

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 25 July 2017

Dear Councillor

## INDIVIDUAL CABINET MEMBER DECISIONS

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 23 August 2017.

1. **RDP FUNDED TEMPORARY PART-TIME COACH TOURISM VISITOR INFORMATION POINT OFFICER POST** 1 - 32

**Division/Wards Affected:** All Wards

**CABINET MEMBER:** County Councillor R J W Greenland

**AUTHOR:** Nicola Edwards  
Food & Tourism Strategic Manager

**CONTACT DETAILS:**

**Tel:** 01633 644847

**E-mail:** nicolaedwards@monmouthshire.gov.uk

2. **STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM** 33 - 44

**Division/Wards Affected:** All Wards

**CABINET MEMBER:** County Councillor P Murphy

**AUTHOR:** Mark Hand – Head of Planning, Housing & Place-shaping

**CONTACT DETAILS:**

**E-mail:** [markhand@monmouthshire.gov.uk](mailto:markhand@monmouthshire.gov.uk)

**Tel:** 01633 644803/ 07773 478579

3. **SENIOR SOCIAL WORKER POST IN THE ADULT DISABILITY SERVICE, FOCUSSED ON CONTINUING HEALTH CARE (CHC) ISSUES** 45 - 56

**Division/Wards Affected:** All Wards

**CABINET MEMBER:** County Councillor P Murphy

**AUTHOR: Mike Logan**

**CONTACT DETAILS:**

**Tel: 07825 099130**

**E-mail: [mikelogan@monmouthshire.gov.uk](mailto:mikelogan@monmouthshire.gov.uk)**

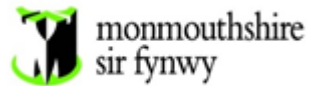
Yours sincerely,

**Paul Matthews  
Chief Executive**

### CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<b>Whole Authority Strategy &amp; Direction</b> CCR Joint Cabinet & Regional Development; Organisation review; Regional working; Government relations; Public Service Board; WLGA.	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	<b>Enterprise</b> 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
R.P. Jordan	<b>Governance</b> Council & Executive decision support; Scrutiny; Regulatory Committee standards; Member support; Community governance; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole authority performance; Whole authority service planning & evaluation		Cantref
R. John	<b>Children &amp; Young People</b> 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	<b>Social Care, Safeguarding &amp; Health</b> Children; Adult; Fostering & Adoption; Youth offending service; Supporting people; Whole authority safeguarding; Disabilities; Mental health; Health liaison		Raglan
P. Murphy	<b>Resources</b> 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	<b>County Operations</b> Highways maintenance, Transport, Traffic & Network Management; Fleet management; Waste including recycling; Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes &	SEWTA Prosiect Gwrydd	Goytre Fawr

	biodiversity; Flood Risk.		
S. L. Jones	<b>Social Justice &amp; Community Development</b> 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.



<b>SUBJECT:</b>	<b>RDP FUNDED TEMPORARY PART-TIME COACH TOURISM VISITOR INFORMATION POINT OFFICER POST</b>
<b>MEETING:</b>	<b>23 AUGUST 2017</b>
<b>CABINET MEMBER:</b>	<b>CLLR GREENLAND</b>
<b>DATE:</b>	<b>31 JULY 2017</b>

**1. PURPOSE:**

- 1.1.1 To seek Cabinet Member approval for the recruitment of a temporary part-time Coach Tourism Visitor Information Point Officer which is fully funded under the approved Vale of Usk (VoU) Rural Development Programme (RDP) LEADER Visitor Information project.

**2. RECOMMENDATIONS:**

- 2.1 To approve the recruitment of a temporary part-time Coach Tourism Visitor Information Point Officer which is fully funded under the approved Vale of Usk RDP LEADER Visitor Information project.

**3. KEY ISSUES:**

- 3.1 Monmouthshire County Council Tourism has been successful in its application for £49,153.84 RDP LEADER funding for a Visitor Information and Coach Tourism Project, which includes the above fully funded temporary part-time post. The purpose of this post is to deliver improvements in local visitor information provision and to work with local businesses to capitalise on the opportunities of coach tourism.
- 3.2 The approved project aims to develop a more sustainable visitor information service in the context of reducing local authority budgets in a way which maximises and distributes the benefits of the service more widely across the area. Approved activities include:
- A review of current visitor information provision & support across the Vale of Usk RDP area
  - The identification and development of appropriate local solutions (in partnership with relevant stakeholders) to sustain / improve visitor information provision across the area
  - Development and delivery of ambassador training to support the new arrangements
  - Establishment and support of a VoU RDP visitor information group for members to share good practice and network
  - Development and delivery of a new Vale of Usk visitor information point (VIP) scheme
  - Development and implementation of a Vale of Usk Group Travel initiative to help local businesses capitalise on the opportunities of coach tourism.
  - Development & delivery of pilot product knowledge / tour guide training based on Roman Caerwent
  - Development and promotion of new coach tourism itineraries
  - Development of a new coach tourism toolkit for businesses / ambassadors

- 3.3** The encouragement of coaches and groups is an important element of building a buoyant visitor economy and transforming visitor attractions into successful businesses. There are however common challenges facing coach operators, destinations and attractions particularly as this large potential market is often ignored or discouraged through a lack of understanding of its requirements. This project and post provides a clear commitment to welcoming coaches to the Vale of Usk project area, with Abergavenny & Chepstow TICs operating as coach tourism hubs.
- 3.4** The project is one element of a three pronged approach to developing a more sustainable future for the Tourist Information Centre service, which Monmouthshire communities and businesses value so highly. In Monmouthshire's 2016 Tourism Business Survey, 89% of respondents agreed with the statement that *'Tourist Information Centres are an important part of the destination offer and should be prioritised for support'*.
- 4. REASONS:**
- 4.1** The post is required to deliver specified activity within the approved Vale of Usk RDP LEADER Visitor Information Project. This links with identified priorities within Monmouthshire's revised Destination Management Plan 2017-2020.
- 4.2** The post will deliver added value to the TIC service by increasing the number of coach visitors to the Vale of Usk and improve their experience of the destination to encourage repeat visits and recommendations. According to research carried out on behalf of Welsh Government in 2012, each TIC enquiry (face to face, email and phone) is estimated to deliver a net additional value of £12.79 to the local economy.
- 4.3** The post will increase footfall and spend at Abergavenny and Chepstow TICs to achieve income targets to help offset operating costs.
- 4.4** The post will improve destination performance by increasing the benefits of coach tourism and distribute these more widely across the Vale of Usk area.
- 5. RESOURCE IMPLICATIONS:**
- 5.1** It is proposed that the project and post is managed by the Food & Tourism Strategic Manager, as this was the basis of the match funding and project approval.
- 5.2** The role description and person specification for the temporary part-time post is included as supporting evidence. The salary / SCP for the 12 hour per week post has been costed in the application and subsequently job evaluated as Grade D SCP 17-21 (pro rata) for 2 years at a total cost of £17,873.84.
- 5.3** The temporary part-time post will be based at Chepstow TIC with the 12 hours a week split equally between Abergavenny and Chepstow TICs.
- 6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)**



- 7. CONSULTEES:**  
Senior Leadership Team  
Cabinet
  
- 8. BACKGROUND PAPERS:**  
Vale of Usk RDP LEADER Visitor Information Project Application  
Vale of Usk RDP project approval offer letter  
Coach Tourism Visitor Information Point Job Role and Person Specification
  
- 9. AUTHOR:**  
Nicola Edwards  
Food & Tourism Strategic Manager
  
- 10. CONTACT DETAILS:**  
**Tel:** 01633 644847  
**E-mail:** nicolaedwards@monmouthshire.gov.uk

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16<sup>th</sup> May 2017

Nicola Edwards  
Food and Tourism Strategic Manager  
MCC  
County Hall  
Usk  
NP15 1GA

### Vale of Usk RDP Leader Funding

Dear Nicola

Thank you for submitting the following application:

**Project Reference and Title: T1005 – Visitor Information Project**

**Project Amount Requested: £49,153.84**

We are pleased to inform you that your application has been approved by the Vale of Usk Local Action Group. Andy Smith will need you to confirm your Cost Code, so funding can be made via Internal Transfer – if you could quote the above Project Reference with any claims.

Please could you also provide your Welsh Government Customer Reference Number (CRN) as this is required before payments can be made.

When you make any project payments please forward invoices and evidence of payment with the claim. If you are intending to use volunteer hours as match funding, please keep a volunteer log on the attached timesheet and submit it as evidence with your invoice.

Yours sincerely



Zara Bligh  
Rural Programmes Officer



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**2016 Vale of Usk LEADER Funding Application Form**

**Title of your Project: Vale of Usk Visitor Information Project**

**Section 1: Information about your group or business**

Main Contact Details			
Name:	Nicola Edwards	Telephone Number:	01633 644847
Your role in the Group:	Project Lead	Email address:	nicolaedwards@monmouthshire.gov.uk
About your Group			
Group Name:	NA	When was it established?	
Your Group's main purpose:		Do you have a bank account?	

**Section 2: Details about your project – please see attached score sheet to see how your project will be scored. Please use additional paper, if the space provided is insufficient.**

2a	<table border="1"> <thead> <tr> <th>Project Post Code</th> <th>Project Start Date</th> <th>Project End Date</th> </tr> </thead> <tbody> <tr> <td>Across Monmouthshire and rural wards of Newport</td> <td>On approval</td> <td></td> </tr> </tbody> </table>	Project Post Code	Project Start Date	Project End Date	Across Monmouthshire and rural wards of Newport	On approval	
	Project Post Code	Project Start Date	Project End Date				
Across Monmouthshire and rural wards of Newport	On approval						
<p>Please give a detailed description of your project.</p> <p>The information visitors receive within the destination has a significant influence on the quality of their experience (which in turn affects the likelihood of them recommending the area to others and returning themselves) and how much they spend with local businesses while they are here.</p> <p>Unprecedented cuts to local authority budgets has resulted in a vastly reduced visitor information service across Wales and the UK, despite the significant and quantifiable value that the service provides.</p> <p>This project aims to develop a more sustainable visitor information service in the context of reducing local authority budgets in a way which maximises and distributes the benefits of this service more widely across the area. Proposed activities include:</p> <ul style="list-style-type: none"> <li>• A review of current visitor information provision &amp; support across the Vale of Usk RDP area</li> <li>• The identification and development of appropriate local solutions (in partnership with relevant stakeholders) to sustain / improve visitor information provision across the area</li> </ul>							

- Development and delivery of ambassador training to support the new arrangements
- Establishment and support of a VoU RDP visitor information group for members to share good practice and network
- Development and delivery of new Vale of Usk visitor information point (VIP) scheme
- Development and implementation of a pan Vale of Usk Group Travel initiative to help local businesses capitalise on the opportunities of coach tourism.
- Development & delivery of pilot product knowledge / tour guide training based on Roman Caerwent
- Development and promotion of new coach tourism itineraries
- Development of new coach tourism toolkit for businesses / ambassadors

### **A review of current visitor information provision across the Vale of Usk RDP area**

At the moment visitor information is delivered in an ad-hoc way across the area, with little coordination or synergy. The existing arrangements in both local authority areas are as follows:

#### **Monmouthshire County Council (MCC)**

There are networked Tourist Information Centres in two of our three main towns in Abergavenny & Chepstow. Monmouthshire County Council makes a financial contribution to a shared service TIC at Abergavenny, which is managed on behalf of partners by Brecon Beacons National Park Authority. Chepstow TIC is managed directly by MCC with a mix of paid employees and trained volunteers delivering the service. Shire Hall staff provide a local visitor information service in the reception of the attraction in Monmouth. Other seasonal visitor information outlets include Usk Rural Life Museum, Old Station, Tintern and Caldicot Castle. In addition, there is an established Monmouthshire Ambassador programme and 5 visitor information kiosks which provide 24/7 digital information located at: Roadchef Services, Magor; Cattle Market Car Park, Monmouth; Castle Car Park, Chepstow; Old Station, Tintern and Bus Station Car Park, Abergavenny.

#### **Newport County Council (NCC)**

The following attractions and other venues currently operate as Tourist Information Points across the local authority area: Newport Museum (managed by NCC); Fourteen Locks Canal Centre (Canal & River Trust); Roman Fortress Baths (Cadw); Roman Legion Museum (Amgueddfa), and The Fwrrwm (commercial operator) in Caerleon. Staff at most of these locations are trained Newport Ambassadors. In addition there is a public realm digital information service 'The Newport Explorer' [www.visitnewport.wales](http://www.visitnewport.wales) for smart devices. The scheme, managed by Newport Business Improvement District, extends into Caerleon and the surrounding area.

A review of the above provision is required to identify and share best practice, to coordinate activity and deliver sustainable and synergistic improvements.

### **The identification and development of appropriate local solutions (in partnership with relevant stakeholders) to sustain / improve visitor information provision across the area**

The proposed review, undertaken in consultation with stakeholders, will identify appropriate local solutions which will then need to be developed. There is a need to encourage businesses to be more involved in visitor information provision as a way of attracting more visitors and delivering an enhanced experience. One initiative already identified for piloting is the development of Chepstow TIC as a visitor information hub which will involve installing and managing new visitor information leaflet racks around the town, (and ensuring they're topped up with local and relevant visitor information. Additional locations for TIPs have been identified at Newport Wetlands (RSPB) in Liswerry (between Llanwern and Marshfield), and

Tredegar House (National Trust) on the edge of Marshfield. (Although Newport Wetlands is located within a non RDP ward, the RSPB operated attraction serves neighbouring RDP wards.) Caldicot Castle and Abergavenny Castle have been identified as additional TIPs in Monmouthshire.

**Establishment and support of a VoU RDP visitor information group** for members to share good practice and network.

**Development and support of a Vale of Usk Ambassador programme** to underpin the visitor information provision arrangements, with volunteers and relevant businesses trained in product knowledge, sense of place and welcome.

**Development and implementation of a pan Vale of Usk Group Travel initiative to help local businesses capitalize on the opportunities of coach tourism.**

This involves developing two primary coach tourism hubs working closely with businesses in the towns and offering a meet and greet service to coaches. These hubs will be located at: Abergavenny TIC and Chepstow TIC. In addition, Caerleon will be promoted as a secondary rural hub. The locations have been selected for their coach friendly facilities including: parking, toilets, free entry attractions and cafes and eating outlets within close proximity.

Project activity will include development and promotion of a series of Monmouthshire / Newport 'Vale of Usk' group travel itineraries to coach operators. (Most coach trips are pre booked or pre organised for sale). It would also include an initiative to encourage local businesses to engage more effectively with the coach tourism market. This would involve an element of training to improve businesses understanding of how the market works and how best to engage with it.

Additional activity included in this project:

- Development of an e-newsletter campaign targeting coach tour operators / group travel organisers, which will include offers and incentives from local businesses
- Development of incentives for this market e.g. free meals for drivers, refunding Severn Bridge tolls to coach operators.

2b Please describe the objectives, benefits and priorities of your project

The project aims to develop more sustainable forms of visitor information provision so that economic and other known benefits of on-territory visitor information are not lost and to develop close working relationships with coach operators to help local businesses capitalize on the opportunities of the coach tour market.

The most recent economic impact study on TICs (undertaken in 2012 on behalf of Welsh Government) estimated that each TIC enquiry (email, telephone or face to face) generated £12.79 net additional spend in its locality.

The project also seeks to capitalize on the significant number of coach tours which currently visit Bath and Bristol by persuading some of them to extend their trip across the Severn Bridge into South East Wales.

The proposed activity will increase visitor numbers, maximize the area's visitor potential and social capital, increase the benefits of tourism to the local economy, and add value to local identity.

2c	<p>Why is your project needed and what evidence do you have of the need for it? <i>(please list sources, where possible)</i></p>
	<p>In 2015, 2.19m visitors came to Monmouthshire, generating an estimated £186.65m for the local economy (STEAM*, 2015). In the same year, Chepstow Tourist Information Centre (TIC) handled more than 40,000 visitor enquiries (despite restrictions on its operating period and opening hours), which delivered a significant and quantifiable financial value to the local area.</p> <p>The most recent economic impact study on TICs (undertaken in 2012 on behalf of Welsh Government) estimated that each TIC enquiry (email, telephone or face to face) generated £12.79 net additional spend in its locality. On this basis Chepstow TIC (which participated in the research) generated in excess of £500,000 for the local area in 2015.</p> <p>The advice given by TIC staff has a significant influence on what visitors see and do in an area, the study showed. Nearly three quarters of those obtaining information on attractions and places to eat and drink go on to visit them, and for events and paid activities the figure was just under half. In addition, over half of TIC users who took part in the survey said the information they were given would definitely encourage them to make another trip, demonstrating the important and positive influence that TICs have on future visits and spend in the area as well as helping to distribute the benefits of tourism more widely while visitors are in the destination.</p> <p>Despite evidence of the valuable contribution that TICs make to their local areas, unprecedented cuts to council budgets have led to a reduction in TIC service provision across Wales and the UK. Many TICs have closed altogether and others including Chepstow have been operating on greatly reduced opening hours and periods.</p> <p>The current depreciation of sterling increases the attractiveness of the UK to overseas visitors who we know particularly value / rely on local visitor information services during their stay.</p> <p>This project aims to develop a more sustainable visitor information service across the RDP Vale of Usk area. Without it, visitor information provision will continue its downward spiral.</p> <p>Approximately 5 coaches a day stop at Chepstow TIC over the summer months, but patronization of local businesses by these visitors is limited. This project provides an opportunity for local businesses to capitalize on the benefits of the coach tourism market and distribute these benefits more widely across the Vale of Usk area.</p>
2d	<p>What feasibility/survey and planning work have you undertaken with regard to the proposed project? Please indicate if these are part of the proposed project.</p> <p>No feasibility or planning work has yet been undertaken as the first activity within the proposed project is a review of existing provision.</p>
2e	<p>Does this project have links to other projects and initiatives? <i>(please list and explain)</i></p> <ol style="list-style-type: none"> <li>1. Our View – approved RDP project developing new digital marketing collateral based on personal recommendations of trained ambassadors.</li> </ol>



	<p>2. Wye Tour Tea Room Project, a current application for public sector TISS to establish a locally distinctive café at Chepstow TIC targeting the coach tourism market.</p> <p>3. Living Levels Landscape Partnership HLF project – developing the visitor experience and people’s understanding of the Levels between Chepstow &amp; Cardiff Bay. If approved, Chepstow TIC and Caldicot Castle will provide interpretation to improve understanding of this special man-created landscape.</p>
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2f	<p>Describe how the project is innovative (see guidance for definition) and has a similar project been successfully undertaken in any other area (<i>details, if possible</i>)?</p> <p>This project is innovative as its purpose is to find alternative and more sustainable ways of delivering visitor information services across the area, in ways that are appropriate to local circumstances.</p> <p>Abergavenny TIC is located within the Tithe Barn visitor attraction and is managed by Brecon Beacons National Park Authority on behalf of stakeholders including Abergavenny Town Council, Monmouthshire County Council, and St Mary’s Priory Development Trust.</p> <p>Chepstow TIC is at a key location (next to one of Monmouthshire’s most visited attractions) at the entrance to Wales. Recent consultation undertaken by MCC has highlighted the value placed on Chepstow TIC by local communities and businesses. The building is owned by MCC and was purpose built with funding from the then Wales Tourist Board. The terms of the lease prevent it being used for any other primary purpose than visitor information, so if the service ceases from this location, Chepstow is left with a key building in a prominent visitor location with no obvious use.</p> <p>The project will undertake a review of service provision across the RDP Vale of Usk area and identify and develop improvements and innovation.</p> <p>A successful VIP project has recently been rolled out in Swansea / Gower.</p>
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2g	<p>Are any of the Welsh Government strategies listed in the guidance notes covered by your project (please list)</p> <p>Welsh Government Tourism Strategy ‘Partnership for Growth’          Welsh Government TIC Economic Impact Study          The Wales We Want - Well-being of Future Generations (Wales)</p>
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2h	<p>Who is going to benefit from your project (<i>please explain how, with approx. numbers, if possible</i>)</p> <table border="1"> <thead> <tr> <th>Community Members</th> <th>Approximate Number benefitting</th> <th>Explain how</th> </tr> </thead> <tbody> <tr> <td>Youth</td> <td>10 residents plus visitors</td> <td><b>Resident population</b> By supporting tourism growth and extension of the tourism season (through enhanced visitor information provision and capitalising on coach tourism), the project will improve the quality and quantity of tourism related employment, thereby improving tourism employment opportunities in the area. The programme will also include opportunities</td> </tr> </tbody> </table>	Community Members	Approximate Number benefitting	Explain how	Youth	10 residents plus visitors	<b>Resident population</b> By supporting tourism growth and extension of the tourism season (through enhanced visitor information provision and capitalising on coach tourism), the project will improve the quality and quantity of tourism related employment, thereby improving tourism employment opportunities in the area. The programme will also include opportunities
Community Members	Approximate Number benefitting	Explain how					
Youth	10 residents plus visitors	<b>Resident population</b> By supporting tourism growth and extension of the tourism season (through enhanced visitor information provision and capitalising on coach tourism), the project will improve the quality and quantity of tourism related employment, thereby improving tourism employment opportunities in the area. The programme will also include opportunities					

		for training under the Vale of Usk Ambassador programme. <b>Visitors</b> An improved visitor information service / destination experience.
Employed	10 residents  10,000+ visitors	<b>Resident population</b> By supporting tourism growth and extension of the tourism season (through enhanced visitor information provision and capitalising on coach tourism), the project will improve the quality and quantity of tourism related employment, thereby improving tourism employment opportunities in the area. The programme will also include opportunities for training on product knowledge, sense of place and welcome under the Vale of Usk Ambassador programme. <b>Visitors</b> An improved visitor information service / destination experience.
Retired	40 residents  10,000+ visitors	<b>Resident population</b> The project includes support and training of ambassadors, re product knowledge, sense of place and welcome, to increase knowledge, confidence and skills of ambassadors to deliver an enhanced visitor experience. <b>Visitors</b> An improved visitor information service / destination experience.
Disabled	5	<b>Resident population</b> The project will actively encourage disabled ambassadors. <b>Visitors</b> An improved visitor information service / destination experience.
Low income/unemployed	5	Growing the benefits of tourism will improve the viability of all businesses involved in the visitor economy, including traditional tourism businesses and their suppliers. This in turn will help extend the main tourism season and support year round employment, improving the quality and quantity of tourism employment opportunities.
Other	1,000+	Overseas visitors who are more reliant on local visitor information services and who are growing in number in response to the reducing value of sterling.

Does your project consider the following:

	(delete)	Explain how
Equal opportunities for Minority Groups	YES	Opportunities for ambassadors will be developed and promoted in line with Monmouthshire County Council's equal opportunities policy.
Use of the Welsh Language	YES	TIC staff and volunteers are being encouraged to learn Welsh to enable them to deliver a bilingual visitor information service. All project communications will be bilingual in accordance with the Welsh Language Act and Monmouthshire County Council's Welsh Language Policy.
Use of Information Communication Technology (ICT)	YES	This project will make use of all available online marketing and communication channels including: <a href="http://www.visitmonmouthshire.com">www.visitmonmouthshire.com</a> visit_mon twitter visitmonmouthshire facebook page Visit Chepstow facebook page <a href="http://www.visitabergavenny.co.uk">www.visitabergavenny.co.uk</a> <a href="https://www.facebook.com/AbergavennyTIC/@Abergavennytic">https://www.facebook.com/AbergavennyTIC/@Abergavennytic</a> <a href="http://www.newport.gov.uk/visiting">www.newport.gov.uk/visiting</a> <a href="http://www.newport.gov.uk/en/Leisure-Tourism/Visit-Newport/Group-travel/Group-travel.aspx">http://www.newport.gov.uk/en/Leisure-Tourism/Visit-Newport/Group-travel/Group-travel.aspx</a> <a href="http://www.caerleon.net">www.caerleon.net</a>
Environmental Impact	YES	In improving product knowledge, this project will raise awareness of the special qualities of the local environment which will in turn encourage improved environmental responsibility. Encouraging an increased number of people to travel to the area by coach reduces congestion on roads and carbon emissions. Distribution of key messages / communications via online channels will avoid the negative impact of printing and hard copy distribution.

What are the economic benefits of your project?

Will your local economy benefit from the project?	YES	Explain how Each TIC enquiry (face to face, email or telephone) is estimated to deliver a net £12.79 benefit to the local economy. Developing a more sustainable service will ensure these benefits continue to be delivered and that the benefits increase by capitalising on the coach tourism opportunities.
Will the project lead to job creation or job safeguarded?	YES	The project will support tourism growth and help extend the tourism season to support better quality and year round employment.

2i	Please give details and supply evidence of all other sources of funding secured or being sought for the project.  Is this project dependent upon finding additional funding? NO		
	Source of funding	Amount	Date of decision

### Section 3: Delivering & managing your project

3a	<p>What do you hope to achieve with this project and explain when you think the key steps will be achieved?</p> <ul style="list-style-type: none"> <li>• Completion of a visitor information provision review and identification of best practice recommendations / local visitor information provision solutions. (December 2017)</li> <li>• Increased number of visitor information points (VIP) established across area and relevant businesses using their VIP status as a means of attracting more visitors. (December 2018).</li> <li>• Improvements in local visitor information provision across area and increased visitor satisfaction with service. (March 2018)</li> <li>• Active visitor information service network and sharing of best practice. (March 2018)</li> <li>• Growth in number of coach visitors and distribution of benefits across Vale of Usk RDP area through development and implementation of coach tourism initiative. (September 2018)</li> <li>• Increase in numbers of trained volunteers supporting visitor information service. (September 2018)</li> <li>• Increased visitor numbers using TICs / VIPs across Vale of Usk area. (December 2018).</li> <li>• New coach tourism itineraries developed and promoted (December 2017).</li> <li>• New coach tourism training developed and delivered to relevant businesses / ambassadors. (March 2018)</li> <li>• New Vale of Usk coach tourism toolkit developed for businesses / ambassadors. (March 2018).</li> <li>• Pilot product knowledge / tour guide training on Roman Caerwent developed and delivered. (March 2018)</li> </ul>
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	<ul style="list-style-type: none"> <li>Continued growth in volume and value of tourism across Monmouthshire and Newport. (March 2019).</li> </ul>
3b	<p>What risks have you identified that might affect your project?</p> <ul style="list-style-type: none"> <li>Future reductions in LA budgets too deep and too fast to allow development of sustainable service</li> <li>Identified solutions not acceptable to local stakeholders</li> <li>Lack of interest from businesses in VIP opportunities.</li> <li>Insufficient interest in ambassador training and / or volunteering opportunities</li> <li>No interest from businesses in capitalising on coach tourism opportunities</li> </ul>
3c	<p>How do you intend to deal with these risks? <i>(support may be available if you require it)</i></p> <ul style="list-style-type: none"> <li>MCC budget commitment to its TICs confirmed for 17/18</li> <li>Identified solutions developed in consultation with local stakeholders</li> <li>Businesses made aware of VIP support and opportunities to increase visitor numbers</li> <li>Ambassador programme and volunteer opportunities publicised widely</li> <li>Increase awareness of benefits of coach tourism and promotion of opportunities / training for businesses</li> </ul>
3d	<p>Please submit a copy of your Group's constitution and explain what experience members of the group might have that will be of benefit to the project.</p> <p>Project led by Monmouthshire County Council's Food &amp; Tourism Strategic Manager. Nicola is a destination manager with 15 years' experience of delivering and developing visitor information services. She is currently chair of the Wales Tourism Research Partnership and vice chair of the Southern Wales marketing consortium, which promotes the Cardiff Capital Region to travel trade and group travel markets. She has also developed and delivered training programmes for three cohorts of Monmouthshire Ambassadors.</p>

#### Section 4: Long term impact of your project

4a	<p>What do you expect to be the next steps for this project, and how will the project be sustained following this funding? <i>(We may be able to help you find capital funding)</i></p> <p>The project aims to develop a sustainable service which is less reliant on public sector funding.</p> <p>The project will encourage close working relationships between TICs and coach operators to increase the number of coach visitors to TICs, and inform the development of services to meet the needs of this market, thereby increasing income to offset future operating costs.</p> <p>The project will develop new and strengthen existing visitor information stakeholder partnerships.</p> <p>The project will increase volunteer support for visitor information services to reduce staffing costs of service.</p> <p>The project will improve product knowledge within the destination and provide local businesses with access to coach tourism opportunities.</p>
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	<p>The project will deliver improvements to local visitor information services and increase user satisfaction.</p> <p>The project will drive improved destination performance by increasing visitor numbers and spend. By enhancing visitor experience, their likelihood of recommending the area to others and returning to the area themselves is increased.</p>
4b	<p>How will you raise awareness of your project to your community and maintain the community interest in the future (if applicable)?</p> <p>There is already wide support for and interest in visitor information services and coach tourism opportunities, across the Vale of Usk RDP area.</p> <p>We will raise awareness of project aims and activity, and promote project opportunities across existing communication channels with stakeholders / interested parties, as well as via local press and social media channels.</p>

## Section 5: Financial information

### 5.1 Project Costs (*This section will be completed jointly with the project officer*)

Cost breakdown	How is this cost calculated. ( <i>Please indicate where the cost is estimated. If you are able to reclaim the VAT paid please add costs without VAT</i> )	£
Room Hire	2 days' room hire for Ambassador training	£280
Consultancy	Review of visitor information service provision across Vale of Usk, best practice & identification of appropriate local solutions (20 days @ £350)	£7,000
	Development and delivery of Vale of Usk Ambassador programme focusing on coach tourism and visitor information provision.	£3,500
	Development of Vale of Usk VIP scheme, design of marketing materials & leaflet racking specification (4 days @ £350 per day)	£1,400
	Development of new Vale of Usk coach itineraries in partnership with businesses and stakeholders	£1,400
	Development & piloting of Roman Caerwent product knowledge / tour guide training	£1,000
	Development & production of bilingual coach tourism toolkit	£3,000

Marketing & PR	<p>Development &amp; delivery of Vale of Usk coach tourism marketing plan:</p> <ul style="list-style-type: none"> <li>• development of offers and incentives</li> <li>• e-newsletter campaign</li> <li>• production &amp; promotion of vouchers</li> <li>• targeted advertising in specialist coach / group travel publications</li> <li>• development of coach tourism area of visitmonmouthshire.com website</li> </ul> <p>Promotion of coach tourism and VIP opportunities to businesses</p> <p>Promotion of ambassador / product knowledge training / volunteering opportunities</p>	£7,500
Procured Services	<p>Tour Guide Services for fam trip</p> <p>Hire of coaches for familiarisation trips</p> <p>Design costs for coach tourism marketing campaign</p>	<p>£700</p> <p>£300</p> <p>£350</p>
Purchased items <£10,000		

Other Costs (please list)	Salaries 2 days per week (1 each at Abergavenny and Chepstow) to establish VIP schemes and deliver coach tourism initiative	£17,873.84 (over 2 years based on £4468.46 per centre per year based on salary rate of £10.23 per hour plus on costs)
	Project Management	£17,102 (1 day per week for 2 years)
	Production and installation of 10 free standing branded leaflet racks @ £300 each	£3,000
	Food & drink for training courses and familiarisation trips	£750
	Welsh translation costs @5p per word	£700
	Support for visitor information network to share best practice 2 events per year @£100 each	£400
<b>Total Project Cost</b> (Do NOT include VAT if you are VAT registered)		<b>£66,255.84</b>



<b>Match Funding</b> <i>Must be a minimum of 20% of the total project cost. (Refer to Appendix 1)</i>			
Type	Provide details of your sources of match funding below		£
Cash Contributions			0
In-kind funding you will provide	Project Management by Food & Tourism Strategic Manager		£17,102 (26%)
<b>Total match funding</b>			
<b>LEADER Funding</b> <i>Must be a maximum of 80% of the total project cost.</i>			
Funding Required	£49,153.84	% of total project cost (Maximum 80%)	74%

## 5.2 Profile of Expenditure (This section will be completed jointly with the project officer)

Type of expenditure	First Qtr.	Second Qtr.	Third Qtr.	Fourth Qtr.	Total

## Section 6: The Rules and Regulations

### 6.1 Statutory requirements and permissions

Do you require:	Yes (Please tick)	No (Please tick)	Attached (Please tick)
Landlord, landowner or lease holder consent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning permission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Licences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific permission for continued general public access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other statutory permission e.g. Natural Resources Wales consent etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes please state:			

If yes to any of the above, please provide copies of the approval documentation with this application. If "no" where appropriate please provide written confirmation from the relevant authority that permission is not needed.

## 6.2 Data Protection and Publicity

The information provided on this application will be used in connection with the processing of the projects application and publicising, administration, evaluation and monitoring of the LEADER programme. To progress this application we may disclose the information we receive from you to others including public bodies and other Government Departments. To publicise, administer, monitor and evaluate the programme we may also disclose information to other Groups or consultants which we consider appropriate. The project description and details, if approved, may be used in various forms of publicity for the Vale of Usk LEADER programme, including being placed on the Vale of Usk web site. We will not however disclose personal details submitted as part of this application.

## 6.3 Signed and confirmed on behalf of the applicant.

I declare that to the best of my knowledge the factual information contained in this form is correct and complete. I understand that if I have given information that is incorrect or incomplete, the offer of any LEADER funding may be withheld and action taken against me or my Group. I also declare, unless otherwise stated in this application form, that I/the Group has not started activity or committed expenditure that relates to this project. If any information changes I will inform the Vale of Usk LAG project immediately.

<b>Signed:</b>	
<b>Name:</b>	Nicola Edwards
<b>Position:</b>	Food & Tourism Strategic Manager
<b>Date:</b>	20/04/2017

Check list:

- Have you attached a copy of the group's constitution (if applicable)
- Do you need support or training for project delivery?
- Do you need support finding additional funding?

PLEASE RETURN TO: [rdpinfo@monmouthshire.gov.uk](mailto:rdpinfo@monmouthshire.gov.uk) or to the relevant officer



**Appendix 1. Additional Guidance for In Kind Match Funding** (extracted from Welsh Government LEADER Guidance) More detail is provided in the Application Guidance form.

Contributions in kind in the form of:-

- Provision of works, goods, services, land and real estate for which no cash payment has been made (must comply with ESI rules – see Leader Guidance)
- Equipment and Raw Materials may be provided to a project as a form of in kind match funding but the LAG must ensure that evidence is maintained about the value of the amount committed.
- Research or other professional work may be provided as a form of in kind match funding but the LAG must ensure evidence is maintained (see Leader Guidance)
- Unpaid Voluntary work – Only persons acting in a wholly voluntary capacity will be eligible, signed time sheets should be maintained to support the hours claimed towards the project. Below are a list of rates provided by Welsh Government which can be applied as acceptable rates for voluntary work:

Job Title	SOC Code*	Hourly Rate £	Annual Rate £
Project Manager	2424	21.72	42,756
Project Researcher	2426	16.55	31,880
Project Coordinator	3539	14.94	28,944
Trainer	3563	14.26	27,775
Project Administrator	4159	10.13	19,812

\* Standard Occupational Classification

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## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Nicola Edwards <b>Phone no:</b> 01633 644847 <b>E-mail:</b> nicolaedwards@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> To seek Cabinet Member approval for the recruitment of a temporary part-time Coach Tourism Visitor Information Point Officer which is fully funded under the approved Vale of Usk (VoU) Rural Development Programme (RDP) LEADER Visitor Information project.</p>
<p><b>Name of Service</b>  TOURISM</p>	<p><b>Date Future Generations Evaluation</b> form completed  31 July 2017</p>

**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?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Each TIC enquiry (face to face, email or telephone) is estimated to deliver £12.79 net additional benefit to the local economy by encouraging visitors to see and do more during their visit and to stay longer.</p> <p>Tourism accounts for approximately 10% of employment in the county. Capitalising on the coach tourism market will improve the quality and quantity of employment opportunities in the area e.g. through extension of the season.</p>	<p>Project activity has been developed specifically to enable local businesses to capitalize on coach tourism opportunities and improve the economic performance of the destination.</p>

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?
	<p>The project includes training for local businesses and ambassadors on how to engage effectively with the coach tourism market.</p> <p>Attracting additional coach visitors to the area will increase footfall and spend making shops and services more viable.</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Coaches are the most fuel efficient form of transport, they are six times less polluting than an aircraft, four times cleaner than a car and twice as clean as a train (Visit England – Welcoming coaches and groups).</p>	<p>In developing itineraries routes will be assessed to determine:</p> <ul style="list-style-type: none"> <li>• Is the transport network suitable for coaches? i.e. are the roads big enough to accommodate large vehicles?</li> <li>• Where and how will passengers be dropped-off and picked-up safely?</li> <li>• If town centre car parks are accessible, introduce dedicated parking spaces for coaches, preferably free of charge</li> <li>• If coaches cannot use town centre car parks, ensure there is a lay-by or bus stop where the coach can drop-off passengers safely and also pick-up, ideally close to public toilets and refreshment outlets.</li> </ul> <p><b>Signage</b></p>



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?
		<ul style="list-style-type: none"> <li>• Is there clear and suitable signage from motorways and main roads along the preferred route to the destination or attraction?</li> <li>• Are attractions, facilities and services clearly signed within the destination?</li> </ul>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Coaches are seven times safer than travelling by car.</p> <p>Coach passengers can start their tour from near to their home and on many tours will be collected by taxi. They get the personal service of their own driver and the security of being looked after during the tour, without having to worry about getting lost.</p> <p>New coach tourism itineraries will include opportunities to engage with nature and to access a wide range of physical activities.</p> <p>New volunteer opportunities will be created e.g. to support a meet and greet service for coaches.</p>	<p>New health and well-being coach tourism itineraries will be developed and promoted.</p>




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?
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Coaches take up less road and car parking space. A coach carrying 50 passengers is the equivalent to more than 20 cars on the road. They help traffic flow and cause fewer holdups.</p> <p>15% of visitors to Chepstow TIC are residents so any initiative which helps sustain the service is beneficial to locals.</p>	<p>Coach parking and drop off points will be agreed with stakeholders before being promoted to coach operators.</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Coaches are the most fuel efficient form of transport, they are six times less polluting than an aircraft, four times cleaner than a car and twice as clean as a train (Visit England – Welcoming coaches and groups).</p>	<p>Targeted promotions will be developed to encourage more visitors to travel to and around the destination by coach.</p> <p>The Confederation of Passenger Transport UK has a ‘Coach Friendly’ status scheme which is awarded to cities and towns who can show a real commitment to working with and welcoming coaches to make them must-visit coach destinations.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Developing and promoting Sense of Place is critical to delivering sustainable tourism growth so it underpins all activity specified in the project.</p> <p>All project communications to visitors and businesses will be bilingual.</p> <p>Attracting additional coach visitors to local recreation and cultural facilities will help make</p>	<p>Development of itineraries which promote <a href="#">Monmouthshire’s distinctive sense of place</a>.</p>



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?
	them more sustainable so that residents / local communities can continue to access them.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The recruitment and role will be subject to MCC equal opportunities policy and procedures.	N/A

**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?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The encouragement of coaches and groups is an important element of building a buoyant visitor economy and transforming visitor attractions into successful businesses.</p> <p>The biggest demand for coach travel comes from retired people. (VisitEngland research shows that 48% of those taking overnight trips on organised coach tours are 65+). Coach tourism is likely to grow in popularity in line with an ageing population.</p>	<p>The development of the project application, securing the funding and creation of the post.</p> <p>Ongoing development of this market might require committing funds to infrastructure improvements, but in the short term a number of low cost coach friendly initiatives can be introduced without the need for major investment.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>The postholder will be working with stakeholders to develop a sustainable TIC service and improve access to the coach tourism market.</p>	<p>Stakeholder meetings will be organized by the postholder to consult on development and delivery of activities.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The postholder will be consulting with relevant stakeholders across the area to develop opportunities and promote training.</p>	<p>A <a href="#">tourism business survey was undertaken in 2016</a> which evidences significant community and business support for the TIC service.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The project is one element of a three pronged approach to sustain Monmouthshire's Tourist Information Service for the future.</p>	<p>The refocusing of officer time to develop a sustainable TIC service for Monmouthshire in response to expressed priorities of local tourism businesses and communities.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The post impacts positively on people, the economy and the environment and there are no conflicts.</p>	<p>The development of the project application, securing the funding and creation of the post.</p>

**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	<p>The biggest demand for coach travel comes from retired people. VisitEngland research shows that 48% of those taking overnight trips on organised coach tours are 65+ (VisitEngland Great Britain Tourism Survey).</p> <p>Long term prospects for the industry are good with the demand for coach travel expected to increase due to the demographic boost of an ageing population.</p>	None	The postholder will work with local visitor attractions and activity providers to develop experiences to meet the needs of this market's demographic profile.
Disability	The prevalence of disability increases with age. Coach tourism provides access to travel and tourism experiences for those who are unable to travel independently and/ or for those who choose not to.	None	The postholder will work with local visitor attractions and activity providers to develop experiences to meet the needs of this market's demographic profile.
Gender reassignment	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	None	N/A
Marriage or civil partnership	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	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?
Race	Visitor survey results show that overseas visitors are more likely to use TICs than domestic visitors. (Chepstow TIC visitor figures for 2016 show that 50% of visitors to the TIC were from overseas, while overseas visitors made up only 7% of total visitors to Monmouthshire in 2016 according to the 2016 visitor survey.)	None	New coach tourism itineraries will be promoted to overseas coach operators / travel trade.
Religion or Belief	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	None	N/A
Sex	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	None	N/A
Sexual Orientation	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	None	N/A
Welsh Language	All project communications will be bilingual in line with MCC Welsh Language policy and RDP funding conditions.	None	N/A

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?

<ul style="list-style-type: none"> <li><a href="#">2016 Monmouthshire Visitor Survey</a></li> <li><a href="#">2016 Monmouthshire Tourism Business Survey</a></li> <li>Great Britain Tourism Survey</li> <li>Chepstow TIC visitor figures</li> <li>Visit England Welcoming Coaches &amp; Groups – advice document</li> </ul>
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**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 temporary part-time post is one element of an RDP funded project which aims to develop a more sustainable visitor information service in the context of reducing local authority budgets to maximize and distribute the benefits of the service more widely across the area. The encouragement of coaches and groups is an important element of building a buoyant visitor economy and transforming visitor attractions into successful businesses.

**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
None			

**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:	September 2019
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**SUBJECT: STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM**

**MEETING: INDIVIDUAL CABINET MEMBER DECISION**

**DATE: 23<sup>rd</sup> August 2017**

**DIVISION/WARDS AFFECTED: All**

**NON-PUBLICATION: n/a**

**1. PURPOSE:**

1.1 To request approval to implement a proposed staffing restructure involving the deletion of 0.5FTE Support Services Officer within the Development Management team to align resources and responsibilities for processing applications with a new IT system and to support service delivery improvements. This restructure would be achieved via a voluntary redundancy.

**2. RECOMMENDATIONS:**

2.1 That Cabinet Member:

- a) Approves the implementation of the proposed new structure, with the deletion of 0.5FTE Support Services Officer.
- b) Approves the voluntary redundancy payment of approximately £4400.

**3. KEY ISSUES:**

3.1 The Development Management Team have been working on the implementation of a new planning IT system that aims to bring increased efficiencies and process improvements, allowing Officers to focus on the added value elements for our customers, together with embracing the ongoing legislative changes. As part of this implementation and the systems thinking ethos, the processes are being reviewed and responsibility assigned accordingly. This is scheduled to go live in October 2017.

3.2 This introduction of the new system will see some changes in responsibility between the teams within Development Management and allow resources to be targeted where they are most needed and will result in some efficiencies.

3.3 The Development Management Support team operated for 5 months with a 0.5FTE vacancy from October 2016 to February 2017 at no obvious detriment to the service and its customers and this coupled with the introduction of the new system, changes in working processes and small shifts in responsibility has brought about the opportunity to release a 0.5 FTE of a post. A member of the team has made a written request for voluntary redundancy as part of the consultation on this proposal.

3.4 The current and proposed staffing levels are listed below:

	<b>Current FTE</b>	<b>Proposed FTE</b>
Support Services Officers	4.5	4.0
<b>Total</b>	<b>4.5</b>	<b>4.0</b>

3.5 It is therefore proposed to:

- Delete 0.5FTE Support Services Officer. The restructuring of the DM Support team has been discussed at team meetings.

- No other colleagues outside of the Support Team are detrimentally impacted by the proposed restructure. Informal staff consultation has already taken place with one officer 0.5FTE expressing an interest to take redundancy.

#### **4. REASONS**

4.1 The reasons for the proposed restructure are summarised below:

- The implementation of a new planning IT system has resulted in Officers challenging our current processing responsibilities within the Development Management Team to drive out waste and allow officers to focus on what matters to our customers.
- The realignment of processing responsibilities is in line with the MCC Development Management operating principles, resulting in greater opportunity to drive forward service improvement and delivery to our customers, targeting resources where they are most needed.
- The Development Management Support team operated for 5 months with a 0.5FTE vacancy from October 2016 to February 2017 at no obvious detriment to the service and its customers and this coupled with the introduction of the new system, change in working processes and small shifts in responsibility has brought about the opportunity to release 0.5 FTE. A member of the team has expressed an interest in voluntary redundancy.

#### **5. RESOURCE IMPLICATIONS:**

5.1 The proposed restructure would result in a budget saving of £14,105. This would be used to realign the budget to reduce a challenging income target which is not currently being achieved. There would be a one off voluntary redundancy cost of £4367.09 to be met from the Development Management budget in this financial year. This would be offset by the remainder of the in-year saving.

5.2 It is proposed that the post deletion commences immediately after the call-in period for this individual Cabinet Member decision. This timescale suits the colleague in question who has requested VR.

#### **6. OPTIONS CONSIDERED**

6.1 Do nothing: This option would ensure service delivery can continue unaffected but would not make the most efficient and effective use of Council resources and public monies.

6.2 Delete 0.5FTE post, as proposed: this option is considered to strike an appropriate balance between the efficient use and allocation of resources and service delivery to our customers and communities, due to efficiencies and new processes associated with the replacement back-office IT system.

6.3 Delete more than 0.5 FTE: this option would result in a greater financial saving however it is considered that it would exceed the efficiencies provided by the IT system and therefore be to the detriment of service delivery. It is worth noting that once the new system is live, Business Support Officers will revert to dealing with a small caseload of basic planning applications. This was introduced as part of the Systems Thinking review in 2012 but has been stopped temporarily while the team has been working on the new IT system. Re-commencing this work will free up some capacity for the remainder of the Development Management team, allowing service and performance improvements in that area:

#### **7. HOW WILL SUCCESS BE MEASURED?**

7.1 Success will be securing the financial saving without any detriment to service delivery. The financial impact will be clearly seen via budget monitoring. The impact on service delivery will be measured via a range of performance indicators which are already used to measure the performance of the Development Management service. These are reported via the Annual Performance Report (APR) and via the Service Improvement Plan. The APR includes an annual customer feedback survey, and additional customer feedback is sought throughout the year for different aspects of service delivery as an on-going part of the Systems Thinking approach.



**8. CONSULTEES**

Senior Leadership Team

Development Services colleagues via 1:1s, Support Team meetings, Management Team meetings and whole Team meetings.

Finance Officer (Davina Bridger)

People Services

No objections were received to the formal staff consultation on this proposal in August 2017. One request for voluntary redundancy was received which equates to a 0.5FTE post.

**9. BACKGROUND PAPERS**

**Appendix One** – Future Generations Evaluation (summarised below)

**Appendix Two** – Current and Revised Staffing structures

**10. FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix One below. In summary, the proposed restructure is intended to secure efficiency savings while providing a quality and sustainable service. The restructure can be achieved via a voluntary redundancy therefore the impact should be positive with no negative impacts identified.

**11. AUTHOR:** Mark Hand – Head of Planning, Housing & Place-shaping

**12. CONTACT DETAILS:**

**E-mail:** [markhand@monmouthshire.gov.uk](mailto:markhand@monmouthshire.gov.uk)

**Tel:** 01633 644803/ 07773 478579

## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>APPENDIX ONE</b>  <b>Name of the Officer</b> Mark Hand <b>Phone no:</b> 07773 478579 <b>E-mail:</b> <a href="mailto:markhand@monmouthshire.gov.uk">markhand@monmouthshire.gov.uk</a>	<b>STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM</b>
<b>Name of Service:</b> Planning (Enterprise and Innovation Directorate)	<b>Date:</b> Future Generations Evaluation


*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.*





1. Does your proposal deliver any of the well-being goals below?

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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The proposed restructure seeks to ensure resources are best utilised and that a resilient service is provided for the benefit of colleagues, the wider Council and our communities. The proposal, by definition, provides job opportunities.	<ul style="list-style-type: none"> <li>The implementation of the new planning IT system will help mitigate any impact, although the service has effectively operated at the proposed level of resources for 5 months with no negative impact.</li> </ul>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Ensuring the planning service is properly resourced is essential to an effective service, part of which includes ensuring our green spaces and cultural heritage is supported.	This post has limited ability to impact upon this 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?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Positive impact by ensuring quality services are provided. Promotion opportunities and appropriate levels of management support will have positive impact on the well-being of colleagues.	The release of this post will help to future proof the remaining resources within the department, together with the new IT system bringing increased efficiencies and freeing up time to focus on value add for our customers.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive impact by ensuring quality services are provided	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive impact by ensuring quality services are provided	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive impact by ensuring quality services are provided, which includes heritage management.	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Positive impact by ensuring quality services are provided and by giving promotion opportunities to colleagues. Increased capacity to deliver service improvements.	The release of this post will help to future proof the remaining resources within the department. The new IT system will bring increased efficiencies and free up time to focus on value add for our customers as well as improved online information regarding planning applications that impact their local communities.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	The proposal seeks to balance budget pressures and future proof the planning service.	The release of this post will help to future proof the remaining resources within the department, together with the new IT system bringing increased efficiencies and freeing up time to focus on value add for our customers.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The proposal seeks to balance budget pressures and future proof the planning service.</p>	<p>It will provide opportunities for resources to proactively work with other teams to obtain the best development possible.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>As above</p>	<p>Performance and increased management support will be monitored via 1:1s, annual appraisals, team meetings and the Annual Performance Report.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposal seeks to balance budget pressures and future proof the planning service.</p>	<p>The new IT system will bring about processing efficiencies allowing resources to focus on eliminating waste and reviewing operating methods.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>. The service contributes to the wellbeing goals and therefore an improvement to service delivery should have a positive impact on delivering the well-being goals.</p>	<p>The new IT system should ultimately help to eliminate frustrations with the current system that impact on the ability to do the job. In turn this will have a positive impact on wellbeing.</p>

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](mailto: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	Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.	n/a	n/a
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	n/a	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?
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	80% of the Business Support Officer post-holders (i.e. those affected by the proposal) are female, so there is a greater statistical probability that a female colleague would have been affected.	The restructure has followed all relevant HR policy and guidelines. All affected colleagues were given an opportunity to comment on the proposal and/or seek voluntary redundancy. One request for VR was received and this has been accepted, subject to the proposal being supported by Cabinet Member.
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	n/a
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>	n/a	n/a

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	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	n/a	n/a
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

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

<p>This report is founded upon the following:</p> <ul style="list-style-type: none"> <li>• The Medium Term Financial Plan and 2017/18 budget proposals;</li> <li>• The effective running of the service for 5 months without this post.</li> <li>• The development and implementation of the new planning IT system</li> <li>• 1:1s with team members and feedback via Team meetings.</li> </ul>
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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 proposed restructure is intended to help future proof the planning service, contribute to the challenging income target and realign resources as along with the implementation of the new planning IT system. The impact should be positive with no negative impacts identified.
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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
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n/a			
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**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.

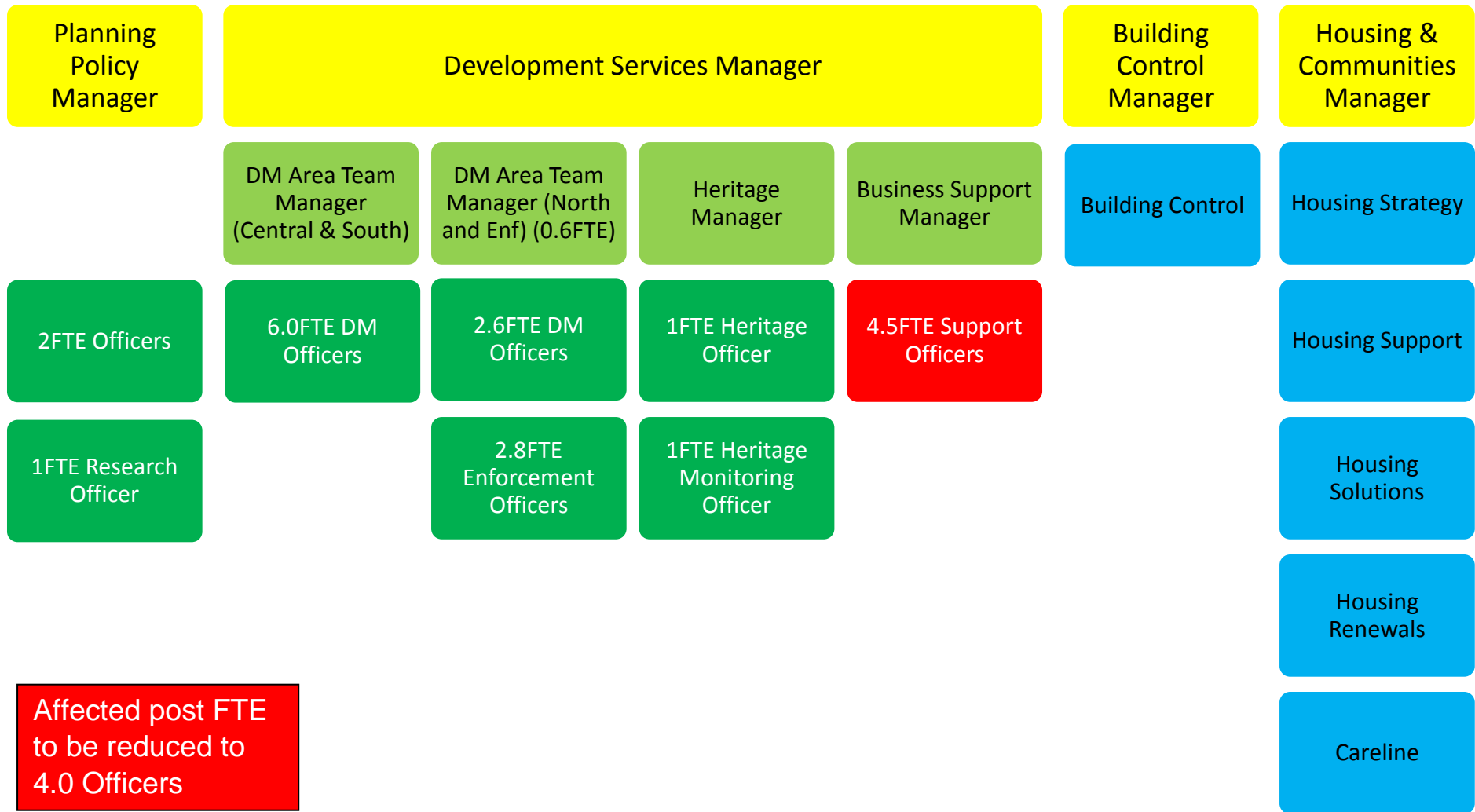
The impacts of this proposal will be evaluated on:	April 2018 via Annual Performance Report and ongoing performance to budget
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then 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.	<i>Submission of the staff restructuring plan</i>		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



# Head of Planning, Housing & Place-Shaping



Affected post FTE to be reduced to 4.0 Officers



**SUBJECT: Senior Social Worker Post in the Adult Disability Service, focussing on Continuing Health Care (CHC) Issues**  
**MEETING: DMT/Single Member Report**  
**DATE: 27 June 2017**  
**DIVISION/WARDS AFFECTED: All**

1. **PURPOSE:** To inform senior management about progress made by the senior social worker who is focussing on Continuing Health Care issues in the Adult Disability Service. To propose the continuation of this role as a permanent post.

2. **RECOMMENDATIONS:** To make the above post permanent

3. **KEY ISSUES:**

**3.1 CHC (Continuing Health Care)** is the name given to a package of care that is arranged and funded solely by the NHS for adults who are not in hospital and have been assessed as having a primary health need. The process for deciding which adults require CHC packages is complex and involves input from a range of professionals. If an adult meets the CHC criteria, then it is not legal for the local authority to be funding the care package. If an adult moves from being social care funded to NHS funded, or vice versa, then this has consequences for the budgets of both the local authority and local health board. Because of increasing budget pressures on the public sector, the funding consequences are becoming more critical for both organisations.

**3.2 Current post is a temporary secondment.** The current post holder has been performing the role of CHC Senior Social Worker for 6 months on a temporary secondment basis, as part of the Adult Disability Service. The post holder has used her knowledge of CHC processes to enable CHC decisions to be made for 12 people with significant care packages. The post holder has also upskilled a number of colleagues so that they understand and can contribute to the CHC process. The post holder is working with a further 20 adults for whom CHC decisions are needed. The majority of the cases so far have been held by the Adult Disability Service, although 3 cases are with the Children with Disabilities Team where the Continuing Care guidelines are different. Once all of the cases in the Adult Disability Service have been reviewed for CHC triggers, The post holder will be looking at other cases in Adult Services and Childrens Services where CHC triggers exist.

**3.3 Progress and outcomes so far.** The post holder's work has resulted in estimated budget savings of £390,000 so far. These are savings for the local authority if we compare our current position with a more 'laissez-faire' position where our staff don't have the knowledge to query and challenge the CHC status of adults who are being funded by adult social care. The post holder's input has also resulted in more staff being aware and knowledgeable about CHC processes.

**3.4 Options.**

a) If we cease using the post holder in this role, and allow her to return to her substantive social worker post, then we are likely to see the potential savings figures outlined in paragraph 3.3 being reduced. We would also find ourselves acting illegally in some cases, where we have not challenged the CHC status of individuals, and where we are providing a service that we should not be providing.

b) If we make this role permanent, then we are likely to see the savings figure continue to rise as more people are identified as having CHC triggers, across adults' and children's services.

c) A more long-term strategy is to find a better way of working with the Health Board and Welsh Government to make the CHC decision-making and funding processes work in ways that are less cumbersome and give better outcomes for individuals and families. The work that the post holder is doing in this post provides good evidence of the drawbacks of the current system and could help devise the long-term strategy. By making the post permanent, there is more chance that the post-holder will be able to help ABUHB and the 5 Gwent local authorities find a better way of dealing with CHC cases in the long-term.

### **3.5 Consequences:**

In the short-term, deploying a social worker in this CHC role will continue to ensure that people who meet CHC criteria have their care packages funded correctly. In the longer term, the role should also allow MCC to explore better options for partnership working with the local health board. We will also see more social work staff building up their knowledge of CHC processes.

Making this Social Worker role permanent will allow the Adult Disability Service to consolidate its staffing with regard to this permanent post and the substantive post that the post holder has been temporarily seconded from.

If we decide not to make this post permanent, but continue to deploy the post holder on a secondment basis, we will be extending the period of time for which the substantive post of social worker is unfilled, which will reduce the capacity of the Adult Disability Service to perform its statutory functions.

If we decide to terminate the secondment, the post holder would return to her substantive post, and we are likely to see fewer adults being deemed to meet the CHC criteria, which will put more pressure on the adult social care budget.

### **3.6 Proposal:**

DMT approve the creation of a permanent post of 'Senior Social Worker - CHC' in the Adult Disability Service. Although this post would be based in the Adult Disability Service, the role would support CHC decision-making in all areas of Social Services.

## **4. REASONS:**

### **4.1 Case for making the post permanent:**

We will be meeting the legal obligation to ensure that adults who need CHC care packages are funded correctly;

We will be upskilling social care staff to understand CHC processes;

We will achieve estimated savings of 390k per year. This figure may reduce over time, and will need to be kept under review.

## **5. RESOURCE IMPLICATIONS:**

**5.1** If agreed, the recommendation will cost £50k per year for the salary costs of this full-time post (top of J Band, with on-costs), but with predicted savings of £390k per year, which will be kept under review. The post would be created on an 'Invest to Save' basis.

## **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

The significant equality impacts identified in the assessment are summarised below for members' consideration:

**This post affects the care package funding arrangements for a small number of people with complex health needs, ensuring that they have the correct funding for their circumstances. The equality impact is considered to be negligible, and could be seen as positive by ensuring that correct procedures are followed.**

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

**Regular updates to DMT on the CHC status of adults in Monmouthshire.**

## **7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

The local authority has a responsibility/duty to ensure that vulnerable adults are safeguarded from abuse. This proposal does not have a significant impact on this role.

## **8. CONSULTEES:**

**Catherine Tocknell, Claire Marchant, Julie Boothroyd, Jane Rodgers, Clare Morgan, Julie Heal, Tyrone Stokes**

## **9. BACKGROUND PAPERS: none**

## **10. AUTHOR: Mike Logan**

## **11. CONTACT DETAILS:**

**Tel: 07825 099130**

**E-mail: mikelogan@monmouthshire.gov.uk**

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<p><b>Name of the Officer</b> completing the evaluation Mike Logan, Disability Service Development Lead</p> <p><b>Phone no:</b> 07825 099130 <b>E-mail:</b> <a href="mailto:mikelogan@monmouthshire.gov.uk">mikelogan@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>Following a successful trial of a temporary senior social worker post to deal with Continuing Health Care (CHC) issues, this proposal aims to make this post permanent so that MCC can fulfil its legal obligations for people with complex healthcare needs, and so that these people’s care packages are correctly funded.</p>
<p><b>Name of Service</b></p> <p>All Age Disability Service</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>10 August 2017</p>

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9. **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?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>It ensures that MCC’s financial and staff resources in social services can be focused on the people that we have an obligation to be supporting, and to ensure that we don’t illegally provide care and support for people who should be supported by the NHS.</p>	<p>The proposal also includes a longer term strategy to contribute to a better way of working with the NHS to deal with the care and support needs of people with complex health needs.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>The proposal indicates cost savings that will allow MCC resources to be focused on meeting MCC’s well-being goals across all service areas.</p>	<p>If the proposal isn’t approved, then there is a risk that more of MCC’s resources will be used to support care and support packages that should</p>



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?
can adapt to change (e.g. climate change)		legally be funded by the NHS, which would draw MCC resources away from meeting its well-being goals in all service areas.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	The proposal directly contributes to correctly supporting the healthcare needs of several individuals in Monmouthshire. It also contributes to making sure that there is sufficient resources to meet the care and support needs of a wider range of people who are supported by social services.	The proposal includes a longer term strategy to improve the way that MCC and NHS work in partnership to meet the care and support needs of a range of people with healthcare needs.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	The proposal indirectly contributes to this goal by ensuring that MCC resources are not used incorrectly.	If the proposal is not approved, we are likely to end up with fewer MCC financial resources. This would make this goal harder to achieve.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	It is important that the health and social care systems in Wales work well together, to support the overall wellbeing of our population. This proposal aims to improve this partnership work.	Social Services and NHS staff work well together at a local level, but the national frameworks for agreeing on complex healthcare (CHC) issues are problematic and require ongoing partnership work to improve these frameworks.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	If people with complex healthcare needs are well supported, they can make the most of opportunities to engage with Welsh culture, heritage and language, as well as sport, art and recreation. The cost savings outlined in this proposal will also help MCC to focus resources on promoting Welsh language, culture and heritage.	If the proposal is not approved, we are likely to end up with fewer MCC financial resources. This would make this goal harder to achieve.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	This proposal will directly affect a small number of people who have complex healthcare needs, and aims to ensure that their healthcare needs are	If the proposal is not approved, we are likely to end up with fewer MCC financial resources. This would



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?
	correctly addressed. These people are highly likely to fall into the definition of 'disabled', but may also have other protected characteristics. The proposal should positively affect their ability to fulfil their potential.	make it more difficult to ensure that our citizens with protected characteristics can fulfil their potential.

## 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?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal addresses a short to medium term aim to ensure that people with complex healthcare needs are correctly supported, but also includes a longer term aim to work towards a better system of agreeing the funding for care and support packages between NHS and local authorities in Wales.</p>	<p>The proposal is based on a short-term trial which demonstrated that MCC resources can be protected to focus on MCC's obligations to provide long-term support for people who have care and support needs.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposal recognizes that there needs to be good partnership working between MCC and our local health board to ensure that people with complex healthcare needs are well supported. The proposal includes a long term strategy to work towards better partnership working on CHC issues.</p>	<p>The trial which led to this proposal has identified several cases where MCC and the NHS could do better partnership working to achieve better outcomes for individuals. The process of improving partnership working does take time and effort: this proposal provides an investment in this process.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The main stakeholders who have been directly consulted on this proposal are the current post holder, the line managers and senior managers within social services, and staff in finance.</p>	<p>The trial which led to this proposal involved lots of direct work with individuals who have complex healthcare needs, and frontline staff who are supporting these individuals.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal will prevent the problem of incorrect support for people with complex healthcare needs from worsening, and should lead to a better system of supporting this group of people.</p>	<p>The staff who were consulted considered the alternatives for dealing with this problem, and decided that the proposed approach is the best strategy.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The proposal directly affects a small number of individuals, but frees up resources that MCC can use to continue making an impact in all three areas (people, economy and environment).</p>	<p>The proposal is based on a desire to maximize the MCC resources available to focus on the sustainable development principles.</p>

**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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Several individuals who are in older age groups would benefit from the correct application of CHC decision-making.	No negative impact	The trial has shown that correct decision-making is beneficial to the individuals concerned.
Disability	Several individuals who have disabilities/impairments would benefit from the correct application of CHC decision-making.	No negative impact	The trial has shown that correct decision-making is beneficial to the individuals concerned.
Gender reassignment	No significant impact	No significant impact	No significant impact
Marriage or civil partnership	No significant impact	No significant impact	No significant impact
Race	No significant impact	No significant impact	No significant impact
Religion or Belief	No significant impact	No significant impact	No significant impact
Sex	No significant impact	No significant impact	No significant impact
Sexual Orientation	No significant impact	No significant impact	No significant impact
Welsh Language	No significant impact	No significant impact	No significant impact

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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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	MCC and NHS both have responsibilities for safeguarding vulnerable people (children and adults). This proposal does not have a significant impact on these responsibilities, but does ensure that we are assigning care coordination responsibility to the correct organization.	No negative impacts	Not relevant
Corporate Parenting	MCC has a corporate parenting responsibility for young people who are looked after. This proposal does not impact on this responsibility.	No negative impacts	Not relevant

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

The trial period for this post has generated a spreadsheet with quantitative data about costs of care packages and the cost savings to MCC when these care packages are taken on by the NHS. This spreadsheet has been used in combination with finance data to model the cost savings in the proposal.

**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?**

Positive impacts: Cost savings for MCC which can be used to promote the council's well-being and sustainability goals. Working towards a better way of dealing with CHC issues between NHS and local authorities.

Negative impacts: none identified, although the cost savings will be kept under review.

These impacts have helped the senior staff in social services to scrutinize the proposal and suggest improvements.

We will continue to monitor the impacts of the proposal, and keep senior managers informed of the impacts.

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Wait for the outcome of the single member's decision	August 2017	Single member for Social Services	
If agreed, we will advertise the post and recruit a postholder	September 2017	Adult Disability Service team manager	
Depending on who gets the post, the adult disability service manager will be able to consolidate the team structure	October 2017	Adult Disability Service team manager	

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	31 March 2018, and annually thereafter. Reports to Social Services senior managers.
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