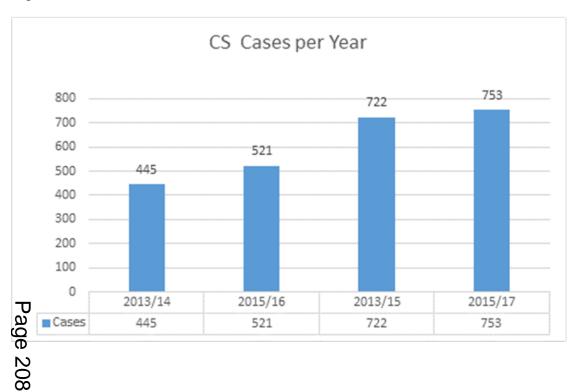
Figure 1





3.5 This has equated to a 69% increase in the number of cases held within the service since 2013/14 (figure 3).

Figure 3



- 3.6 Overall child care cases within the service have increased in terms of complexity with more children requiring to be Looked After, or who are subject to court interventions or formal child protection processes. This inevitably requires a more intensive resource response to both ensure the child's safety and well-being and to meet our statutory requirements.
- 3.7 These increases within Monmouthshire are in line with regional and national trends as illustrated through the Cafcass figures at section 11.
- 3.8 The reasons behind the increasing demands for Children Services are complex and include:
 - Impact of generational abuse and neglect
 - Current social and economic environment correlation between poverty and vulnerability
 - Historic low service provision for MCC including early help and prevention services.
 - Impact of judiciary
 - Increased awareness and knowledge of child protection issues within professional and public
 - Increased expectations of state intervention in the welfare of children.
- 3.9 These demand pressures have resulted in the need to recruit agency social workers to help meet our statutory requirements and to reduce and manage the risk of harm experienced by vulnerable children and young people. This reliance on agency workers creates additional budgetary pressure and does not accord with our stated intention to achieve a stable and permanent workforce.

Evidence Base and Case Load Data

- 3.10 Over the last six months the service has implemented an evidence based approach to tracking case load activity and complexity within the service via live dashboards. This provides an overview of the pressures and capacity across the whole service and has helped us to better understand the demand versus resource equation. Together with a range of service delivery changes and practice improvements the development of team dashboards is helping us to ensure that the allocation of workforce resources is optimised and that our work with each family is monitored, reviewed and remains outcome focused.
- 3.11 Our current analysis of service demand versus resources has highlighted that two teams are under particular pressure (the Early Help, Duty & Assessment and the Family Support & Protection Team); one team has some potential to release resource to address (Placement & Support Team), and 3 teams are resourced correctly including Business Support.
- 3.12 We have begun to use this information to inform our understanding of 'safe' case load standards.
- There is certainly no magic number for a 'safe' caseload; numbers can only ever offer a starting point within the context of individual professional development coupled with a strong culture of positive (evidence based) performance management. However, from work undertaken by the Munro review of child protection; 'A Child Centred System' (crown copyright 2011), the concept of a manageable workload for Social Workers is proposed. This major report outlines how '.....high caseloads were a significant problem... and the time available for a case has a major impact on how well the work can be done'. In relation to what she describes as 'the main obstacles to good practice' (heavy caseloads and lack of supervision), Munro states that '.....the interplay between workers and the work environment is the most productive was of improving standards and reducing errors.'
- 3.14 Manageable caseloads are essential to achieving a more stable workforce and also ensure that children receive the best intervention where and when it is needed. The recommendations in this report are based on advocating average caseloads which reflect our understanding of what is right for Monmouthshire Children's Services in respect of 'good' practice and correspondingly supports a stable, skilled and confident workforce.
- 3.15 There is clear evidence nationally that the overwhelming reason why Social Workers leave employment strongly correlates to unmanageable workloads, lack of developmental opportunities and lack of management support. The converse is equally true; where social workers have reasonable caseloads and access to high quality, regular supervision, not only do they stay with the organisation, but the work they carry out is of higher quality.
- 3.16 Based on current analysis, in the Early Help, Duty and Assessment team the average caseload required to ensure safe practice would be between twenty and twenty five cases per worker.
 - In figure 4, the green bar demonstrates the current average case load per worker in the including the additional (agency) worker.

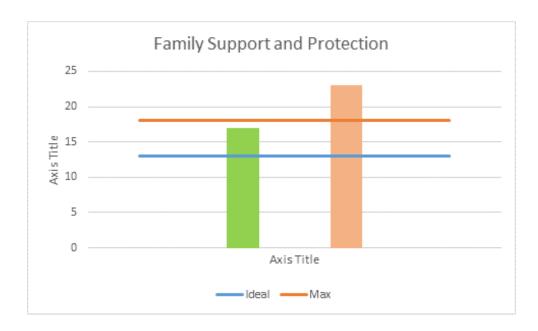
The pink bar is the average case load per worker if resourced by the establishment only without the additional (agency) worker.

In summary the diagram below for Early Help, Duty and Assessment highlights each worker would have to be allocated an additional 5 cases (minimum) which would be deemed unsafe and unmanageable, particularly where these are newly qualified.

Figure 4



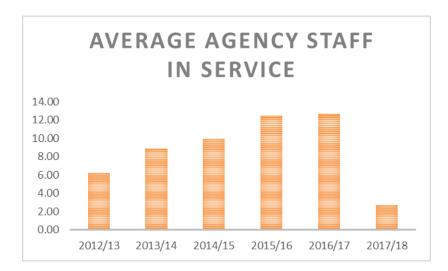
3.17 In the Family Support & Protection team Figure 5 describes the average case load numbers with and without the recommended additional posts within the establishment. As this team works with more complex cases (particularly those within court proceedings) workers require lower caseload parameters.



Case for establishment of permanent posts

- As set out in previous reports a critical element of the improvement programme for Children's Services has been the focus on recruiting permanent workers coupled with a strengthened practice management structure. Workforce stability and effective leadership at a practice level provides the foundations to building strong and sustainable services. A stable and consistent workforce allows for continuity of service to families, shared service knowledge and history, and ultimately better outcomes for children.
- 3.19 Over the last 18 months the service has delivered against this objective through external recruitments and through attracting agency workers to move onto the council's 'terms and conditions'. At the start of 16/17 there were 18 agency workers across Children's' Services. Currently there are 7, which demonstrates 38.3% reduction. Figure 6 demonstrates the average number of agency social workers working within the service (calculated on average yearly basis).

Figure 6



320 The current agency workers assignments within the service are: age

- One covering a Social Worker post (to back-filling a temporary secondment into a Senior Practitioner role)
- One covering an establishment vacancy (currently being advertised)
- Five workers in non-establishment assignments (the subject of the current recommendations in this report).
- Agency exit plans for these five non-establishment posts cannot be safely achieved within the current establishment because of service demands.
- The cost differential between employing an agency social worker and a permanent worker on Monmouthshire Terms & Conditions is approximately £13,000 per annum, which over over five posts equates to £65,000.
- There will be further challenge to reduce the reliance on agency staff if the recommendations in this report are agreed (as per option 2). Given, our recent track record in successfully attracting workers into Monmouthshire Children's Services we are confident that this is achievable.

Business Case for the recruitment of additional contact workers

3.24 There has been a sustained increase in the numbers of children looked after by the Local authority and currently the numbers stand at over 147. The staffing establishment for the contact team was based on the LAC population as of 2014 which was 103 children, a rise of over 40%. Consequently this rise in numbers, together with increased demand from courts, has resulted in the contact team being unable to keep meeting the increasing demand and consequently we have relied on the use of Independent providers.

- 3.25 This has resulted in an increasing number of contacts being commissioned from independent providers and currently the main independent provider is commissioned to cover contacts for 14 families, on behalf of the authority. The cost of commissioning these external providers for contact services has risen from £4,300 per month approximately during 2016-2017, to £7,100 per month for current year.
- 3.26 Whilst previously, we have tried to limit the use of independent providers to cover weekend contacts only, this is no longer the case and approximately 80% of contacts, now covered by the independent sector are inside normal working hours, which could be covered by Terms & Conditions for our in-house service, if we were sufficiently staffed.
- 3.27 By providing an additional full time support worker to the contact team on a temporary basis for 6 months, not only will we be able to cover staff sick leave more efficiently but also achieve a cost avoidance to the local authority by avoiding the additional costs of using independent providers.

മ G D Figure 7

G ontact Hours	Annual Costs for External Spot purchase contract	In house Provision Cost	Diff/potential saving	Rational
37hrs temporary contract	£86,400 /2 = £43,200	£33,000/2=£16,500	£26,700.00	To directly reduce current use of external provider – cost saving

4 OPTIONS APPRAISAL

OPTIONS	BENEFITS	DIS-BENEFITS	RECO MM- ENDE D	COST
1. No increase to the workforce	Agency staff can be quickly released from	The continued use of agency resource	No	£60,000 pressure
establishment	1 4 m. s. m. y 1 s. s a a a a a a a a a a a a a a a a a			as agency

Page 214 2. Increase compliment in line with demand	Teams would remain stable without the need for consultation	Inability to withdraw from the agency market Instability in the workforce undermines service and practice improvement, and fails to promote consistency and good practice Instability in the workforce leads to a poorer experience for the child and family with the risks associated with 'starting again' with a vulnerable family – local knowledge of families is not retained within the service Instability within the workforce increases the pressure for seniors and team managers in particular having to manage a transient workforce This will result in a disproportionate alinement of the workforce according	No	staff would have to be retained to meet current demand
compliment in	stable without the need	disproportionate alinement	No	£244,653
3. Move post within the service in line with demand,	This will eliminate the risk to the Authority of having to use agency workers and allow for a	Within this option it has to be recognised that required savings will not be achieved within the initial stages of	YES	£196,705

		d MTED ' '''	I	
increase staffing	structured programme	the MTFP as savings will be		
compliment	of withdrawal from the	used to fund the additional		
through	agency market.	staff compliment required.		
permanent				
recruitments to	It will support the	This option reduces		
assist with	service to meet current	resource within the		
budget	demands and	Placement & Support Team		
management	pressures.	whilst requiring this service		
managomoni	procedures.	area to progress with its		
	Improvements in	targets through the		
	service data can	Fostering Project and		
		Medium Term Financial		
	identify if additional	Plan. This has been		
	capacity is no longer			
	required.	mitigated against within the		
	0. ".	risk assessment.		
	Staff turnover rates			
	within Children's			
	Services indicates that			
_	should the workforce			
0	need to be downsized			
Page	in the future, this will be			
Φ	achievable through			
215	natural movement of			
(J	staff.			

5 EVALUATION CRITERIA

Early Help Duty & Assessment

5.1 The conversion of one Social Worker post into a Senior Practitioner post will enable the social workers to receive quality support, supervision and decision making by a Senior Practitioner. It will ensure adequate cover of the duty rota to ensure that targets regarding timescales on decision-making for multi-agency referrals and assessments, both critical to ensure safe and effective practice. It also ensures that cover can be maintained during periods of absence (annual leave, sickness, etc). Both Senior Practitioners will have the capacity to quality assure practice as well as coach, train and develop the team to raise standards and ensure consistency within decision making and thresholds and the provision of Information, Advice and Assistance. The conversion of one agency assignment to a

Performance Data:

- Case loads
- Number of decisions made on contacts within 24 hours
- Numbers of assessments completed within statutory time-scales
- Numbers of families achieving desired outcomes
- Staff turnover

Family Support & Protection

5.2 The conversion of three temporary agency worker assignments into three permanent Social Worker posts will ensure safe case load levels in accordance with the complexity of case work. The conversion of one temporary agency worker assignment into one permanent Senior Practitioner post will enable the social workers to receive quality support, supervision and decision making by a Senior Practitioner. This is particularly important given the current pressures within the judiciary where the Social Workers benefit from experienced Senior Page 216 Practitioners and Team Manager.

Performance Data:

- Number of cases progressing through court within statutory timescales
- Numbers of statutory child protection visits and core groups held within timescale
- Case loads
- Staff turnover

Placement & Support Team

By employing an additional contact worker this should reduce the numbers of spot purchased contact worker sessions from independent providers. The Placement and Support Team will be required to continue to meet service demands and work to the target set out with the fostering project and the medium term financial plan.

Performance data:

- Numbers and costs of spot-purchased supervised contact sessions
- Number of fostering and kinship carer assessments completed to timescale
- Net number of Monmouthshire foster carers recruited and numbers of children placed
- Case loads
- Staff turnover

Business Support Team

5.4 The amalgamation of unutilised Business Support hours within the establishment into a permanent business support post will ensure full utilisation of the budget and will ensure the teams receive quality Business Support.

The review and revision of the Business Support Manager job description, identifying a key role of supporting the service with all aspects of staff recruitment including; attraction, advertising, safe recruitment, selection and workforce planning activities within children's services workforce will support the overall workforce plan and will assist the management team in delivering the workforce plan in the most productive manner and will ensure long term sustainability.

Performance Data:

- Numbers of staff recruited

6 REASONS:

- Ensure service demands are consistently met and that children are not exposed to further risk or harm.
- Reduce risk to the authority from external regulators, judicial review and human rights applications.
- Reinforce good practice and sustain positive progress within the service.
- Reduce the reliance on the use of agency staff and thereby further reduce costs.
- Assist with the retention of permanent staff, senior practitioners and team managers.
- Ensure there is a stable and consistent Social Work team to support children, young people and families.

RESOURCE IMPLICATIONS:

- 7.1 The cost of the five additional over-establishment posts is £244,653.
- 7.2 If recommendation 2.3.2 is accepted this will represent savings of £47,948 (deletion of 1 social work post from Placement and Support Team).
- 7.3 Children's Services set out in the medium term financial plan a range of saving proposals for the first year (2018-19) including i) one child returning to an 'in-county' placement from a residential provision representing savings of £148,012, ii) the transfer of 5 independent fostering placements to Monmouthshire carers representing savings of £103,205 and iii) recuperation of £106,000 saving from Continuing Care funding.
- 7.4 It was recognised within the authority's medium term financial plan that these savings would be set against the costs of the proposals and that consequently, Children's Services would not start to contribute to overall savings until year 2021/22 at the earliest.

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- 7.5 Cabinet members will be aware of the deteriorating position regarding the projected overspend within Children's Services at Month 7. The pressures are directly correlated to the increased Looked After Child population particularly because of our reliance on independent / private providers of residential, fostering and support living placements. There are active work streams in place, aligned to our medium term financial planning targets, to support budget recovery. Never-the-less this will undoubtedly result in some set-back in Children's Services ability to contribute to the overall savings required by the Authority.
- 7.6 The cost of a temporary contact support worker is met via the savings on spot-purchased sessions as at Figure 7.
- 7.7 The additional cost of converting one Social Work post to a Senior Practitioner is approximately £5,000 and will be met through the reduced regional costs of the Intensive Family Support Service.

8 RISK ASSESSMENT:

Risk	Uncontrolled Risk	Control	Controlled Risk
Trability to recruitment ocial Workers with the relevant skills whowledge & experience to the vacant new establishment posts	High	Plan and carry out a targeted marketing campaign in a timely manner	Medium
Increase labour turnover of Social Workers if caseloads are too high.	High	Option 3 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Low
Increase absence levels if caseloads are too high.	High	Option 3 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Low

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Reputational damage and inability to attract applicants longer term from the external market if caseloads are too high	High	Option 3 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Low
High caseloads could results in poor outcomes & decision making for children and young people	High	Option 3 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Medium

The risk to the service of redundancy is low because of the overall expansion of the service to meet demands. In the event that the service is unable to fund redundancy costs we will look to call on the corporate reserve fund.

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

9.1 The new service delivery model has been developed to impact positively on all children any young people and the families the service work with. This will be regularly updated and reviewed as the model is implemented. The proposals in this report looks to align people's skills and competencies to increase organisational efficiency and effectiveness in line with the Social Services and Well Being (Wales) Act.

10 CONSULTEES:

The service has consulted the workforce on these proposals and will continue to listen, consider and reflect the views of the workforce during the implementation phase. Consultation feedback and responses are collated at Annexe 1

- Children's Services Management Group
- Directorate Management Group
- Senior Leadership Team
- Children's Services
- Unions: Unison & GMB

- CYP Select
- CYP Management Team

BACKGROUND PAPERS: 11



CAFCASS figures

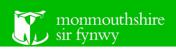
12 **AUTHOR: Jane Rodgers**

CONTACT DETAILS: ₆ Page 220

Tel: 01633 644054

E-mail: janerodgers@monmouthshire.gov.uk





Future Generations

Name of the Officer Jane Rodgers Phone no: E-mail: JaneRodgers@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Realignment of workforce to ensure most effective response to demand across children's services.
Name of Service	Date Future Generations Evaluation form completed 9 th Nov 2017
Children's Services	

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The on-going work to revise children's services structure will have a positive impact as it articulates a number of actions which will ensure that resources are effectively and efficiently used within Monmouthshire. The promotion if Monmouthshire foster carers will	This service re-design will be managed through the authorities' protection of employment policy.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	retain money within the area rather than going to private profit.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The service developments seek to maximise its resources in respect of addressing the needs of the most vulnerable children and families in the county	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support. To this end these current proposals support this 'people focused' approach.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The proposals regarding the fostering project will promote Monmouthshire foster placements for Monmouthshire children and thereby enabling children and young people to retain their friendships, education, and community activities, all of which promote cohesive communities.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	This will promote a strong sense of community pride and achievement in supporting local children and young people within our communities.	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and	The proposals are designed to support local children and young people to remain in their families and communities they are from.	We have an agile working policy that support staff towards achieving a healthy work life balance.
protected. People are encouraged to do sport, art and recreation		Any necessary external recruitment will be marketed bilingually
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposals support Equal Opportunities by ensuring that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family, extended family and communities, and avoid the need for children and young people to become looked after.	We will work with colleagues to ensure appropriate equal opportunities with regards implementing to the protection of employment policy.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

	tainable nent Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
Long Term	Balancing short term need with long term and planning for the future	The proposals sit within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for Children's Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen the capacity within the service to meet demands both in the short medium and long term.	N/A
Collaboration	Working together with other partners to deliver objectives	The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6 th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for children and families within Monmouthshire. This is well evidenced through the family support review work and our work to maximise the benefits of Families First grant through developing a coherent pathway of early intervention and support.	N/A

Sustainable Development Principle		Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?		
Involvement	Involving those with an interest and seeking their views	These proposals are in response to service demands and concerns around the welfare and safety of individual young people. We are encouraging young people to get involved in the services through our LAC and care leavers group.	It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.		
Prevention	Putting resources into preventing problems occurring or getting worse	The proposals support the shift away from service led solutions to well-being, early intervention and prevention. The proposals will assist and enable children and young people to achieve in their childhood, and that they can be successful in their futures. We will ensure that achieving the best for children and young people is at the centre of everything we do. We will safely support families and children to achieve the best possible outcomes for their lives.	We will continue to review how we manage our resources to ensure we have a flexible structure that can adapt to the changes required in order to deliver our services.		
Integration	Considering impact on all wellbeing goals together and on other bodies	The service delivery model will help ensure that we find safe and appropriate ways to work with families and children to help them meet their needs, including their need to be protected from harm. Whenever it is safe to do so, we will always look for ways to support people in our communities.	N/A		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: http://hub/corporatedocs/Equalities/Forms/AllItems.aspx or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The service is being developed to impact positively on the children and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families. We encourage foster carers of all ages, cultures and backgrounds to support our children and young people in care.	N/A	In line with change management processes we would look to mitigate any potential future impact.
Disability	As above	N/A	As above
Gender reassignment	As Above	N/A	As Above
Marriage or civil partnership	As Above	N/A	As Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A
Sex	As Above	N/A	As Above
Sexual Orientation	As Above	N/A	As Above
Welsh Language	As Above	N/A	As Above

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx and for more on Monmouthshire's Corporate Parenting Strategy see http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Two of the principals on which the review is based is ensuring that safeguarding and corporate parenting	N/A	Safe recruitment practices will be followed for all Children's
Corporate Parenting	issues are fundamental to all considerations	N/A	Services appointments.

5. What evidence and data has informed the development of your proposal?

The evidence and data that has informed this report is:

- 1. The Social Services and Wellbeing (Wales) Act 2014
- 2. Protection of Employment Policy
- 3. Financial data Agresso
- 4. Service user data PLANT
- 5. Employee consultation within both Children's services and across Monmouthshire.
- 6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the current proposals and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

	The impacts of this proposal will be evaluate	ated on:	Nov 2018
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Full Service Consultation	November 2017	
2	CYP Select Committee	November 2017	

Agenda Item 4g



REPORT

Subject: COUNCIL TAX BASE 2018/19 AND ASSOCIATED MATTERS

Directorate: Resources Meeting: Cabinet

Date: 6th December 2017

Divisions/Wards Affected: County Wide

1. PURPOSE:

To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2018/19 and to make other necessary related statutory decisions.

2. RECOMMENDATIONS:

- 2.1 That in accord with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, the amount calculated by the Council as its Tax Base for 2018/19 shall be notified as £45,887.85 and the Collection Rate set at 99.0%.
- 2.2 That no Special Resolution declaring Drainage Rates as Special Expenses be made.
- 2.3 That any expenses incurred by the Council in performing in part of its area a function performed elsewhere in its area by a Community Council shall not be treated as a special expense for the purpose of Section 35 of the Local Govt. Finance Act 1992.
- 2.4 That Council Tax setting continues to be a function of full Council.

3. KEY ISSUES:

3.1 Council Tax Base

For each financial year the Council shall set its Council Tax, taking account of its own total net budget requirement and amounts receivable for redistributed Non Domestic Rates, Revenue Support Grant and any other additional grants. It will also take account of any precepts it receives from other authorities and the value of the Council Tax Base. In simple terms, the net spending not met by grant is divided by the Tax Base to give the amount of Council Tax for a dwelling in Band D. The budget requirement, grant calculations and precepts will be addressed in the Council Tax Setting report.

It was agreed by Council in January 2005 that the, largely technical, matter of the Council Tax Base Resolution and tax setting should be dealt with by Executive decision. Legally, the tax setting decision could also be decided by the Executive, but has always been referred to full Council given its wide interest and importance. It is therefore recommended that this continue to be put for decision by full Council.

The ratified council tax base information must be passed to Welsh Government (WG) by 3rd January 2018 with reference to dwellings in the Valuation List as at 31st

October 2017 and taking into account anticipated changes likely to occur during 2018/19. Provisional information has been provided to WG, if any changes to policy are considered which affect the tax base, revised information will need to be submitted. Significant differences may require WG to make adjustments to the RSG entitlements via an amending report. The prescribed period during which Councils would notify precepting authorities of the council tax base figure is normally 1st November to 31st December.

3.2 Collection Rate

It should be recognised that council tax is being perceived as an increasing burden on taxpayers with more arrangements outside the statutory scheme being sought, thereby increasing the time over which the debt is paid.

Between 2004/5 and 2007/8 the anticipated in-year collection rate was static at 96%; this was increased to 96.5% for 2008/9 and 2009/10 and to 97% for 2010/11. From 2011/12, despite ongoing economic difficulties, the collection rate was increased to 98%, reflecting results achieved in subsequent years from sustained recovery action. In 2016/17 the collection rate was increased further to 98.5%. For 2017/18 it was considered reasonable to increase the collection rate to 99.0% and this will remain for 2018/19.

The Council Tax Reduction Scheme (CTRS) was introduced by the Welsh Government on 1st April 2013, replacing what was the Council Tax Benefit Scheme. On inception the Welsh Government fully funded the scheme, pending a full review. This review was concluded in the summer of 2014, with the Welsh Government announcing its intention to continue to fund the scheme for another 2 years - 2015/16 and 2016/17. The scheme was extended into 2017/18 and the Welsh Government have recently confirmed that these arrangements will continue for 2018/19. The arrangements for 2019/20 onwards will be determined as part of wider considerations about how to make council tax fairer.

Funding will therefore remain at current levels but Local Government will have to fund additional costs arising from any Council Tax increases. From a household perspective they will not be required to make any contributions.

3.3 Special Items and Expenses (Section 34)

Certain items of expenditure, and precepts made upon the Council by Community Councils are applicable only to certain parts of the area and special rules exist to deal with these items. These rules apply to all of the Town and Community Council precepts in respect of each of their respective areas. They also apply to Drainage Rates which are charged only in certain parts of the East and South of the County area. The Council has always considered that the general body of taxpayers should be treated equally in this respect and such expenditure should be defrayed over the whole area rather than charged as an additional item on those who happen to be in a particular catchment area. If this view continues to prevail then no special resolution declaring these to be special expenses will be necessary.

Finally, expenses incurred by an authority in performing in part of its area a function performed elsewhere by a Community Council (concurrent functions) must be treated as a special expense unless a negative resolution is in force.

The effect of the above result is a recommendation leading to drainage rates and concurrent functions being charged equally across the County.

4. OPTIONS APPRAISAL

Not applicable. This is a statutory report

5. EVALUATION CRITERIA

Not applicable.

6. REASONS:

- 6.1 To agree the council tax base figure and the collection rate for the forthcoming financial year as required by legislation.
- 6.2 To determine whether a special resolution should be made declaring Drainage Rates a special expense.
- 6.3 To determine whether or not any expenses incurred in part only of the area should be treated as special expenditure in accordance with the relevant legislation.
- 6.4 To confirm that the important matter of tax setting should continue to be a function of full council rather than be devolved for executive decision.

7. RESOURCE IMPLICATIONS:

Overall the Council Tax base calculated for 2018/19 has risen by 0.77% compared to 2017/18. This increase takes into account the anticipated changes in dwellings. The estimated income derived from this (£431k) has been included in the developing budget proposals which are to be considered by Cabinet.

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

There are no implications for sustainability, safeguarding and corporate parenting.

The Council Tax base itself is mainly calculated from information about the numbers of properties within the County, adjusted to an equivalent band D figure for things such as discounts, exemptions and reliefs, and is therefore based on fact and provided for information.

Our Sustainability Community Officer has confirmed that under these circumstances there is no requirement to complete a Future Generations Evaluation.

9. CONSULTEES:

Cabinet
Senior Leadership Team
Head of Finance
Head of Legal

10. BACKGROUND PAPERS:

None

11. AUTHORS:

Ruth Donovan - Assistant Head of Finance: Revenues, Systems and Exchequer

Sue Deacy - Revenues Manager

12. **CONTACT DETAILS:**

Email: ruthdonovan@monmouthsire.gov.uk

Tel: 01633 644592

Email: suedeacy@monmouthshire.gov.uk
Tel: 01633 644218

Agenda Item 4h

SUBJECT: WELSH CHURCH FUND WORKING GROUP

MEETING: Cabinet

DATE: 6th December 2017

DIVISIONS/WARD AFFECTED: AII

1. PURPOSE:

1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2017/18 financial year held on the 9th November 2017.

2. RECOMMENDATION:

2.1 We resolved that the following grants be awarded as per the schedule of applications.

SCHEDULE OF APPLICATIONS CONSIDERED 2017/18 – MEETING 4.

(1) St Cenedlon's Parish Church requested £4,000 to assist in the tarmacking of the church car park to provide an all-weather car park for parishioners, the disabled and visitors to the church.

Recommendation -£2,000 awarded to enable the provision of an all-weather car park at this community facility.

(2) Caldicot Events Committee requested £1,000 to assist in the purchase of temporary staging for community events over future calendar years as a long-term replacement from hiring for every event.

Recommendation - £500 awarded to assist the community group in the provision of a long-term asset.

(3) Megan Thomas requested £500 to assist her educational development on an International Planning and Development Post-Graduate course.

Recommendation - £500 awarded to assist this Monmouthshire resident in furthering their educational development.

(4) St Peter's Parish Community Church requested £2,650 to assist in the urgent repairs to water damaged flooring, replacement of guttering and the provision of a small kitchen in the bell tower.

Recommendation - £2,000 awarded to assist in the repairs to flooring and the replacement of the church guttering on this community asset.

3. KEY ISSUES

The nature of the request in each case is set out in the attached schedule.

4. OPTIONS APPRAISAL

Options available to the Committee are driven by the information only supplied by the applicants

5. EVALUATION CRITERIA

No evaluation criteria is applicable to the grant awarded by the trust

6. REASONS

Meeting took place on Thursday 9th November 2017 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule.

County Councillors in attendance:

County Councillor A. Webb (Chair)

County Councillor D. Evans (Vice Chair)

County Councillor B. Strong

County Councillor S. Woodhouse

OFFICERS IN ATTENDANCE:

D. Jarrett Central Finance Officer
W. Barnard Senior Democracy Officer

6.1 DECLARATIONS OF INTEREST

It was agreed that declarations of interest would be made under the relevant item if appropriate.

A personal, non-prejudicial declaration of interest was made by County Councillor D. Evans for application 2, Caldicot Events Committee – funding assistance for purchase of temporary staging for Christmas Festival and other events as application signatory.

6.2 APOLOGIES FOR ABSENCE

None

6.3 CONFIRMATION OF REPORT OF PREVIOUS MEETING

The minutes of the meeting of the Welsh Church Fund Working Group held on Thursday 21st September 2017 were confirmed as an accurate record and signed by the Chairman.

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7. RESOURCE IMPLICATIONS

A total of £5,000 was allocated at Meeting 4 of the Welsh Church Fund Committee. A remaining balance of £28,791 remains available for distribution within the 2017-18 financial year.

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

There are no Future Generations, equality, safeguarding, corporate parenting or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

9. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Assistant Head of Finance
Central Finance Management Accountant

10. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2017/18– Meeting 4 (Appendix 2)

11. AUTHOR:

David Jarrett - Senior Accountant - Central Finance Business Support

12. CONTACT DETAILS

Tel. 01633 644657

e-mail: daveJarrett@monmouthshire.gov.uk



WELSH CHURCH FUND - APPLICATIONS 2017/18 APPENDIX 2

Monmouthshire's Allocation for 2017/18

REMAINING BALANCE

MEETING 4: 9th November 2	<u> 2017</u>								
ORGANISATION	ELECTORAL DIVISION	Signed by Councillor	REQUEST	DECISION	NATURE OF REQUEST	APPROX COST	<u>DATE</u> <u>Received</u>	<u>D of I*</u>	Comments
NEW APPLICATIONS AWAITING DECISION			£	£		£			
St Cenedlon's Parish Church, Rockfield, Monmouth	Llantilio Crossenny	R. Edwards	£4,000	£2,000	Funding required for materials, labour and equipment for the tarmacking of the Church Car Park	£4,000	25/09/17	No	The car park is currently not of a all weather construction, will aid access of parishioners and disabled.
2 Caldicot Events Committee	Westend	D. Evans	£1,000	£500	Funding assistance for purchasing of temporary staging for the Christmas Festival and other annual town events	£5,405	24/11/17	Yes	
3 Megan Thomas	Llantilio Crossenny	R Edwards	£500	£500	requesting funding to assist in completing a postgraduate course in International Planning and Development with a dissertation based in Singapore	£9,770	16/10/17	No	
Page St Peter's P.C.C.	Devauden	B. Greenland	£2,650	£2,000	assistance in urgent repairs to the roof of the church, replace guttering to the North and South side of the Church, replacement of water damaged flooring and install a social kitchen area in the Bell Tower	£6,650	26/10/17		The church plays in important part in the Community acting as a meeting point and provider of social amenities
Late Application									
Deferred Applications									
SUB TOTAL Meeting 4			£8,150	£5,000					
Meeting 1 Award				6,660					
Meeting 2 Award				4,000					
Meeting 3 Award				2,000					
Meeting 4 Award Meeting 5 Award				5,000					
TOTAL AWARDED FOR 2016/17 TO	DATE			17,660					
BUDGET 2017/18				31,400					
BALANCE B/F TO 2017/18				£15,051					

£46,451

£28,791

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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

Name of the Officer D Jarrett Phone no: 4657 E-mail: davejarrett@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 9 ^t November 2017.
Name of Service	Date Future Generations Evaluation
Finance	9 th November 2017

Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

ა Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Positive in relation to developing the skills and proficiencies of applicants	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive in that people's mental health and physical health is enhanced by a collective activity / process.	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and Precreation	Positive in relation to the promotion of culture in the community	
A more equal Wales People can fulfill their potential no matter what their background or circumstances	Positive in respect of helping people to achieve their potential irrespective of individual circumstances	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
Working together with other partners to deliver objectives	Not applicable to Welsh Church Fund Trust	
Involving those with an interest and seeking their views	Not applicable to Welsh Church Fund Trust	
Putting resources into preventing problems occurring or getting worse	Not applicable to Welsh Church Fund Trust	
Positively impacting on people, economy and environment and trying to benefit all three	Not applicable to Welsh Church Fund Trust	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	No impact	None	
Gender reassignment	No impact	No impact	
Marriage or civil Upartnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx and for more on Monmouthshire's Corporate Parenting Strategy seehttp://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

5. What evidence and data has informed the development of your proposal?

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants
funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments.
All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals,
organisations, communities and their associated assets.
All grants are awarded within the Charitable Guidelines of the Trust

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have

they informed/changed the development of the proposal so far and what will you be doing in future?

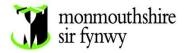
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	December 2017	Welsh Church Fund	On target
0			

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The Payment of grants awarded to the successful applicants
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Agenda Item 4i



SUBJECT: Crick Road – Proposed disposal to Melin Homes

MEETING: Cabinet

DATE: 1st November 2017

DIVISION/WARDS AFFECTED: AII

1. PURPOSE:

To consider the proposed disposal of the Crick Road site to Melin Homes in order to maximise social and capital value.

2. RECOMMENDATIONS:

- 2.1 That Cabinet agrees to dispose of the land at Crick Road, as illustrated on the attached plan and the financial detail included in the exempt appendix, to Melin Homes.
- 2.2 That Cabinet agrees to the acquisition of 2.29 acres of the Crick Road site from the third party land owner to enable the construction of a residential care facility, if the Business Case is subsequently approved by Cabinet.
- 2.3 The Head of Commercial and Integrated Landlord Services be authorised to conclude the negotiations in consultation with the Cabinet Member, Resources and the Chief Officer, Resources.
- 2.4 The Cabinet agrees to rely on the powers of the General Disposal Consent Order (2003), should it be determined by an independent valuation that the value obtained is less than could have been realised if the design principles of financial and social parity had not been applied and a transactional approach to disposal had been adopted

3. KEY ISSUES:

- 3.1 Crick Road is a 10.95 ha site allocated within the Local Development Plan as a strategic development site. The site is owned by this Council (shown in red) and a third party (shown in blue) as illustrated on the plan in Appendix 1.
- 3.2 Cabinet gave approval in June 2016 to enter into discussions with Melin Homes for the sale of this site on the basis that the development would

support the creation of a cohesive community that has regard to its place and local context. It was acknowledged that this approach required a departure from the traditional transactional approach to land sales and instead requires the landowner and developer to embark on an approach that seeks to equalise the importance of social and financial value, whilst observing the legal requirements that bind the Council when disposing of assets.

- 3.3 Since this report Council Officers and Melin Homes have been working collaboratively to design a scheme that has regard to its rural context, applies Poundbury principles, creates a sense of community and belonging and is underpinned by dementia friendly principles. The outcome is a design that will provide 285 homes, 71 of which will be affordable, embodies green infrastructure principles and has a mix of residential designs and scale. The houses for sale will be developed by Melin's trading arm, Now Your Home with the remainder being retained and managed by Melin Homes.
- 3.4 Surveys have been commissioned to establish development constraints and abnormal development costs so that the residual land value could be calculated. To date abnormal development costs have been identified in the region of £3,000,000 which relate to drainage, utilities, ground conditions and ecological issues. It is intended that as these costs are finalised the parties will share in any savings on an equal basis.
- 3.5 Discussions are underway with the owners of the third party land on the basis of an equalisation agreement. This will reflect the net value of the site, less costs and the benefit then apportioned on the basis of the size of the land holding.
- 3.6 There is a Service need to re provision a new dementia friendly residential care facility and this site has been identified as the preferred location. A separate report is being presented to consider the business case for this proposal, however it is worth noting that the design prepared has allocated 2.3 acres to the care facility. In the event that this does not proceed we would expect the land to be incorporated within the residential scheme, subject to the necessary planning consents.
- 3.7 Provisional heads of terms have now been agreed which will be the subject of an independent valuation to determine the bid demonstrates value for money. The agreed terms also provides social benefits which include a guarantee that the 71 affordable house will be constructed, with no subsequent reduction for viability reasons and apprenticeship opportunities will be created during the construction phase which will be managed by Y Prentis. The long term partnership approach enables the residents of the site to benefit from

initiatives post development which include, Melinworks, Melin Digital Academy, a handy man service, volunteer initiatives and general support and advice.

4. REASONS:

- 4.1 The purpose of this approach is to create a long term relationship between the parties and for the design to consider and where possible mitigate legacy issues that can arise from a development that does not consider context, local environment and place shaping principles. This proposal seeks to move away from the traditional transactional approach where financial considerations have precedence over social value and instead give them parity in our development and decision process.
- 4.2 The design proposed seeks to maximise the financial opportunities, without compromising its social outcomes and is an illustration of the benefits of a collaborative approach to development. Melin Homes will have a long term commitment to this site which be maintained beyond the sale phase and the partnership approach will continue as the community evolves, this will be particularly important if the Council chooses to proceed with the proposed development of a residential facility on this site.
- 4.5 This approach marks a shift aware from the traditional contractual model and provides both parties with the opportunity to work collaboratively to maximise the benefits. This has already been evident in the development of the site design and financial case as all of the due diligence and negotiations have been undertaken in an open and transparent manner underpinned by a shared purpose and clarity of outcomes. In the event that this approach is successful we will develop this as a model that can be replicated on other sites.
- 4.6 The General Disposals Consent Order, 2003 enables Council's to sell land at less than best price in the event that they can demonstrate that the transaction will result in economic, social or environmental benefits to the community. The terms agreed have provided us with certainty that the affordable houses will be developed, avoiding the possibility of a subsequent viability case being argued which seeks to reduce this developer burden. This combined with Y Prentis opportunities and the bespoke advice and opportunities that a Registered Social Landlord can provide can if necessary evidence the social and economic benefits that will accrue to the local community.

5. RESOURCE IMPLICATIONS:

5.1 Officers have agreed heads of terms which we consider reflect a market value for the site based on the development constraints and costs. This will be subject to an independent valuation, however in the event that it is concluded that an open market tender may have generated a higher receipt we will be relying on the General Disposal Consent Order to enable the sale to Melin Homes to proceed.

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

6.1 The concept proposed if agreed and subsequently adopted will provide significant opportunities to plan effectively for the future needs of the new community and provide affordable homes.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are none.

8. Consultees

Cabinet, Senior Leadership Team, Head of Legal Services, Economy & Development Scrutiny Committee

8. BACKGROUND PAPERS:

June 2016 Cabinet Report

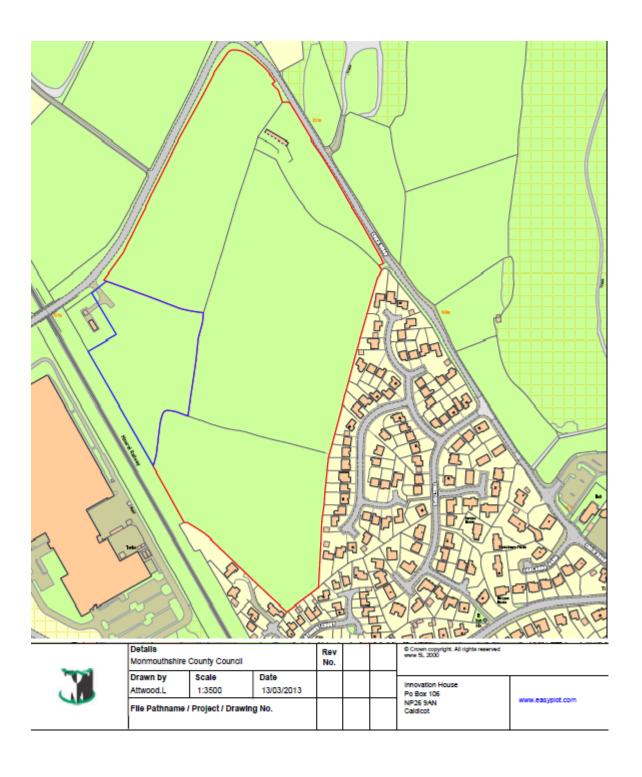
9. AUTHORS:

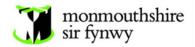
Debra Hill-Howells Head of Commercial and Integrated Landlord

Services

Debrahill-howells@monmouthshire.gov.uk

Appendix 1 – Location Plan





SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

MEETING AND DATE OF MEETING - Cabinet, 1st November 2017

TITLE OF REPORT: Capital receipt – Crick Road, Proposed disposal to Melin Homes

AUTHOR: Debra Hill-Howells, Head of Commercial & Integrated Landlord Services

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

EXEMPTIONS APPLYING TO THE REPORT:

Appendix 3

FACTORS IN FAVOUR OF DISCLOSURE:

Transparency in the work that the Council does.

PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:

May prejudice future negotiations with third parties and would release information relating to the financial or business affairs of an individual, particular person and/or company (including the County Council).

MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:

The factors in favour of disclose would be outweighed by those in favour of exemption.

RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

Date: 12 th October 2017
Signed: Debra Hill-Howells
Post: Head of Commercial and Integrated Landlord Services
I accept/do not accept the recommendation made above
Proper Officer:
Date:



By virtue of paragraph(s) 12, 14 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

