

Public Document Pack



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Tuesday, 17 October 2017

Notice of Reports Received following Publication of Agenda.

Individual Cabinet Member Decisions

Wednesday, 25th October, 2017 at 5.00 pm,

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
1.	RE-EVALUATION OF YOUTH SERVICE ROLES & SALARIES	1 - 44
2.	REORGANISATION OF DIRECT PAYMENTS TEAM IN SOCIAL SERVICES	45 - 58
3.	MONMOUTHSHIRE PLANNING SERVICE ANNUAL PERFORMANCE REPORT (APR)	59 - 144

Paul Matthews
Chief Executive

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SUBJECT:	RE-EVALUATION OF YOUTH SERVICE ROLES & SALARIES
MEETING:	INDIVIDUAL CABINET MEMBER
DATE:	25th OCTOBER 2017
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

This report seeks approval of the job evaluation review which recommends the pay scale of Youth Workers move from Band F (25-29) to Band G (29-33) and Youth Support Workers move from Band E (21-25) to Band F (25-29).

2. RECOMMENDATIONS:

- 2.1 The recommendation is that the revaluated roles, responsibilities and pay scales for the Youth Worker and Youth Support Worker are agreed and implemented with effect from 1st September 2017

3. KEY ISSUES:

- In September 2016 one third of Monmouthshire Youth Service left Tourism, Leisure, Culture and Youth and formed Monmouthshire Youth Enterprise, which now sits under Economy and Enterprise.
- In the Youth Service as remains, there are two types of Youth Work posts: Youth Worker and Youth Support Worker. The current job descriptions for these posts take into account professional qualifications, leadership roles including leading people and projects but there is a large difference in pay scales when compared with Youth Enterprise's Inspire 2 Work Employability Worker and other posts.
- The Youth Worker and Youth Support Worker roles and pay scales have therefore been re-evaluated and arrived at following Monmouthshire's procedures.

4. REASONS:

- To offer recompense and recognition for the outstanding performance of the team.
- To ensure fairness in terms of roles, responsibilities and salaries for staff in the Youth Worker and Youth Support Worker roles.
- To ensure that high quality staff are retained and recruited to these roles in the future.

5. RESOURCE IMPLICATIONS:

- The anticipated costs for 2017/18 will be met from within savings within the existing budget from vacancies.
- The anticipated extra cost of £27,824 for 2018/19 will be met from a further review of the existing structure and will be considered as part of medium-term financial planning and savings exercise.

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

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

There are many positive implications around having the right people in post, in turn supporting young people better. Unless we have fair pay for staff then we won't attract the right people. High quality staff will be committed, motivated and empowered and do the best for the young people in our communities.

The actual impacts from this report's recommendations will be reviewed every between March and July 2018. Criteria for monitoring and review will include Check In, Check Outs with all affected staff, informal monitoring throughout the year, monthly supervisions with Youth Work staff and in area and team meetings.

7. CONSULTEES:

- Finance
- People Services
- Head of TLC and Youth
- SLT

8. BACKGROUND PAPERS:

- Appendix 1: Future Generations Evaluation
- Re-evaluated Youth Worker job description
- Re-evaluated Youth Support Worker job description
- Inspire 2 Work Employability Worker job description
- New Pay Structure W.E.F. 1st April 2017

9. AUTHOR:

Josh Klein
Youth Service Manager

10. CONTACT DETAILS:

Tel: 07766094894
E-mail: joshklein@monmouthshire.gov.uk

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer</p> <p>Josh Klein</p> <p>Phone no: 07766094894</p> <p>E-mail: joshklein@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To seek Cabinet Member approval for the re-evaluated roles, responsibilities and pay scales for Youth Worker and Youth Support Worker roles.</p>
<p>Name of Service</p> <p>Youth Service</p>	<p>Date Future Generations Evaluation</p> <p>5th October 2017</p>





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


Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>These posts will retain and attract high quality Youth Work staff whose purpose it is to the enable young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence</p>	<p>None foreseen.</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?
	and place in society and to reach their full potential.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	None foreseen.	None foreseen.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	High quality Youth Work staff will be able to support and develop young people and families to be resilient, mentally and physically well and making informed choices about issues that affect them.	None foreseen.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	High quality Youth Work staff will work with young people, families and communities to develop community cohesion, especially in identified 'hot spot' or deprived areas.	None foreseen.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	High quality Youth Work staff will support young people personally and socially, supporting them into next destinations to further develop local and national economies.	None foreseen.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People	Welsh language provision is currently being developed, which will bring in high quality Youth Work staff whose role it will be support	None foreseen.

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?
are encouraged to do sport, art and recreation	Welsh-speaking young people, and those interested in Welsh language and culture, to Youth Work staff whose purpose it is to the enable young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential, including through sport, art and other recreational opportunities.	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	High quality staff will be treated more fairly and equitably with other staff in the same sector with parity of roles, responsibility and pay scales. Staff will in turn support young people in the best way to fulfil their potential and find their place in society.	None foreseen.

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 Balancing short term need with long term and planning for the future</p>	<p>Having high quality Youth Work staff in post who are paid fairly will have long term benefits in terms of being retained and will provide a better, more committed service to young people and communities. Appropriately recompense will ensure high quality staff get recruited in future.</p>	<p>N/A</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>High quality Youth Work staff will continue to work effectively with an array of statutory, voluntary and third sector youth support services to offer the best and most diverse set of opportunities to our young people and communities, in collaboration.</p>	<p>N/A</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>High quality Youth Work staff will continue to effectively engage and consult with young people and other stakeholders, and actively encourage meaningful participation not tokenism, taking views into consideration, acting on them where necessary and informing those who have offered their views what has been done as a result.</p>	<p>N/A</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Investing in high quality Youth Work staff will ensure that the utmost is being done to have meaningful, impactful and effective youth work interventions and preventative measures in place in order to benefit young people, families and communities.</p>	<p>N/A</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 data-bbox="152 363 306 395">Integration</p> <p data-bbox="125 400 517 475">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="546 234 1301 389">High quality Youth Work staff will support young people personally and socially, supporting them into next destinations to further develop local and national economies.</p>	<p data-bbox="1352 234 1413 261">N/A</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 data-bbox="448 820 1030 997">Young people aged 5-15 (play work), 11-25 (youth work) and families will benefit from high quality Youth Work staff's skills and services in a variety of ways with a variety of benefits.</p>	<p data-bbox="1055 820 1144 847">None.</p>	<p data-bbox="1619 820 1686 847">N/A.</p>
Disability	<p data-bbox="448 1011 1008 1246">The service and activities are subject to MCC's equal opportunities policy and procedures. The service works closely with Sports Development and Disability Sport to ensure our provision is offered as universally as possible.</p>	<p data-bbox="1055 1011 1144 1038">None.</p>	<p data-bbox="1619 1011 1686 1038">N/A.</p>

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?
Gender reassignment	The role, service and activities are subject to MCC's equal opportunities policy and procedures. We have specific and inclusive provision and support available for LGBT+ young people.	None.	N/A.
Marriage or civil partnership	None directly foreseen.	None.	N/A.
Race	The role, service and activities are subject to MCC's equal opportunities policy and procedures.	None.	N/A.
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. We have specific and inclusive provision for LGBT+ young people.	None.	N/A.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	The role, service and activities are subject to MCC's equal opportunities policy and procedures. Welsh language and cultural provision is currently being developed to enhance our offer.	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>

Page 1 Safeguarding	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	Existing staff have all been, and future recruitments will be, safely recruited. Staff all have enhanced DBS checks and have attended and updated appropriate levels of training as pertains to their roles. Some staff deliver safeguarding training on behalf of the SEWSC / MCC to staff volunteers, and young people. The service is involved in the bi-annual young people's safeguarding survey. The Youth Service's SAFE audit is good.	None.	N/A.

Corporate Parenting	The service is currently in the middle of a project with Social Services around LAC young people and care leavers, Service Manager sits on the Corporate Parenting Panel.	None.	N/A.
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5. What evidence and data has informed the development of your proposal?

SIP reporting. Youth Service management information system data. MCC and Youth Service policies and procedures. Youth Work professional registration and code of conduct (through the Education Workforce Council – EWC). Youth Work Wales Strategy 2014-2018. Youth Work Principles and Practice document. National Occupational Standards 2012. Youth Service staff and training database.

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?

There are many positive implications around having the right people in post, in turn supporting young people better. Unless we have fair pay for staff then we won't attract the right people. High quality staff will be committed, motivated and empowered and do the best for the young people in our communities.

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
Working with payroll to initiate the pay amendments for existing staff.	As soon as the report gets approved.	Josh Klein	None yet.
Informing staff if the report is approved.	As soon as the report gets approved and discussions around the implementation have happened with payroll.	Josh Klein	None yet.

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:	Between March and July 2018 in Check In, Check Outs with all affected staff. Progress is also informally monitored throughout the year, in monthly supervisions with Youth Work staff and in area and team meetings.
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ROLE PROFILE

ROLE TITLE: Youth Worker
POST ID: YS005
GRADE: BAND G SCP 29 – SCP 33
HOURS: 37 Per Week
LOCATION: TBA

RESPONSIBLE TO: Youth and Community Officer

Monmouthshire Youth Service.....**Who are we?**

Our Purpose:-

Monmouthshire Youth Service aims to create a framework meeting the needs of young people, to ensure equality of opportunity to participate in learning experiences, which will enable the young people to fulfil their potential as “empowered” individuals and members of groups and communities.

The Purpose of this Role:-

We are encouraging individuals to apply who are willing to actively take the lead on, whilst supporting others, to prepare, plan and deliver youth work to young people in Monmouthshire to enable them to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential.

You will be working as a part of a dynamic team of Youth Work professionals. As part of that team you will be expected to engage with young people, understand and consider their needs and design, develop and deliver a range of appropriate Youth Work interventions and opportunities.

Expectation and Outcomes of this Role:-

To represent Monmouthshire in a professional manner, whilst providing a friendly and effective service in the delivery of all activities associated with the Youth Service at all times.



Your responsibilities are:-

1. To take the lead on, planning, delivering and facilitating youth work activities and provision in a nominated area / project.
2. To lead and supervise members of the team including staff and volunteers, supporting, assisting and developing them.
3. To be involved in the recruitment and selection of staff and volunteers, and to be aware of safer recruitment procedures.
4. To have a good knowledge of young people young people and communities in order to create new opportunities for working with young people.
5. To undertake and quality assure administrative processes (including handling money, keeping records, carrying out risk assessments, and health and safety) to ensure compliance with MCC protocols.
6. To actively promote and market services to young people, communities, and agencies, having a presence at community events, and managing the use of social media.
7. To remain approachable at all times to young people, supporting them where necessary and appropriate.
8. To act as a role model for young people and other staff members, encouraging positive behaviour and challenging unfairness and prejudice.
9. To plan, write, develop, deliver and assess training and accredited opportunities, and producing appropriate resources where necessary.
10. To plan to meet, carry out and monitor achievement of actions outlined in the Youth Service's Service Improvement Plan.
11. To be a keyholder for nominated buildings and premises, ensure that premises used and work environments including equipment are safe, treated with respect, are not abused in any way and secured.
12. To work in partnership with young people, communities and other agencies as appropriate and relevant, to initiate and develop opportunities, projects and activities in line with the Youth Work in Wales: Principles & Purposes document.
13. To proactively seek and undertake training to develop your youth work knowledge, skills, practice and behaviours.
14. To put plans in place to achieve relevant performance outcomes and targets.
15. To maintain records, record outcomes and monitor progress.

16. To ensure that the young people have access to appropriately placed and relevant information and support on matters that concern them.
17. To act as an advocate for young people, representing their views and rights where appropriate and necessary under staff guidance.
18. To attend and where necessary chair meetings as and when required.
19. To be flexible in approach, delivery and in the working of unsociable hours.
20. To ensure that the Council's responsibilities in relation to Equality and Diversity are met and to ensure that the Youth Service outcomes relating to the Welsh language are achieved.
21. To ensure that health and safety duties and practices are carried out by all provisions or as detailed in the Council's Health and Safety Policy, and to ensure that provisions and services to young people comply with current legislation.
22. To uphold and comply with the statutory provisions of the Health and Safety at Work Regulations 1999, The Monmouthshire Safeguarding and Child Protection Policy 2012 and any other relevant Council policies relating to Safeguarding and Health and Safety.
23. To work in collaboration with the Designated Officer for Safeguarding/Child Protection in the following way: to be aware of the LA policy on Safeguarding and Child Protection and that all policies and practices are in line with the All Wales Child Protection Procedures. To make referrals to Children's Services in the event of a disclosure and/or concern that a child/young person is 'in need' or at risk of significant harm. To maintain accurate, confidential and up to date documentation on all cases of safeguarding and child protection.

Here's what we can provide you with:-

- You will be provided a full induction process
- Ongoing support and personal development opportunities.
- Access to our staff membership package.
- Flexible working conditions.
- Full Support of manager and team members
- Full range of training and CPD opportunities
- Uniform, and equipment where appropriate
- Nominated supervisor for regular support

What else you need to know.....Monmouthshire Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

Qualifications and Experience

1. Be a professionally qualified Youth Worker
2. Be registered with the Education Workforce Council for Wales (EWC).
3. Have a minimum of 3 years' experience of working with young people, especially those in the 11-17 age group.
4. Have experience in using Microsoft Office packages such as Word, Excel, Outlook, Access and Publisher.
5. Have experience and knowledge of delivering and monitoring specific projects.
6. Have experience of risk assessment and health and safety in relation to working with young people.
7. Have experience of report writing; recording outcomes and performance indicators.
8. Have experience of working individually and as part of a team, including working with other agencies and community members.
9. Have a clean driving licence and use of a car.
10. Have experience of managing and using an effective administrative framework.

Knowledge, Skills and Ability

1. Be able to co-ordinate a project with diverse elements.
2. Be able to work under own initiative and as part of a staff team.



3. Be able to effectively maintain monitoring and evaluation records.
4. Have a commitment to delivering an efficient and effective service where the involvement of the young people should be paramount.
5. To be trustworthy and act with integrity at all times.

Should you require any further information regarding this post, please contact:

Josh Klein, Youth Service Manager

Tel: 07766094894

Email: joshklein@monmouthshire.gov.uk

Closing Date:

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**MONMOUTHSHIRE COUNTY COUNCIL
DIRECTORATE OF ENTERPRISE & INNOVATION**

ROLE TITLE: Youth Support Worker
POST ID: YS006
GRADE: F 25 - 29
HOURS: As stated
LOCATION: Designated by project need
RESPONSIBLE TO: Youth and Community Officer

Monmouthshire Youth Service's mission statement:

"To create a framework meeting the needs of young people, to ensure equality of opportunity to participate in learning experiences, which will enable the young people to fulfil their potential as "empowered" individuals and members of groups and communities."

JOB SPECIFICATION

Main Purpose of the Post

As part of a team, to prepare, plan and deliver youth work to young people in Monmouthshire to enable them to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential.

Duties

1. To plan, deliver and facilitate youth work activities and provision in nominated area / project/s.
2. To induct, support and supervise volunteers.
3. To actively seek, engage in and create new opportunities for working with young people.
4. To remain approachable at all times to young people, supporting them where necessary and appropriate.

5. To act as a role model for young people and other staff members, encouraging positive behaviour and challenging unfairness and prejudice.
6. To act as an advocate for young people, representing their views and rights where appropriate and necessary under staff guidance.
7. To ensure that the young people have access to appropriately placed and relevant information and support on matters that concern them.
8. To actively promote and market services to young people, communities, and agencies, having a presence at community events, and managing the use of social media.
9. To contribute to the Youth Service's Service Improvement Plan by recording and gathering information and providing quarterly reports on progress.
10. To perform necessary administrative duties (including handling money, keeping records, carrying out risk assessments, and health and safety).
11. To maintain records, record outcomes and monitor progress.
12. To ensure that work environments and equipment are safe, treated with respect and are not abused in any way.
13. To work in partnership with young people, communities and other agencies as appropriate and relevant, to initiate and develop opportunities, projects and activities in line with the Youth Work in Wales: Principles & Purposes document.
14. To proactively seek and undertake training to develop your youth work knowledge, skills, practice and behaviours.
15. To attend and where necessary chair meetings as and when required.
16. To be flexible in approach, delivery and in the working of unsociable hours.
17. Ensure that the Council's responsibilities in relation to Equality and Diversity are met and to ensure that the Youth Service outcomes relating to the Welsh language are achieved.
18. Ensure that health and safety duties and practices are carried out by all provisions or as detailed in the Council's Health and Safety Policy, and to ensure that provisions and services to young people comply with current legislation.
19. Uphold and comply with the statutory provisions of the Health and Safety at Work Regulations 1999, The Monmouthshire Safeguarding

and Child Protection Policy 2012 and any other relevant Council policies relating to Safeguarding and Health and Safety.

20. Work in collaboration with the Designated Officer for Safeguarding/Child Protection in the following way: to be aware of the LA policy on Safeguarding and Child Protection and that all policies and practices are in line with the All Wales Child Protection Procedures. To make referrals to Children's Services in the event of a disclosure and/or concern that a child/young person is 'in need' or at risk of significant harm. To maintain accurate, confidential and up to date documentation on all cases of safeguarding and child protection.

PERSONAL SPECIFICATION

Qualifications and Experience

1. Be a qualified Youth Support Worker (at least a Level 2 Award in Youth Work Practice.)
2. Be registered with the Education Workforce Council for Wales (EWC).
3. Have experience of working with young people, especially those in the 14+ age group.
4. Have experience in using Microsoft Office packages such as Word, Excel, Outlook, Access and Publisher.
5. Have experience of planning, delivering and evaluating planned projects.
6. Have experience of working individually and as part of a team, including working with other agencies and community members.
7. Have experience of risk assessments and knowledge of health and safety when working in a young person's environment.
8. Have a clean driving licence and use of a car.

Knowledge, Skills and Ability

1. Be able to work on own initiative and as part of a staff team.
2. Be committed to delivering an efficient and effective service where the involvement of the young people should be paramount.
3. Have a commitment to delivering an efficient and effective service where the involvement of the young people should be paramount.
4. To be trustworthy and act with integrity at all times.

Here's what we can provide you with :-

- Full Support of manager and team members
- Full range of training and CPD opportunities
- Uniform and equipment where appropriate
- Nominated supervisor for regular support

What else you need to know.....Monmouthshire Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

New Pay Structure: W.E.F 1st April 2017

SCP	Pay Bands	Salary 01/04/2017	Hourly Rate		SCP	Pay Bands	Salary 01/04/2017	Hourly Rate
6		15,014	£7.78	Living Wage paid to these SCP's see note below	29		25,951	£13.45
7	A (5-9)	15,115	£7.83		30		26,822	£13.90
8		15,246	£7.90		31	G (29-33)	27,668	£14.34
9		15,375	£7.97		32		28,485	£14.76
10		15,613	£8.09		33		29,323	£15.20
11	B (9-13)	15,807	£8.19		34		30,153	£15.63
12		16,123	£8.36		35	H (33-37)	30,785	£15.96
13		16,491	£8.55		36		31,601	£16.38
14		16,781	£8.70		37		32,486	£16.84
15	C (13-17)	17,072	£8.85		38		33,437	£17.33
16		17,419	£9.03	39	I (37-41)	34,538	£17.90	
17		17,772	£9.21	40		35,444	£18.37	
18		18,070	£9.37	41		36,379	£18.86	
19	D (17-21)	18,746	£9.72	42		37,306	£19.34	
20		19,430	£10.07	43	J (41-45)	38,237	£19.82	
21		20,138	£10.44	44		39,177	£20.31	
22		20,661	£10.71	45		40,057	£20.76	
23	E (21-25)	21,268	£11.02	46		41,025	£21.26	
24		21,962	£11.38	47	K (45-49)	41,967	£21.75	
25		22,658	£11.74	48		42,899	£22.24	
26		23,398	£12.13	49		43,821	£22.71	
27	F (25-29)	24,174	£12.53	50		44,784	£23.21	
28		24,964	£12.94	51	L (49-53)	45,714	£23.69	
29		25,951	£13.45	52		46,658	£24.18	
				53		47,568	£24.66	
				54		48,583	£25.18	
				55	M (53-57)	49,600	£25.71	
				56		50,616	£26.24	
				57		51,632	£26.76	

Living Wage Rate WEF:	01/04/2015	£7.85
	01/04/2016	£8.25
	01/04/2017	£8.45

*Hourly rate calculated by dividing Annual Salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

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ROLE ADVERT

ROLE TITLE: **Inspire2Work Employability Worker**
Fixed term ESF Funded post - 1st August 2017 – 30th November 2019

POST ID: **YE007**

GRADE: BAND H SCP 33 – SCP 37 £29,323 - £32,486

HOURS: 37 Per Week

LOCATION: County Hall, Usk, which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

WELSH LANGUAGE ASSESSMENT:

Welsh language skills are desirable

The Purpose of this Role:-

With support from the Inspire Coordinator, Local Authority Youth Enterprise Manager, Careers Wales, Job Centre Plus and local area forums, work with young people aged 16 – 18 in Tier 1 and Tier 2 of the 5 Tier Model, and aged 16 – 24 most vulnerable, identified as NEET by local partners.

Provide pastoral support to enable young people to identify and overcome their barriers preventing them from entering employment or further learning. Through a person centred approach, engage, support and enable NEET young people to gain a range of skills and qualifications.

As the I2W Employability Worker for the Inspire2Work programme, you will develop Enterprise programmes and qualifications with support from the Inspire Coordinator. You will work with the Inspire2Work Workers in embedding Employability programmes across Monmouthshire. You will engage, support and motivate young people enabling them to make positive decisions regarding education, employment and training.

Should you require any further information regarding this post, please contact:
Louise Wilce, Inspire Coordinator Tel: 07836 262102

Closing Date: 12 noon on 04/08/2017

Please Note that we are not able to accept CVs

Application forms can be completed online or down loaded via:
www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX
106, CALDICOT, NP26 9AN

Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community.

All posts are open to job-share unless stated otherwise.

Monmouthshire County Council operates a Smoke Free Workplace policy.

ROLE PROFILE

ROLE TITLE: **Inspire2Work Employability Worker**
Fixed term ESF Funded post - 1st August 2017 – 30th November 2019

POST ID: **YE007**

GRADE: BAND H SCP 33 – SCP 37 £29,323 - £32,486

HOURS: 37 Per Week

LOCATION: County Hall, Usk, which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

RESPONSIBLE TO: Inspire Coordinator

WELSH LANGUAGE ASSESSMENT:

Welsh language skills are desirable

Monmouthshire Youth Enterprise.....**Who are we?**

Our Purpose:-

Youth Enterprise is an integral part of MCC's Enterprise and Innovation Directorate. We work with young people aged 11-25 across the county supporting them through education, employment and training. We engage young people with the business sector supporting the development of local employment and training and entrepreneurial opportunities.

The Purpose of this Role:-

With support from the Inspire Coordinator, Local Authority Youth Enterprise Manager, Careers Wales, Job Centre Plus and local area forums, work with young people aged 16 – 18 in Tier 1 and Tier 2 of the 5 Tier Model, and aged 16 – 24 most vulnerable, identified as NEET by local partners.

Provide pastoral support to enable young people to identify and overcome their barriers preventing them from entering employment or further learning. Through a person centred approach, engage, support and enable NEET young people to gain a range of skills and qualifications.

As the I2W Employability Worker for the Inspire2Work programme, you will develop Enterprise programmes and qualifications with support from the Inspire Coordinator. You will work with the Inspire2Work Workers in embedding Employability programmes across Monmouthshire. You will engage, support and motivate young people enabling them to make positive decisions regarding education, employment and training.

Expectation and Outcomes of this Role:-

To contribute to the following;

- Young people at risk of becoming NEET in (16-18 years of age) gaining qualifications upon leaving.
- Young people at risk of becoming NEET in (16–18 years of age) education, or training upon leaving.
- Young people at risk of becoming NEET in (16–18 years of age) at reduced risk of becoming upon leaving

Your responsibilities are to:-

1. Engage with NEET young people.
 - 16-18 year olds identified through the Welsh Government 5 tier model, particularly those who Tier 1 (unknowns) or 2 (unable or have complex barriers)
 - 19-24 JSA claimants (non-work programme/work programme returners)
 - 16-24 year olds who are NEET as identified by providers but not picked up by Careers Wales or Job Centre Plus
 - 16-24 vulnerable groups (e.g. BME, ESOL, young carers, young parents, homeless, pregnant, care leavers, young offenders) furthest from the labour market
2. To write, deliver, assess and internally verify a range qualifications from entry level 3 onwards as part of the I2W programme, which will inform the Inspire programmes Internal Quality Assurance process.
3. To contribute to the Internal Quality Assurance (IQA) process through monitoring and assessing the number of qualifications against targets delivered and assessed through I2W and to assess all young people's qualifications under the I2W programme.
4. Support those young people who have complex barriers to inclusion, training or employment, and who may be at risk of social exclusion, in order to determine an appropriate pathway to achieving their goals.
5. Develop and deliver a bespoke package of opportunities to increase engagement and participation, to enable young people to feel confident and motivated to enter sustainable employment or further learning.
6. Work with the Inspire Administration Worker to ensure that all qualification management processes are adhered to.
7. Develop and sustain a link with post 16 providers in order to:

- Ensure an effective referral and reporting system is maintained
 - Identify common areas of work and avoid duplication
 - Provide information to other services
8. Deliver on Employability programmes, assisting young people to secure progression into sustainable employment or training.
 9. Effectively link with existing business enterprise partnerships and training providers to create new training and employment opportunities.
 10. Consider individual needs and learning styles in order to provide the best possible provision for the young person, supporting them in achieving qualification attainment.
 11. Monitor and track NEET young people in line with Local Authority ESF requirements. To implement the I2W programmes monitoring tool (CEMP).
 12. Contribute towards Monmouthshire Youth Engagement and Progression Framework implementation plan to reduce the number of at risk young people becoming NEET and young people who are NEET.
 13. To ensure that all data is collected and monitored in an appropriate and safe way and meets the European Social Fund requirements.
 14. To act as a role model for the young people, promoting an ethos that encourages and supports positive behaviour and attitudes. Working in line with youth work ideology and ethos, encouraging all young people to value learning; challenging unfairness and prejudice where necessary.
 15. To carry out any duties and responsibilities required under the Data Protection Act(s) 1984 and 1998, in particular, to take reasonable care that no loss or disclosure of personal data occurs.
 16. To exercise proper integrity in respect of confidential matters and personal information obtained during the execution of the duties of this post.
 17. To ensure that health and safety duties and practices are carried out by all provisions or as detailed in the Council's Health and Safety Policy, and to ensure that provisions and services to young people comply with current legislation.
 18. To uphold and comply with the statutory provisions of the Health and Safety Work Regulations 1999, The Monmouthshire Safeguarding and Child Protection Policy 2012 and any other relevant Council policies relating to Safeguarding and Health and Safety
 19. To work in collaboration with the Designated Officer for Safeguarding/Child Protection in the following way: To ensure that all staff are aware of the LA

policy on Safeguarding and Child Protection and that all policies and practices are in line with the All Wales Child Protection Procedures. To make referrals to Children's Services in the event of a disclosure and/or concern that a child/young person is 'in need' or at risk of significant harm. To maintain accurate, confidential and up to date documentation on all cases of safeguarding and child protection.

20. To ensure that the Council's responsibilities in relation to Equality and Diversity are met and to ensure that the Youth Enterprise outcomes relating to the Welsh language are achieved.

Here's what we can provide you with:-

- Full support of manager and team members
- Full range of training and CPD opportunities
- Laptop and mobile phone
- Nominated supervisor for regular support

What else you need to know.....Monmouthshire Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

1. Hold a nationally recognised qualification in:
 - Level 3 or above, Advice & Guidance
 - Youth Work Qualification, degree or equivalent
 - Teaching qualification or equivalent.
2. Experience of the Worklessness agenda
3. Experience of developing and delivering Employability programmes.
4. Experienced in using Microsoft packages such as Excel, Word, Outlook, Access, Etc.
5. Experienced in monitoring and updating database systems and forming reports utilising these systems
6. Ability to work on own initiative and as part of a staff team meeting set deadlines
6. Commitment to delivering an efficient and effective service where the involvement of the young people should be paramount.

General
<p><u>Ability to Think and Act Strategically</u></p> <ul style="list-style-type: none"> • Is able to create and communicate a vision and inspire others to share in it; • Is able to monitor and manage outcomes and to feed into appropriate frameworks. • Thinks quickly and flexibly and shows adaptive leadership in responding to a changing environment; • Identifies and exploits opportunities to gain additional resources from a wide range of external sources; <p><u>Demonstrates Emotional Intelligence</u></p> <ul style="list-style-type: none"> • Listens to others and communicates effectively;

- Deals with situations of conflict in a calm and rational manner, and does not shy away from difficult situations;
- Seeks to achieve results through negotiation and consensus;
- Shows empathy and is able to understand the impact of their own behaviour on others;
- Is able to understand and deal openly with emotional issues;
- Invests time and energy in building strong networks and positive relationships;
- Uses intuition;
- Is politically astute;
- Understands and read key social networks and power relationships.

Partnership and Teamwork

- Feels comfortable working within a team environment with flexible boundaries between team members;
- Is willing to share in collective responsibility for team decisions;
- Is friendly, respectful and supportive to others and shows loyalty to the team and to individual team members;
- Has an inclusive style and seeks feedback;
- Engages assertively in debate but is skilled in resolving differences without conflict;
- Takes a joined up approach to problem solving;
- Acts with integrity, is honest, trustworthy and willing to trust others;
- Sees working in partnership as an opportunity rather than a constraint;
- Demonstrates an absolute commitment to equality and embraces diversity.

Self-Awareness, Self Confidence and Self Reliance

- Understands their own strengths and weakness, and is committed to self-improvement;
- Is able to reflect on and learn from mistakes;

- Is highly self-motivated and acts on their own initiative;
- Empowers and trusts others to deliver on shared goals and objectives;
- To ask to identify strategies or seek support for dealing with personal and professional stress.
- Believes in work/life balance for themselves and others, and sets an example
- Demonstrates and transmits self-assurance and presents ideas well to others;
- Takes an optimistic, “can do” approach;
- Acts as an inspiring role model to others;
- Believes in the ethos of public service and sets an example of high standards of conduct in this respect.

Should you require any further information regarding this post, please contact:
Louise Wilce, Inspire Coordinator Tel: 07836 262102

Closing Date: 12 Noon on 04/08/2017

HYSBYSEB SWYDD

TEITL Y RÔL: **Gweithiwr Cyflogadwyedd Inspire2Work**
Swydd am Gyfnod Penodol; wedi ei hariannu gan yr ESF -
1af Awst 2017 - 30ain Tachwedd 2019

RHIF ADNABOD Y SWYDD: **YE007**

GRADD: BAND H SCP 33 – SCP 37 £29,323 - £32,486

ORIAU: 37 awr yr wythnos

LLEOLIAD: Neuadd y Sir, Brynbuga ond gall hyn newid yn y dyfodol os oes angen newid lleoliad y gwasanaeth. Ni thelir treuliau adleoli neu anghyfleustra os yw hyn yn digwydd.

ASESIAD Y GYMRAEG:
Sgiliau yn y Gymraeg yn ddymunol

DISGRIFIAD O'R SWYDD:

Gyda chefnogaeth gan y Cydlynnydd Inspire Rheolwr Menter Ieuenctid yr Awdurdod Lleol, Gyrfaoedd Cymru, y Ganolfan Byd Gwaith a fforymau ardal lleol, byddwch yn gweithio gyda phobl ifanc rhwng 16 a 18 yn Haen 1 a Haen 2 o'r Model 5 Haen, a'r rhai hynny rhwng 16 a 24 ac sydd fwyaf agored i niwed ac wedi eu hadnabod fel y rhai sydd yn rhan o'r grŵp NEET gan bartneriaid lleol.

Yn cynnig cefnogaeth fugeiliol i ganiatáu i bobl ifanc i adnabod a goresgyn y rhwystrau sydd yn eu hatal rhag mynd i weithio neu ddysgu ymhellach. Drwy fabwysiadu dull sydd yn canoli ar y person, byddwch yn ymgysylltu, cefnogi ac yn caniatáu pobl ifanc NEET i ddatblygu ystod o sgiliau a chymwysterau.

Fel y Gweithiwr Cyflogadwyedd I2W ar gyfer y rhaglen Inspire2Work, byddwch yn datblygu rhaglenni a chymwysterau Menter gyda chefnogaeth gan y Cydlynnydd Inspire. Byddwch yn gweithio gyda'r Gweithwyr Inspire2Work wrth gyflwyno rhaglenni Cyflogadwyedd ar draws Sir Fynwy. Byddwch yn ymgysylltu, cefnogi ac yn ysgogi pobl ifanc i wneud penderfyniadau positif am eu haddysg, cyflogaeth a hyfforddiant.

Os oes gennych unrhyw gwestiynau pellach am y rôl hon, cysylltwch os gwelwch yn dda gyda:
Louise Wilce, Cydlynnydd Inspire **Ffôn:** 07836 262102

Dyddiad Cau: 12pm ar 04/08/2017

Gofynnir i chi nodi na allwn dderbyn CV

Gellir llenwi ffurflenni cais ar-lein neu eu lawrlwytho drwy:
www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Gellir cyflwyno ceisiadau yn y Gymraeg ac ni chaiff cais a gyflwynir yn y Gymraeg ei drin yn llai ffafriol na chais a gyflwynir yn Saesneg.

Ar ôl eu llenwi, dylid dychwelyd ffurflenni cais papur i'r cyfeiriad canlynol:
Gwasanaethau Pobl, Cyngor Sir Fynwy, Blwch SP 106,
CIL—Y- COED, NP26 9AN

Mae Cyngor Sir Fynwy yn gyflogwr cyfle cyfartal ac yn croesawu ceisiadau gan bob adran o'r gymuned.

Mae'r holl swyddi'n agored i'w rhannu os na nodir fel arall.

Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle.

PROFFIL Y RÔL

TEITL Y RÔL: **Gweithiwr Cyflogadwyedd Inspire2Work**
Swydd am Gyfnod Penodol; wedi ei hariannu gan yr ESF -
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ASESIAD Y GYMRAEG:
Sgiliau yn y Gymraeg yn ddymunol

YN ATEBOL I: Cydlynnydd Inspire

Menter Ieuenctid Sir Fynwy.....**Pwy ydym ni?**

Ein Diben:-

Mae Menter Ieuenctid yn rhan hanfodol o Gyfarwyddiaeth Menter ac Arloesedd Cyngor Sir Fynwy. Rydym yn gweithio gyda phobl ifanc rhwng 11 a 25 ar draws y sir yn eu cefnogi hwy drwy addysg, cyflogaeth a hyfforddiant. Rydym yn ymgysylltu pobl ifanc gyda'r sector busnes, gan gefnogi'r broses o ddatblygu cyfleoedd ar gyfer cyflogaeth, hyfforddiant ac entrepreneuriaeth lleol.

Pwrpas y Rôl hon:-

Gyda chefnogaeth gan y Cydlynnydd Inspire Rheolwr Menter Ieuenctid yr Awdurdod Lleol, Gyrfaoedd Cymru, y Ganolfan Byd Gwaith a fforymau ardal lleol, byddwch yn gweithio gyda phobl ifanc rhwng 16 a 18 yn Haen 1 a Haen 2 o'r Model 5 Haen, a'r rhai hynny rhwng 16 a 24 ac sydd fwyaf agored i niwed ac wedi eu hadnabod fel y rhai sydd yn rhan o'r grŵp NEET gan bartneriaid lleol.

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Disgwyliadau a Chanlyniadau'r Rôl hon:-

Yn cyfrannu at y canlynol;

- Pobl ifanc sydd mewn peryg o ddod yn NEET (grŵp oedran 16-18 mlwydd oed) a'u helpu i ennill cymwysterau cyn gadael.
- Pobl ifanc sydd mewn peryg o ddod yn NEET (grŵp oedran 16-18 mlwydd oed) wrth adael addysg neu hyfforddiant.
- Pobl ifanc sydd mewn peryg o ddod yn NEET (grŵp oedran 16-18 mlwydd oed) ac mewn llai o risg wrth adael

Bydd eich cyfrifoldebau yn cynnwys:-

1. Ymgysylltu gyda phobl ifanc NEET.
 - Pobl ifanc 16-18 mlwydd oed sydd wedi eu hadnabod fel rhan o fodel haen 5 Llywodraeth Cymru, yn enwedig y rhai hynny yn Haen 1 (unknowns) neu 2 (yn methu neu'n wyneb or have complex barriers)
 - Hawlwyr Lwfans Ceisio Gwaith 19-24 (y sawl sydd yn dychwelyd i raglenni na sy'n waith/rhaglenni gwaith)
 - Pobl ifanc 16-24 mlwydd oed sydd wedi eu hadnabod fel NEET gan ddarparwyr ond na sydd yn cael eu helpu gan Gyrfaoedd Cymru neu'r Ganolfan Byd Gwaith
 - Grwpiau o bobl sy'n agored i niwed a rhwng 16-24 (e.e. BME, ESOL, gofalwyr ifanc, rhieni ifanc, yn feichiog, yn gadael gofal, troseddwy'r ifanc) ac yn fwyaf pell o'r farchnad lafur
2. Ysgrifennu, darparu, asesu a dilysu'n fewnol ystod o gymwysterau o lefel mynediad 3 ymlaen fel rhan o'r rhaglen I2W, a fydd yn llywio proses Sicrwydd Ansawdd Mewnol y rhaglenni Inspire.
3. Cyfrannu at y broses Sicrwydd Ansawdd Mewnol drwy fonitro ac asesu'r nifer o gymwysterau yn erbyn y targedau sy'n cael eu cyflenwi a'u hasesu drwy'r I2W ac asesu holl gymwysterau pobl ifanc o dan y rhaglen I2W.
4. Cefnogi'r bobl ifanc hynny sydd yn meddu ar rwystrau cymhleth tuag at gynhwysiant, hyfforddiant a chyflogaeth ac unigolion mewn peryg o gael eu hallgau'n gymdeithasol, er mwyn pennu llwybr tuag at gyflawni eu hamcanion.
5. Datblygu a darparu pecyn teilwredig o gyfleoedd er mwyn cynyddu ymgysylltu a chyfranogiad, er mwyn caniatáu i bob ifanc i deimlo'n hyderus a symud tuag at gyflogaeth gynaliadwy neu ddysgu pellach.
6. Gweithio gyda'r Gweithiwr Gweinyddiaeth Inspire er mwyn sicrhau cydymffurfiaeth gyda'r holl brosesau rheoli cymwysterau.
7. Datblygu a chynnal dolen gyswllt gyda darparwyr ôl-16 er mwyn:
 - Sicrhau bod system atgyfeirio ac adrodd yn cael ei chynnal
 - Adnabod meysydd cyffredin o waith ac osgoi unrhyw ddyblygu
 - Darparu gwybodaeth i wasanaethau eraill

8. Darparu rhaglenni Cyflogadwyedd, gan gynorthwyo pobl ifanc i wneud cynnydd a symud ymlaen at gyflogaeth neu hyfforddiant cynaliadwy.
9. Cysylltu'n effeithiol gyda phartneriaethau menter busnes a darparwyr hyfforddiant cyfredol er mwyn creu cyfleoedd hyfforddi a chyflogaeth newydd.
10. Ystyried anghenion unigol a dulliau dysgu er mwyn cynnig y ddarpariaeth orau bosib ar gyfer y person ifanc, gan eu cefnogi hwy i ennill cymwysterau.
11. Monitro a thracio pobl ifanc NEET yn unol ag anghenion ESF yr Awdurdod Lleol. Gweithredu offeryn monitro rhaglenni I2W (CEMP).
12. Cyfrannu tuag at weithredu cynllun Fframwaith Ymgysylltu a Datblygiad Ieuencid Sir Fynwy er mwyn lleihau'r nifer o bobl sydd mewn risg o ddod yn NEET a phobl ifanc sydd eisoes yn NEET.
13. Sicrhau bod yr holl ddata yn cael ei gasglu yn briodol ac yn ddiogel ac yn cwrdd â gofynion y Gronfa Gymdeithasol Ewropeaidd.
14. Gosod esiampl ar gyfer pobl ifanc, yn hyrwyddo ethos sydd yn annog ac yn cefnogi ymddygiad ac agweddau positif. Gweithio yn unol gydag ideoleg ac ethos gwaith ieuencid, gan annog yr holl bobl ifanc i werthfawrogi dysgu; herio annhegwch a rhagfarn pan fydd angen.
15. Ymgymryd ag unrhyw ddyletswyddau a chyfrifoldebau sydd eu hangen o dan y Ddeddf (au) Diogelu Data 1984 a 1998, yn enwedig, i gymryd gofal rhesymol er mwyn sicrhau nad yw data personol yn cael ei golli na'i ddatgelu.
16. Arfer hygredd o ran y materion cyfrinachol a'r wybodaeth bersonol a ddaw i law wrth ymgymryd â dyletswyddau'r swydd.
17. Sicrhau bod dyletswyddau a phractis iechyd a diogelwch yn cael eu gweithredu neu fel sydd wedi eu manylu ym Mholisi Iechyd a Diogelwch y Cyngor, a sicrhau bod darpariaethau a gwasanaethau i bobl ifanc yn cydymffurfio gyda deddfwriaeth gyfredol.
18. Cynnal a chydymffurfio gyda darpariaethau statudol Rheoliadau Iechyd a Diogelwch yn y Gweithle 1999, Polisi Diogelu ac Amddiffyn Plant Sir Fynwy 2012 ac unrhyw bolisiau eraill sydd gan y Cyngor ac yn ymwneud gyda Diogelu ac Iechyd a Diogelwch.
19. Gweithio ar y cyd gyda'r Swyddog Dynodedig ar gyfer Diogelu Plant yn y ffordd ganlynol: Sicrhau bod y staff yn ymwybodol o bolisi'r Awdurdod Lleol ar Ddiogelu Plant a bod yr holl bolisiau a phractis yn cydymffurfio gyda Gweithdrefnau Diogelu Plant Cymru Gyfan. Gwneud atgyfeiriadau i Wasanaethau Plant yn sgil unrhyw un yn datgelu a/neu pryder bod plentyn/person ifanc 'mewn angen' neu mewn risg o niwed sylweddol. Cynnal dogfennaeth gywrain, gyfrinachol a chyfredol ar yr holl achosion o ddiogelu plant.
20. Sicrhau bod cyfrifoldebau'r Cyngor o ran Cydraddoldeb ac Amrywiaeth yn cael eu gweithredu a bod canlyniadau Menter Ieuencid o ran yr iaith Gymraeg yn cael eu cyflawni.

Dyma'r hyn y mae modd i ni ddarparu i chi:-

- Cefnogaeth lawn gan y rheolwr a'r aelodau tîm
- Ystod o hyfforddiant a chyfleoedd i ddatblygu'n broffesiynol
- Gliniadur a ffôn mudol
- Goruchwylydd penodol ar gyfer cefnogaeth gysylltu

Beth arall sydd angen i chi wybod.....Dyma Werthoedd Cyngor Fynwy:



- Tryloywder: Rydym am geisio bod yn agored ac onest er mwyn datblygu perthynas lle y mae pobl yn medru ymddiried yn ei gilydd.
- Tegwch: Rydym am geisio cynnig dewis teg, cyfleoedd a phrofiad ac i ddod yn fudiad lle y mae'r naill yn parhau'r llall.
- Hyblygrwydd: Rydym am geisio bod yn hyblyg wrth feddwl a gweithredu er mwyn dod yn fudiad effeithiol ac effeithlon.
- Gwaith tîm: Rydym am geisio gweithio gyda'n gilydd er mwyn rhannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd er mwyn cyflawni ein hamcanion.

A bydd y rôl hon yn gweithio gyda Sir Fynwy er mwyn cyflawni hyn.

Yn ychwanegol at hyn:

Mae'r holl weithwyr yn gyfrifol am sicrhau eu bod yn ymddwyn bob tro mewn ffordd sydd yn gyson â Pholisi Cyfle Cyfartal Sir Fynwy yn eu meysydd perthnasol ac yn eu hymddygiad cyffredinol.

Sut fyddwn yn gwybod os mai chi yw'r person cywir ar gyfer y rôl hon? Fel yr ymgeisydd llwyddiannus, byddwch wedi arddangos y canlynol:-

1. Yn meddu ar gymhwyster cenedlaethol mewn:
 - Lefel 3 neu uwch, Cyngor a Chanllawiau
 - Cymhwyster Gwaith Ieuencid, gradd neu gyfatebol
 - Cymhwyster addysgu neu rhywbeth gyfatebol.
2. Profiad o'r agenda Bod Heb Waith
3. Profiad o ddatblygu a darparu rhaglenni Bod Heb Waith.
4. Profiad o ddefnyddio pecynnau Microsoft megis Excel, Word, Outlook, Access, ayyb.
5. Profiad o fonitro a diweddarau systemau cronfeydd data a llunio adroddiadau gan ddefnyddio'r systemau yma
6. Y gallu i weithio ar liwt eich hun ac fel rhan o dîm y staff gan weithio o fewn terfynau amser penodol
6. Ymrwymiad at ddarparu gwasanaeth effeithiol ac effeithlon lle y bydd yna bwysigrwydd o'r mwyaf ar gynnwys pobl ifanc.

Cyffredinol

Y Gallu i Feddwl ac Ymddwyn yn Strategol

- Yn medru creu a chyfathrebu gweledigaeth ac ysbrydoli eraill i gredu yn y weledigaeth;
- Yn medru monitro a rheoli'r canlyniadau a chynnig mewnbwn i'r fframweithiau priodol.
- Yn medru meddwl yn gyflym ac yn hyblyg ac yn dangos arweiniad ymaddasol wrth ymateb i amgylchedd newidiol;
- Yn adnabod ac yn medru manteisio ar gyfleoedd i ennill adnodau ychwanegol o ystod o ffynonellau allanol;

Yn arddangos Deallusrwydd Emosiynol

- Yn gwranddo ar eraill ac yn cyfathrebu'n effeithiol;
- Yn delio gyda sefyllfaoedd mewn modd diffwdan a rhesymol, ac yn ymatal rhag encilio o sefyllfaoedd anodd;
- Yn ceisio sicrhau'r canlyniadau drwy negodi a chonsensws;
- Yn dangos empathi ac yn medru deall sgil-ffaith eich ymddygiad ar eraill;

- Yn medru deall a delio'n agored gyda materion emosiynol;
- Yn buddsoddi amser ac egni yn y broses o adeiladu rhwydweithiau cryf a pherthnasau positif;
- Yn medru defnyddio eich greddf;
- Yn wleidyddol hirben a'n graff;
- Yn deall ac yn darllen rhwydweithiau cymdeithasol allweddol a pherthnasau pwerus.

Partneriaeth a Gwaith Tîm

- Yn teimlo'n gyfforddus yn gweithio o fewn amgylchedd tîm gyda ffiniau hyblyg a rhwng aelodau'r tîm;
- Yn fodlon rhannu'r cyfrifoldeb o wneud penderfyniadau fel tîm;
- Yn gyfeillgar, yn barchus ac yn gefnogol o eraill ac yn dangos ffyddlondeb i'r tîm ac i aelodau unigol o'r tîm;
- Yn meddu ar arddull gynhwysol ac yn gofyn am adborth;
- Yn ymgysylltu'n benderfynol mewn dadleuon ond yn sgilgar wrth ddatrys gwahaniaethau heb unrhyw wrthdaro;
- Yn meithrin agwedd gydlynus wrth geisio datrys problemau;
- Yn ymddwyn gyda hygredd, bod modd i eraill ymddiried ynddoch ac yn fodlon ymddiried mewn pobl eraill;
- Yn ystyried gweithio mewn partneriaeth fel cyfle yn hytrach na rhywbeth sydd yn cyfyngu;
- Yn arddangos ymrwymiad absoliwt at gydraddoldeb ac yn cofleidio amrywiaeth.

Hunan-ymwybyddiaeth, Hunan-hyder a Hunan-ddibynol

- Yn deall eich cryfderau a'ch gwendidau eu hunain ac wedi ymrwymo i wella eich hun;
- Yn medru adlewyrchu a dysgu o gamgymeriadau;
- Yn awyddus i weithio ac yn medru gweithio ar liwt eich hun;
- Yn ymrymuso ac yn ymddiried eraill i gyflawni amcanion a rennir;
- Yn emdru adnaod staretgaethau eu chwilio am gymorth er mwyn delio gdyua staren perosnol a phroffeisynol.
- Believes in work/life balance for themselves and others, and sets an example

- Yn arddangos hunanhyder a'n cyflwyno'n dda i eraill;
- Yn meddu ar agwedd optimistaidd, "bwrw ati";
- Yn medru gosod esiempl a'n ysbrydoli eraill;
- Yn credu yn ethos gwasanaeth cyhoeddus ac yn ymddwyn mewn modd sydd yn gosod esiempl a safonau uchel yn hyn o beth.

Os oes gennych unrhyw gwestiynau pellach am y rôl hon, cysylltwch os gwelwch yn dda gyda:
Louise Wilce, Cydlynnydd Inspire **Ffôn:** 07836 262102

Dyddiad Cau: 12pm ar 04/08/2017

SUBJECT: Reorganisation of Direct Payments Team in Social Services
MEETING: DMT/Single Member Report
DATE: 25 October 2017
DIVISION/WARDS AFFECTED: All

1. **PURPOSE:** To inform senior management about the current position of the Direct Payments Team, and to recommend a reorganisation of the team.
2. **RECOMMENDATIONS:** To change the current Direct Payments Coordinator post from a 0.8 FTE post (30 hrs/wk Grade J), to a 0.57 FTE post (21 hrs/wk Grade J), and to create a 0.51 FTE Business Admin Officer post (19 hrs/wk Grade D).

3. **KEY ISSUES:**

3.1 Current structure and workload for the DP Team.

The Direct Payments Team has the following structure:

Direct Payments Coordinator	Grade J	30 hrs/wk (0.8 FTE)
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)
Audit/Reviewing Officer	Grade E	22.5 hrs/wk (0.6 FTE)

Prior to 2017, the DP Team had a stable staffing structure which has seen the number of DP Recipients grow from around 50 to 180. The workload for each of the 2 Independent Living Advisors (ILAs) has grown beyond what was originally envisioned. It was previously predicted that each ILA could deal with a caseload of 65-70 cases. They are now each dealing with over 90 cases, and these cases have increased in complexity.

3.2 Current pressures on the team. As well as dealing with more DP Recipients than were originally envisioned, the complexity of most of the DP packages has grown. This is due to a number of factors:

- a) increasing complexity of Employment Law which impacts on the employers of PA staff (the DP recipients or their proxies), and on the PA staff who are directly employed by DP recipients; in some cases this results in employment tribunals;
- b) increasing complexity of procedures such as DBS/safeguarding checks; training/accreditation requirements for PA staff; pension auto-enrolment;
- c) increasing difficulties with the recruitment and retention of PA staff;

- d) complications resulting from the new social services charging policy of the Welsh Government;
- e) reviewing and revision of DP packages under the new Social Services and Wellbeing Act.

The 2 ILA staff and the Audit Officer report that they have an increasing need to do more admin tasks themselves, such as sending out information to DP Recipients, Personal Assistants, arranging training sessions for PAs, getting invoices paid.

The vacant post of DP Coordinator has been unfilled for 3 months, and the DP team needs to have a manager who can deal with strategic matters, support the team through line management, and provide good communication between the DP team and the other teams in social services.

3.3 Future pressures for the team. It is unclear whether the number of DP packages will increase, decrease or stay constant for the foreseeable future. Following discussions within the DP team and with team managers, it seems likely that the current level of DP packages will continue in the short term, and might need to increase over the long term.

3.4 Options.

The DP Team discussed and presented a range of options to the managers in Social Services of teams which use Direct Payments:

- a) Recruit a replacement for the vacant 0.8 FTE DP Coordinator post and leave the team structure unchanged.
- b) Replace the 0.8 FTE DP Coordinator Post with a 0.57 FTE DP Coordinator Post, and use the saving to employ a 0.51 FTE Business Admin Officer.
- c) Do not replace the DP Coordinator post and make the team into a self-managing team of 3 staff.
- c) Other options included increasing the number of Independent Living Advisor posts, but reducing the audit/review function.

3.5 Consequences:

Option a) would mean a new manager for the DP team could be recruited, which would give more leadership support to the team, but would not resolve the issues of increasing complexity of workload, with no business support.

Option b) would provide business support for the DP team, and would provide a reduced level of leadership support to the team. The additional admin support would free up time for the ILAs and the audit/review officer, which will add more capacity to the team to deal with additional uptake of DPs and/or more complexity in DP packages.

Option c) would save the cost of the DP Coordinator post, but would leave the 2 ILAs and the Audit/Reviewing Officer as an isolated team with no management or business admin support. This arrangement would be highly vulnerable to reductions in capacity due to sick absence, and would present a high risk to the ability of MCC to manage its DP operation effectively.

Other options are less clear in terms of consequences. Further work is needed to identify the direction of DP usage in Monmouthshire.

3.6 Salary cost comparison

Costs for Present Team (including On costs and assuming tops of scale)

Direct Payments Coordinator	Grade J	30 hrs/wk (0.8 FTE)	42608
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)	33837
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)	33837
Audit/Reviewing Officer	Grade E	22.5 hrs/wk (0.6 FTE)	17486
		Total	127768

Costs for Proposed Team

Direct Payments Coordinator	Grade J	21 hrs/wk (0.57 FTE)	29507
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)	33837
Independent Living Advisor	Grade F	37 hrs/wk (1.0 FTE)	33837
Audit/Reviewing Officer	Grade E	22.5 hrs/wk (0.6 FTE)	17486
Business Admin Support	Grade D	19 hrs/wk (0.51 FTE)	12823
		Total	127490

3.7 Proposal:

DMT approve the restructuring of the DP team according to Option b:

The business admin support role would be advertised as soon as possible on a permanent basis;

The DP Coordinator role would be advertised as a 6 or 12 month secondment basis.

4. REASONS:

4.1 This reorganisation provides better use of resources, and will provide more team cohesion than is currently in place. The restructure allows for further development of the team as necessary: If DP use will continue at current levels, then the new team structure will be able to deal with the workload involved.

4.2 If DP useage continues to grow, then more capacity will be needed for the Independent Living Advisor and Audit/Review functions, but the new structure will provide some support for this and the capacity for these functions to expand if resources allow.

4.3 Once this initial restructuring is completed, the DP team will do a resource mapping exercise to see how the team can work more effectively, in line with the recommendations from the independent review of the DP operation completed earlier in 2017.

5. RESOURCE IMPLICATIONS:

5.1 Option b is cost neutral.

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 DP useage and workload of the DP team.

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:

**Senior managers in social services;
Team managers and service managers;
DP team staff; Finance manager; HR Dept**

9. BACKGROUND PAPERS: none

10. AUTHOR: Mike Logan

11. CONTACT DETAILS:

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E-mail: mikelogan@monmouthshire.gov.uk

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Mike Logan, Disability Service Development Lead</p> <p>Phone no: 07825 099130 E-mail: mikelogan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This proposal recommends a restructure of the Direct Payments Team in Social Services, with a Team Leader post being made more part-time and a part-time Business Administration Support Officer post being created to add capacity to the team.</p>
<p>Name of Service</p> <p>Social Services – Direct Payments Team</p>	<p>Date Future Generations Evaluation form completed</p> <p>10 October 2017</p>






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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>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Direct Payments team will have more operational capacity. The restructure also makes more efficient use of staff resources.</p>	<p>No negative impacts are foreseen for this goal</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The DP team will have more resilience to deal with periods of staff leave, and this in turn will enable more DP recipients to stay in control of their care and support packages.</p>	<p>No negative impacts are foreseen for this goal</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?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The proposal directly contributes to supporting the wellbeing needs and outcomes for over 180 individuals in Monmouthshire	No negative impacts are foreseen for this goal
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The proposal contributes to this goal by helping to make our communities more inclusive: helping people stay stronger for longer in their own homes.	No negative impacts are foreseen for this goal
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The proposal contributes to this goal by enabling more people to stay in control of their wellbeing outcomes.	No negative impacts are foreseen for this goal
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Direct Payments allow recipients choice and control in how their care and support needs are met, for instance by employing a Welsh speaker or someone who shares an interest in Welsh culture and heritage.	No negative impacts are foreseen for this goal
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Direct Payments give recipients more voice and control, which plays a part in addressing the inequalities that exist in our society.	No negative impacts are foreseen for this goal

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?	Are there any additional actions to be taken to mitigate any negative impacts?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>The DP Team and senior managers have considered the pros and cons of the options in the proposal, and opted for the solution which provides the best balance of short term need with longer term planning.</p>	<p>No negative impacts are foreseen for this goal</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>We need a range of options for people who need care and support. The DP team enables people to explore solutions for meeting their care and support needs, using a range of options and partners in people's local communities.</p>	<p>No negative impacts are foreseen for this goal</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The DP team staff were involved in the options appraisal.</p>	<p>No negative impacts are foreseen for this goal</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Direct Payments are used creatively by staff to support individuals to stay stronger for longer in their own communities.</p>	<p>No negative impacts are foreseen for this goal</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The proposal makes cost-effective use of a relatively small financial resource in MCC.</p>	<p>No negative impacts are foreseen for this goal</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	Several DP recipients who are in older age groups benefit from support from the DP team.	No negative impact	No significant impact
Disability	Several DP recipients who have disabilities/impairments benefit from support from the DP team	No negative impact	No significant impact
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

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	MCC has responsibilities for safeguarding vulnerable people (children and adults). This proposal does not have a significant impact on these responsibilities, but will create a business admin role which will focus on supporting safe recruiting for DP recipients who employ staff.	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?

Discussions with DP Team members and staff colleagues.

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: The DP Team will have a more resilient structure which will free up more capacity for dealing with current and future demand for DPs.
 Negative impacts: none identified, although the impacts will be kept under review.

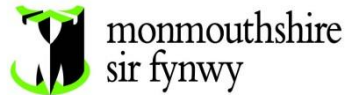
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Await the outcome of the DMT decision	Oct 2017	DMT	
If agreed, we will recruit to the 2 posts concerned	Oct 2017	DP Team lead	
Induction and ongoing training for the new postholders	October 2017 – Feb 2018	DP Team lead	

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:	31 March 2018. Reports to Social Services senior managers.
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SUBJECT: MONMOUTHSHIRE PLANNING SERVICE ANNUAL PERFORMANCE REPORT (APR)
MEETING: INDIVIDUAL CABINET MEMBER DECISION - Councillor R. GREENLAND
DATE: 25 OCTOBER 2017
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE

- 1.1 To seek approval of the report on the performance of the Council's Planning Service for the period 2016-17.

2. RECOMMENDATION:

- 2.1 To note and approve the contents of the Annual Performance Report for submission to the Welsh Government by 31 October 2017.

3 BACKGROUND

- 3.1 The Welsh Government requires all Local Planning Authorities (LPAs) in Wales to submit an Annual Performance Report for the planning service by 31st October 2017. This requirement links with the new Planning (Wales) Act 2015, and the Welsh Government's objective of creating a positive and enabling planning service. The Act includes new powers for the Welsh Government to intervene, including removing planning powers from a Local Planning Authority, requiring the preparation of joint Local Development Plans (LDPs), or requiring the merger of LPAs.
- 3.2 This is the third Annual Performance Report (APR). The two previous APRs were reported to the Economy & Development Select Committee in September 2015 and 2016 respectively (with Planning Committee Members also invited) and the opportunity to review and discuss performance was welcomed by that Committee, with a request that it become an annual item.
- 3.3 The APR looks at the performance of the Planning Service against nationally set performance indicators, Welsh Government targets, the Wales average performance, and Monmouthshire's performance last year. The results are considered in the context of the challenges, opportunities, priorities and resources (staffing and financial) available. The objective of the APR is to reflect on and celebrate good performance, identify areas for improvement, and look across Wales to identify potential areas of best practice that Monmouthshire could learn from or share with others.
- 3.4 The APR is divided into sections, with the format and appearance being consistent throughout Wales, and all LPAs reporting on the same performance indicators. The report looks at where the planning service sits corporately, how it is structured and how its work fits with corporate priorities; local pressures; customer feedback; and performance. Performance is analysed across the five key aspects of planning service delivery as set out in the Planning Performance Framework:
- Plan making;

- Efficiency;
- Quality;
- Engagement; and
- Enforcement.

This Framework was established by the Welsh Government in partnership with Local Planning Authority representatives, and Monmouthshire's Head of Planning, Housing and Place-shaping sat on the working group. Performance is ranked as 'good', 'fair' or 'needs improvement'. Monmouthshire continues to play a lead role in this area, and our Development Services Manager sits on the performance working group.

3.5 The Annual Performance Report is provided at Appendix 1.

4 KEY ISSUES

4.1 The planning service's work links directly with Monmouthshire County Council's objective of delivering sustainable, resilient communities. The service is directly involved with wider corporate projects such as 21st Century Schools, rationalising our estates portfolio and forms an enabling tool to help address some of the challenges and issues identified by Future Monmouthshire.

4.2 Key areas of work for the Planning Service include:

- Providing pre-application advice to customers;
- Determining planning applications in accordance with adopted policy and material planning considerations, taking into account stakeholder comments and corporate objectives;
- Securing financial contributions from developers to offset the infrastructure demands of new development and meet the need for affordable housing;
- Safeguarding the County's 2400 Listed Buildings and 31 Conservation Areas, areas of archaeological sensitivity, the Wye Valley AONB, the Brecon Beacons National Park and the European designated Special Protection Areas and Special Areas of Conservation;
- Taking robust enforcement action against unauthorised development that is unacceptable;
- Raising awareness of the statutory role and importance of the land use planning framework, building on the high levels of engagement underpinning the LDP process;
- Preparing supplementary planning guidance (SPG) to assist with the implementation and interpretation of LDP policy;
- Implementing the Council's LDP through engaging and working with communities, and partnership working with internal and external partners to foster the co-creation and growth of enterprise, community and environmental well-being. This will include involvement with the Whole Place work and Local Well-being Plan;
- Monitoring and evaluating Plan policies and the process of Plan preparation; and
- Joint working with SE Wales Authorities with the ambition of preparing a Strategic Development Plan.

Customer service feedback

4.3 Between 2010 and 2012 the Council's Planning Service underwent a Systems Thinking review. This review sought to strip the function back to first principles: what is important to our customers, and how can waste (actions or procedures that do not add value to the outcome) be eliminated. This evidence-based review has been fully

implemented, although part of the Systems Thinking approach requires services to be kept under review and closely monitored.

- 4.4 This review identified that the following things are important to customers:
- Customers value pre-application advice and advice during the consideration of the application;
 - They want officers to be accessible and for there to be open and honest communication;
 - They want consistency of pre-application advice and in validation of applications;
 - They want Planning Committee to follow the officer's recommendation and value being able to have a dialogue with Members prior to determination;
 - They don't want too many conditions being attached to decisions, and when conditions are imposed they should be relevant and easy to discharge;
 - They value being able to submit an application online and to search for applications and information online; and
 - Third parties value being listened to during the application process.
- 4.5 The service therefore operates with these priorities as guiding principles, shaping behaviour and procedures. The service is committed to having an outcome focus rather than chasing arbitrary performance targets that are not a priority to our customers.

5 ACTIONS FROM OUR PREVIOUS APR

5.1 Our 2015/16 Annual Performance Report identified three actions:

ACTION 1: Work with consultees to seek more timely responses on planning applications.

ACTION 2: Streamline enforcement processes following a triage system to reduce the time taken to resolve cases.

ACTION 3: Arrange a training seminar on planning enforcement for Town and Community Councils via the new area-based clusters.

- 5.2 Action 1 was in response to the proportion of applications determined within agreed timescales which was an amber indicator in 2015/16 (79% against a target of 80%). Performance against this indicator has improved significantly (90% of applications were within agreed timescales for the current reporting period). A protocol has been agreed regarding consultation with colleagues on green infrastructure issues, although work is continuing in relation to Action 1 with on-going dialogue with internal consultee departments to seek to identify ways of focussing their stretched resources on priority cases and achieving efficiencies via the pre-application service. This is particularly relevant to the Council's Highways Service, where capacity issues are directly affecting delivery of the Planning service. This issue will be followed up as part of the Systems Revisit for 2017/18.
- 5.3 While our evidence shows that customers prefer a positive outcome than a quick decision, we fully recognise that if customers are going to continue using our pre-application advice service (which streamlines the subsequent stages, improves outcomes and generates fee income), they must receive timely and meaningful responses. In addition, new regulations allow customers to claim an application fee refund if their application is not determined within a given timescale. We can avoid this risk by agreeing extended deadlines (an action from our first APR) and this has been fully implemented, however customers will not be willing to agree a time extension if they cannot see a timely conclusion being reached or have previously received poor service.

- 5.4 This indicator is now green and while that is pleasing the issue of timely responses from consultees remains an issue because of limited resources. Action 1 of the current APR (below) will ensure the focus remains on obtaining timely advice via our Systems Re-visit during 2017/18.
- 5.5 Action 2 was instigated to improve the performance of our enforcement service in relation to the measure on the proportion of enforcement cases resolved within 180 days. There is no target set by the Welsh Government for this indicator, although Monmouthshire's performance of resolving enforcement cases within 180 days of receipt has fallen below the Wales average in the last three years.
- 5.6 Our performance against this indicator has declined in this reporting period (it fell from 70% to 64% of cases resolved) and remains below the Welsh average (which has reduced to 73%). Monmouthshire's Development Services Manager sits on a performance indicator working group set up by the Welsh Government and the enforcement indicators are being revised in response to concerns about the clarity and value of their current wording. Performance against this indicator fluctuates throughout Wales from 90% to 38%, and was some doubt that all Authorities are using the latest performance indicator definition. The definitions for the enforcement indicators have now been clarified via work involving Welsh Government and local planning authorities so that benchmarking data should now be more meaningful.
- 5.7 Work has been started by Swansea County Council, where the recently appointed Enforcement Manager is taking a lead role throughout Wales in reviewing the enforcement performance indicators and in setting out a good practice guide, which proposes a triage approach to quickly sift out priority cases and complaints where there is no breach or action is not expedient, allowing resources to be focused on the most important work. Swansea has not yet finalised its triage system but Monmouthshire remains interested in this approach, particularly given the substantial increase in enforcement complaints we have received both last year and into 2017/18. This Action is therefore retained and dialogue with colleagues in Swansea will be maintained to help colleagues in our small but important enforcement team deal with the rising demands and expectations on this element of the service.
- 5.8 Action 3 was delayed given the timing of the local elections in May 2017 and thus the election of a new cohort of community and town councillors who would benefit from enforcement related training – this being arguably the most controversial and misunderstood aspect of Development Management. Monmouthshire was nominated as a pilot authority to undertake the training and this is anticipated to be rolled out in 2017/18 once Planning Aid Wales has appointed a new Chief Executive. Thus, this action is retained for the next reporting period.

6.0 CONCLUSIONS AND RECOMMENDATIONS OF 2016/17 APR

- 6.1 The proportion of all applications determined within 8 weeks or an agreed timescale increased and stands at an impressive 90%;
- The proportion of major applications determined within 8 weeks or agreed timescales improved and remains substantially higher than the Wales average;
 - The number of applications we determined increased;
 - The number of applications we approved increased;

- Of those applications that had gone through our pre-application advice service, 98% were approved; and
- The proportion of respondents to our customer survey who were satisfied overall was stable at 73% and was well above the Welsh average.

This shows that, despite a challenging workload, our performance and levels of customer satisfaction have improved and our pre-application advice service is effective.

6.2 A summary table of our performance can be found in Appendix A of the APR. One of the 18 indicators (progress against LDP delivery timetable) is not applicable to Monmouthshire because we have already adopted our LDP. Of the 17 applicable indicators:

- 11 have targets set by the Welsh Government. Monmouthshire's performance is ranked 'good' against eight, 'fair' against two and 'in need of improvement' against one. The 'fair' result relates to the average time taken to determine all applications where our performance (73 days) narrowly missed the 'good' target of 67 days and the proportion of Member made decisions against officer advice where the 7% of decisions was just below the 5% 'good' target but above the Welsh average of 11%¹; the 'in need of improvement' measure is the 5 year land supply, the implications of which are discussed in full in the recent Annual Monitoring Report (AMR) for the LDP.
- We performed above or at the Wales average in 13 of the 17 applicable indicators. The indicators for which performance was below Wales average related to i) the average time taken to determine major applications in days, ii) the proportion of enforcement cases investigated within 84 days, iii) the proportion of enforcement cases where action is taken or a retrospective application received within 180 days from the start of the case and iv) the average time taken to take enforcement action. Further commentary on the performance against these measures is set out in Section 6 of the APR.

	Number of indicators
Welsh Government target has been set and our performance is 'good'	8
Welsh Government target has been set and our performance is 'fair'	2 ¹ (see above)
Welsh Government target has been set and our performance 'needs improvement'	1 ² (see above)
No target has been set but our performance is above the Wales average	2
No target has been set but our performance is slightly below the Wales average	3
No target has been set but our performance is significantly below the Wales average	1

6.3 Our performance improved or remained the same against 9 of the 17 applicable indicators, and declined slightly against 5 indicators compared to last year, and declined more significantly in respect of 3 indicators (see table below). However, it should be noted that in most of the cases where performance declined, we remained significantly above the Wales average, and where a target was set by the Welsh

Government, we are still ranked 'good' or 'fair', except for one indicator. The only indicator of clear concern is our housing land supply, which has dropped to 4.1 years' supply, below the required 5 year supply. This is discussed in detail in the LDP Annual Monitoring Report (AMR).

6.4 The key areas of declining performance related to:

Indicator	2015/16	2016/17	Wales average	WG target
5 year housing land supply	5.0 years'	4.1 years'	2.9 years'	5.0 years'
Average time taken to determine major planning applications	121 days	321 days	250 days	n/a
Average time taken to resolve enforcement cases	143 days	227 days	201 days	n/a

6.5 The issues with our housing land supply are discussed in detail in the LDP AMR. Regarding the average time to determine major applications, it is worth noting that if two outlier applications are discounted, our average is a significantly improved 145 days, well below the Wales average. The primary reason for declining performance against this enforcement indicator is the significant increase in workload this year.

6.6 The main areas of improved performance were:

Indicator	2015/16	2016/17	Wales average	WG target
Percentage of "major" applications determined within time periods required	65%	88%	59%	n/a
Percentage of all applications determined within time periods required	79%	90%	87%	>80%

6.7 Customer feedback identified the most valued characteristics of a good planning service as the availability to talk to a duty planner before submitting an application, and having a chance to amend an application before it is decided. This provides further evidence that our outcome focus is what our customers want.

6.8 Five actions are identified going forwards.

Speed of determining applications

6.9 90% of applications were determined within agreed timescales, against a Welsh Government target threshold for good performance standing at 80%. The average time taken to determine all applications was 73 days, narrowly missing the 'good' target of 67 days (but below the Welsh average of 76 days). The average time to determine major applications (321 days) was longer than the Wales average of 250 days (36 weeks). On analysis of this figure, it emerges that there were two long-standing applications at St Maur's and Mounton Road, Chepstow. If these two are excluded the average time to determine the remaining 15 major applications falls to

145 days, well below the Welsh average of 250 days, and is more of a reflection of our performance in dealing with major applications over the previous reporting period (121 days). While it is accepted that timely decisions can have economic benefits, of greater importance to investors is clarity and certainty, and our evidence is that, within reason, customers are happy to have a slightly slower decision if it is a favourable one. We therefore place greater importance on securing a positive outcome.

- 6.10 However, we acknowledge that this is an area for potential improvement and we are undertaking a 'Systems Revisit' to assess how much waste is in our processes and to understand if there are common themes as to why applications are not being determined within a timely fashion. There should also be reductions in waste in our systems and time savings to be made by the implementation of our new Idox Uniform database for the DM service; thus Action 2 below is identified. Action 5 also overlaps into making our application processing more efficient in that we may be able to identify good practice from the benchmarking exercise being carried out across Wales by the Planning Advisory Service, the results of which are expected in Autumn 2017.

ACTION 1: Systems Re-visit to improve customers' experience of our service and to improve or end-to-end performance in dealing with pre-application

ACTION 2: Roll out training for our new Development Management database software for all Planning Service staff.

Speed of resolving enforcement cases

- 6.11 The Welsh Government is yet to provide a target for this indicator, however Monmouthshire's performance of resolving 64% of enforcement cases within 180 days of receipt falls below the Wales average of 73%. Moreover, customer feedback and complaints often relate to perceived delays in enforcement cases. These issues are certainly not unique to Monmouthshire, and the problem is at least in part due to a misunderstanding of the powers available to us and/or unrealistic expectations. Performance has declined compared to last year, explained by a sharp rise in enforcement workload (cases to investigate rose by 40%) and the resolution of some older, longstanding cases. There remains, however, scope for improvement. Consideration will be given to streamlining our processes via a triage approach based on a pilot being developed by Swansea City Council, and arranging community and town council training to improve understanding and better manage expectations.

ACTION 3: Streamline enforcement processes following a triage system pioneered by Swansea City Council.

ACTION 4: Arrange a training seminar on planning enforcement for community and town councils.

ACTION 5: Absorb the results of the Planning Advisory Service (PAS) Benchmarking exercise to learn from areas of good practice across Welsh planning authorities and put those into practice, where feasible.

Opportunities going forward:

- 6.12 The following opportunities for the coming year have been identified:

- To improve the speed of responses to pre-application advice requests and determining planning applications via a Systems revisit in order to remove waste from our system and to focus our work on areas valued by our customers (Action 1);
- In tandem with the Systems approach, to use Team meetings and performance reports to drill down into specific areas of workflow and identify where problems exist and why, with a targeted approach to identifying solutions (Action 1);
- To improve the speed with which we deal with enforcement cases via a triage system, and to improve stakeholder understanding of the powers and procedures (Actions 2 and 3, 4 & 5);
- To improve the web site experience for customers and increase the amount of information available via GIS, which would drive out waste and enable channel shift so that more customers can self-serve (Action 1);
- To train up colleagues to use the more efficient replacement data base for planning applications to reduce waste for staff, including the production of standard letters and monitoring reports (Actions 1 and 2);
- To continue to work towards being a paperless office to reduce printing, copying and postage costs;
- To promote and deliver our new offers including fast track applications, pre-purchase certificates and completion certificates, providing an enhanced customer experience and an increase in income to the Council;
- Collaboration with the Village Alive Trust and interested Preservation Trusts or investors to engage and work with the owners of Listed Buildings on the At Risk register or to acquire them from the current owner;
- Review whether to adopt CIL;
- Adopt SPG to ensure the accurate implementation and interpretation of planning policy, in particular in relation to landscape and design issues;
- Continue with an early review of the Monmouthshire LDP as a result of the need to address the shortfall in the housing land supply and facilitate the identification/ allocation of additional housing land. This will involve the production of a Review Report which will set out and explain the scope of the Plan revision required;
- To identify, implement and/or disseminate best practice via the Planning Performance Advisory Group, Planning Officers' Society for Wales or other working groups, including the PAS Benchmarking exercise (Action 5).

6.13 Progress will be measured via our 2017-18 Annual Performance Report, 2017-18 LDP Annual Monitoring Report, and our 2017-18 Service Improvement Plans.

7. RESOURCE IMPLICATIONS:

7.1 Officer time and costs associated with the preparation of APR are met from the Development Management budget and carried out by existing staff.

8. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

8.1 Sustainability, equality and well-being considerations are central to the planning service's activities. This report is a review of the previous year's performance against targets and benchmarking information, however the proposed five actions for future improvements seek to improve service delivery to the benefit of our customers and communities.

8.2 A Future Generations Evaluation is attached as an appendix.

9. OPTIONS CONSIDERED

- 9.1 There is a requirement on Local Planning Authorities to undertake an Annual Performance Report and to submit it to the Welsh Government by 31 October 2017. While the Council could decide to not submit the APR, there is little to be gained from such an approach. Consequently, the following options were considered:
- 1) Recommend the APR for submission without any changes;
 - 2) Recommend the APR for submission but with changes to the proposed actions for the coming year.
- 9.2 The APR provides a useful reflection on last year's performance against targets and benchmarking information. The proposed actions seek to continue that journey of improvement, given the resources available to us. Consequently, option 1 has been chosen.

10. HOW WILL SUCCESS BE MEASURED

- 10.1 The Planning Service is measured against a number of clear and consistent (across Wales, and over time) performance indicators allowing aspects of a successful service to be measured. These indicators need to be viewed in the context of other factors, including what customers have identified as being important to them, customer and stakeholder feedback, outcomes (which are not always captured by performance indicators), and whole Council priorities.
- 10.2 We strive to be deliver the best service possible, and our mission is to advise on, give permission for, and ensure the best development possible.

11. CONSULTEES

- Planning Committee and Economy and Development Select Committee
- Senior Leadership Team
- Customer feedback as set out in the report

12. BACKGROUND PAPERS:

None

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Monmouthshire Local Planning Authority (LPA)

PLANNING ANNUAL PERFORMANCE REPORT (APR) – 2016-17

PREFACE

I am very pleased to introduce the third Annual Performance Report for Monmouthshire County Council's planning service.

This report shows that Monmouthshire's planning service continues to perform very well, with just one indicator ranked in need of improvement against the Welsh Government's targets, and all ranked indicators scoring at or above the Welsh average. In all but one criterion the service scored above the Welsh average in terms of customer service feedback (in some cases well above the average), demonstrating the planning service's commitment to an outcome-focused approach.

Good planning is central to the Council's objective of building sustainable, resilient communities while also generating growth in the economy and protecting the heritage and landscapes that make our County the beautiful place it is.

Councillor Peter Fox, Leader of Monmouthshire County Council

1.0 EXECUTIVE SUMMARY

1.1 This is Monmouthshire's third Annual Performance Report, which looks at the performance of the planning service against nationally set performance indicators, Welsh Government targets, the Wales average performance, and Monmouthshire's performance last year. The results are considered in the context of the challenges, opportunities, priorities and resources (staffing and financial) available to us. The objective of the APR is to reflect on and celebrate good performance, identify areas for improvement, and look across Wales to identify potential areas of best practice that we could learn from or share with others.

1.2 The nature of the performance indicators means their focus is on decision speed and customer service rather than measuring whether or not better outcomes have been achieved. It has not been possible to identify an objective way of measuring outcomes, however we seek to prioritise securing the best scheme possible rather than traditional indicators relating to speed of decision-making. Research has identified that our customers' priority is securing planning permission: customers generally understand the benefits of good design and, within reason, do not see the time taken as a priority.

1.3 For the purposes of this report, performance is analysed across the five key aspects of planning service delivery as set out in the Planning Performance Framework:

- Plan making;
- Efficiency;
- Quality;
- Engagement; and
- Enforcement.

This Framework was established by the Welsh Government in partnership with Local Planning Authority representatives, and Monmouthshire's Head of Planning sat on the working group. Performance is ranked as 'good', 'fair' or 'needs improvement'.

1.4 Based on the customer feedback in Section 5 and the performance information in Section 6 and Appendix A, we can be pleased with the service we deliver. During this period:

- The proportion of all applications determined within 8 weeks or an agreed timescale increased;
- The proportion of major applications determined within agreed timescales improved;
- Although enforcement cases increased significantly (up by over 40% compared to 2015/16) performance remained reasonable and we closed over 50% more cases than the previous year;
- The percentage of applications approved remained well above WG average and is stable at 96%;
- Of those applications that had gone through our pre-application advice service (17% of the total number determined), 98% were approved, and just 2% refused; and
- The proportion of respondents to our customer survey who were satisfied overall with the service was 73%, well above the Welsh average of 60%.

This shows that, despite a challenging workload, our performance and levels of customer satisfaction have generally improved and our pre-application advice service is effective.

1.5 A summary table of our performance can be found in Appendix A. One of the 18 indicators (progress against LDP delivery timetable) is not applicable to Monmouthshire because we have already adopted our LDP. Of the 17 applicable indicators:

- 11 have targets set by the Welsh Government. Monmouthshire's performance is ranked 'good' against 8, 'fair' against 2 and 'in need of improvement' against one. The 'fair' results relate to the proportion of planning applications determined by Members that were contrary to the officer recommendation, where we achieved 7%, narrowly missing the 'good' target of 5% or less; and secondly, where the average time taken to determine applications (73 days) narrowly missed the 'good' target of 67 days; the measure that was in need of improvement was the five year supply of housing land which has fallen from 5 years in the previous year to 4.1 years.
- We performed at or above the Wales average in 15 of the 17 applicable indicators. The indicators for which performance was below the Welsh average related to i) the average time taken to determine major applications (321 days compared to the Welsh average of 250 days) and ii) the average time to take enforcement action (227 days compared to the Welsh average of 201 days). Further commentary is provided on these indicators in Section 6;
- Our performance declined against eight indicators, The declining performance related to:
 - 5 year housing land supply;
 - Average time taken to determine major planning applications;
 - Average time taken to determine all planning applications;
 - Percentage of Member made decisions against officer advice;
 - Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days;
 - Average time taken to resolve enforcement cases;
 - Percentage of enforcement cases where enforcement action is taken or a retrospective application received within 180 days from the start of the case (in those cases where it was expedient to enforce) and;
 - Average time taken to take enforcement action.

However, it should be noted that in four of the above measures, our performance remains well above the Wales average, and where a target was set by the Welsh Government, we are still ranked 'good' or 'fair' except for the five year housing land supply measure, which had fallen to 4.1 years' supply (and we know has dropped further to 4.0 years' at March 2017) below the required 5 year supply. This is discussed in detail in the LDP Annual Monitoring Report (AMR) 2017.

1.6 In the light of the above, five actions are proposed going forward;

Action 1 - Systems review to be re-visited and reinvigorated to identify what matters today and how we meet that demand as well as identifying causes of variation in our system that lead to delays in reaching a positive outcome

Action 2 - New Idox Uniform training for colleagues to be undertaken to bed in our new IT system

Action 3 - Streamline enforcement processes following a triage system to reduce the time taken to resolve cases

Action 4 - Arrange a training seminar on planning enforcement for Town and Community Councils via the new area-based clusters (to be arranged via Planning Aid Wales)

Action 5 – Absorb the data from the Planning Advisory Service (PAS) Benchmarking Report, due October 2017, and investigate areas of good practice across elements of the service that we can apply to improve our performance.

2.0 CONTEXT

2.1 This section sets out the planning context within which the Local Planning Authority operates, both corporately and in terms of Monmouthshire as a county, for the 2016-17 period.

Corporate Context

2.2 The Council adopted its Local Development Plan in February 2014 and submitted its second Annual Monitoring Report in October 2016.

2.3 The planning service's work links directly to Monmouthshire County Council's objective of building sustainable, resilient communities. The Council has identified four key priorities:

- 1) Giving our young people the best start in life with a good education;
- 2) Protecting the most vulnerable in society;
- 3) Promotion of enterprise, economic development and job creation;
- 4) Maintaining locally accessible services.

2.4 The following Corporate Service Improvement Plan outcomes are directly relevant to the planning service:

- Older people are able to live their good life;
- People have access to appropriate and affordable housing;
- People have good access and mobility;
- People feel safe;
- Business and enterprise; and
- People protect and enhance the environment.

In accordance with Section 2(2) of the Planning (Wales) Act 2015 and the Well-being of Future Generations (Wales) Act 2015, the planning function must be exercised for the purpose of ensuring that the development and use of land contribute to improving the economic, social, environmental and cultural well-being of Wales. The Planning Service has a key role to play in this regard. The Public Services Board is working on the Local Well-being Plan with significant community and stakeholder engagement to date

2.5 The planning service is arranged into two main teams: Development Management, which includes planning applications, enforcement and heritage management; and Planning Policy. During the previous reporting period, the service underwent a number of significant improvements including being restructured, rebranded and co-located under a new Head of Service.

2.6 The Enterprise Directorate vision provides a strategic context for the development and promotion of an enterprising culture, which builds business resilience and creates excellent outcomes for our communities.

2.7 Development Management:

2.7.1 The Development Management service vision is: ***"To advise on, give permission for and ensure the best possible development"***. The purpose of the service is to implement the

Council's statutory adopted Local Development Plan by enabling good quality development in the right locations, and resisting poor quality development, or development in the wrong locations.

2.7.2 The main customer is the applicant, however there are numerous stakeholders including individuals, communities, businesses, third sector organisations, other Council services and elected Members.

2.8 Planning Policy:

2.8.1 The Planning Policy service vision is: ***"To ensure Planning Policy is at the heart of Sustainable Development in Monmouthshire"***. The purpose of the Planning Policy Service is to ensure that the land use and sustainable development objectives of the Council are met with regard to adequate supply of land in sustainable locations for housing, retail, recreation, education, transport, business, waste and other needs, whilst protecting the County's valued environmental and cultural assets.

2.8.2 The main customers are individuals, communities and businesses living or based within the County, as well as third sector organisations, other Council services and elected Members.

2.9 Key areas of work for the Planning Service include:

- Providing pre-application advice to customers in partnership with key internal stakeholders;
- Determining planning applications in accordance with adopted policy and material planning considerations, taking into account stakeholder comments and corporate objectives;
- Securing financial contributions from developers to offset the infrastructure demands of new development and meet the need for affordable housing;
- Safeguarding the County's 2400 Listed Buildings and 31 Conservation Areas, areas of archaeological sensitivity, the Wye Valley AONB, the Brecon Beacons National Park and the European designated Special Protection Areas and Special Areas of Conservation;
- Taking robust enforcement action against unauthorised development that is unacceptable;
- Raising awareness of the statutory role and importance of the land use planning framework, building on the high levels of engagement underpinning the LDP process;
- Preparing supplementary planning guidance (SPG) to assist with the implementation and interpretation of LDP policy;
- Implementing the Council's LDP through engaging and working with communities, and partnership working with internal and external partners to foster the co-creation and growth of enterprise, community and environmental well-being. This will include involvement with the Whole Place work and Local Well-being Plan;
- Monitoring and evaluating Plan policies and the process of Plan preparation; and
- Joint working with SE Wales Authorities with the ambition of preparing a Strategic Development Plan.

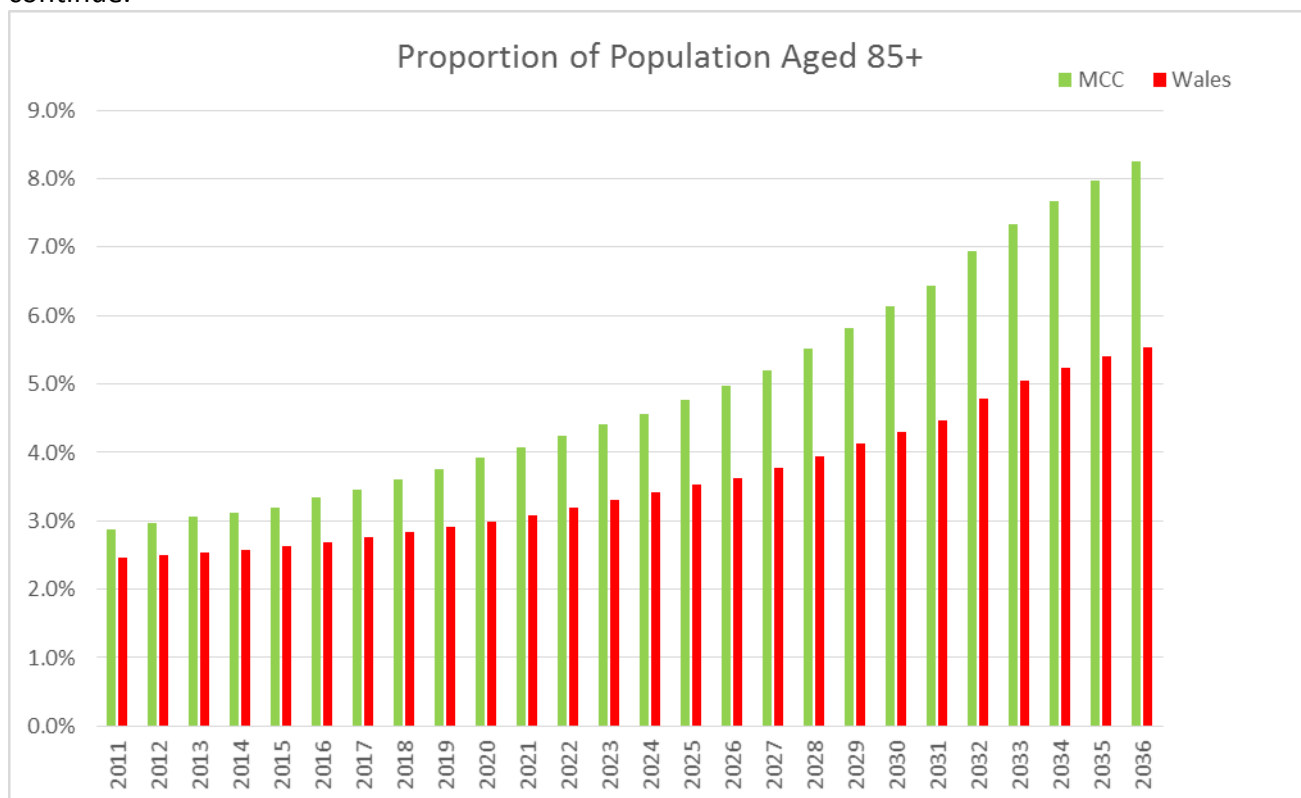
Local Context

2.10 Located in South East Wales, Monmouthshire occupies a strategic position between the major centres in South Wales, the South West of England and the Midlands. The County shares a border with the neighbouring Local Planning Authorities of Newport, Torfaen and Brecon Beacons National Park (BBNP) in Wales and Gloucestershire, the Forest of Dean and Herefordshire in England, with Severn crossing links to South Gloucestershire. The County forms the gateway to South Wales, and is part of the Cardiff Capital City Region. This location gives the County a distinctive identity.

2.11 Our people

2.11.1 Monmouthshire covers an area of approximately 88,000 hectares with a population of 91,323 in 2011 (92,843 according to the 2016 mid-year estimate), 7.9% of which resides within the BBNP area of the County. The County has a low population density of 1.1 persons per hectare – significantly lower than the South East Wales average of 5.3 persons per hectare – reflecting the area’s rural nature. Only 53% of the population live in wards defined as being urban areas (i.e. with a population of more than 10,000).

2.11.2 Our population has been increasing steadily, up 7.6% between 2001 and 2011 compared with the Wales average of 5.5%. This increase is wholly attributable to inward migration, with natural change showing negative growth. The County has a relatively high and increasing proportion of older age groups, and a lower and decreasing proportion of younger adults compared with the UK and Wales averages: this trend is predicted to continue.



Source: Office for National Statistics

2.11.3 This demographic change has significant implications for economic activity and demand for services to enable our citizens to continue to live independent lives. The Council has embarked on a work-stream named ‘Future Monmouthshire’ to consider the needs and

aspirations of our communities going forward, and how those will be met in the context of a rapidly changing public sector. The project is also considering the extent to which we are a hostage to fortune of these demographic changes, or if we can and should seek to change trends, for example by seeking to retain younger people in the County and the role of affordable housing and employment opportunities in achieving that. This work will provide important evidence, context and direction to future Local Development Plans and to regional planning.

2.12 Housing and quality of life

2.12.1 The County has three broad categories of settlement:

- The historic market towns of Abergavenny, Chepstow and Monmouth have developed over many years to have a wide range of opportunities for employment, shopping, community facilities and public transport;
- The newer settlements in Severnside of Caldicot/Portskewett, Magor/Undy, Rogiet and Sudbrook where recent high levels of residential growth have taken place without the local jobs and community facilities to match. The area benefits, however, from a strategic location at the 'Gateway' to Wales with good access to the employment markets of Newport, Cardiff and Bristol;
- The rural area, containing the small town of Usk, the larger villages of Raglan and Penperlleni, and a large number of smaller villages, widely dispersed around the County.

2.12.2 Over the last decade, housing completions in the Monmouthshire LPA area have averaged approximately 240 dwellings per annum, although there have been significant annual variations with just 158 completions in 2009/10. To deliver the LDP housing requirement, 488 completions per annum are required (2013-2021). To date, completions since LDP adoption have averaged approximately 226 per annum. This is discussed in more detail in the LDP Annual Monitoring Report.

2.12.3 Average house prices are significantly higher than the Wales average (£276,800 compared to £181,100 average in Sept 2017) resulting in a significant need for affordable housing (source: Hometrack data). Of the 3,719 dwellings completed between 2001 and 2013, 15.8% were classed as affordable. Of the 667 dwellings completed since LDP adoption, 19% are affordable units.

2.12.4 Monmouthshire is generally a prosperous County offering a high quality of life for its residents. This is reflected in the 2011 Welsh Index of Multiple Deprivation with none of the lower super output areas (LSOA) in Monmouthshire in the most deprived 10% in Wales. However, poor access to community facilities and declining local service provision is an issue for rural and ageing communities. The health of Monmouthshire's population is generally better than the Wales average, with greater life expectancies and higher proportion of residents classing themselves as being in good health (2011 Census). Fewer residents in the County suffer with a limiting long term illness compared with Wales as a whole. The rate of reported crime in Monmouthshire tends to be lower than for Wales as a whole.

2.13 Our economy

- 2.13.1 The County has a high proportion of working age people in employment (62.8% in 2011) compared to neighbouring Authorities or the Wales average (58.2%). Our economy is reliant on the public sector and services for employment:
- The public administration, education and health sector accounts for 33.3% of jobs;
 - The distribution, retail, hotels and restaurants sector accounts for 27.4% of jobs;
 - Tourism, as part of the services sector, is also important in the County accounting for 12.1% of jobs, higher than the Wales average (9.6%). There were over two million visitors to the County in 2012, with tourist expenditure amounting to nearly £158m thereby supporting 2,700 jobs.
- (Business Register & Employment Survey 2012).
- 2.13.2 The County had 3,720 active enterprises in 2011, 27% of which were in the property and business services sector. Nearly 99% of the County's businesses are classified as small (i.e. up to 49 employees). Monmouthshire has experienced growth in eight of fourteen sectors in the decade to 2011, with the greatest increases in the property business services, hotels and catering and education and health sectors, while there has been a decline in the number of manufacturing businesses. Recent changes in Business Rates by the Welsh Government have disproportionately affected Monmouthshire.
- 2.13.3 Monmouthshire's approved Tourism Destination Plan has served the County well but has now reached the end of its initial 3 year life, so the Council has commissioned a review. Monmouthshire's tourism performance over the plan's life (between 2012 and 2015) has been steady, (10% growth in terms of economic impact, 8.7% growth in visitor numbers and 1.5% growth in FTE jobs), with exceptional growth (6.6%) seen between 2014 and 2015 which was above the national (5%) and regional average (6%). This has coincided with significant progress on delivery of the Plan's priorities in terms of the experience visitors find on the ground in our villages, towns and attractions, the focus on walking, the consolidation of the County as Wales' Food Capital, the Council's programme of events, or the quality of the product database which drives marketing and communications.
- 2.13.4 The 2015 Welsh Government Commuting Statistics indicate that 58.3% of the County's residents work in the area. Although less than the Welsh average of 69.4%, this is an improvement of last year's figure of 54.5%. This suggests that there has been some progress in meeting the aspiration to increase the proportion of resident workforce working within Monmouthshire over the Plan period. However, the same data source suggests that Monmouthshire has a net outflow of 900 commuters – with 17,800 commuting into the Authority to work and 18,700 commuting out. There was significant in-commuting from Torfaen (3,000), Newport (2,900), Blaenau Gwent (2,800) and from outside Wales (8,000). The main areas for out-commuting were Newport (3,900), Bristol (3,400), Cardiff (2,500) and Torfaen (2,100), with a further 6,400 commuting to other areas outside Wales. A relatively high proportion of Monmouthshire's residents travel long distances to work, with a high usage of the private car. Heavy reliance on the private car and limited opportunities for public transport is a particular issue in rural areas. These figures should be treated with caution, however, as the data is based on a small sample survey.

2.14 Communications

- 2.14.1 The County is easily accessible from the rest of Wales by the M4, A40, A449 and A4042 and from England by the M4 and M48 Severn Bridges and the A48, A40 and A465. The good road transport links connect the County to major population centres such as Cardiff, Newport and Bristol. Monmouthshire is served by a number of local and national bus routes, with main bus stations in the towns of Abergavenny, Chepstow and Monmouth. In terms of rail provision, Monmouthshire has four railway stations, at Caldicot, Chepstow and Severn Tunnel Junction in the south of the County and Abergavenny in the north. As part of the Cardiff Capital Region, Monmouthshire is set to benefit from the proposed South Wales Metro proposals. The local community in Magor Undy is at an advanced stage of campaigning for a new Magor Undy Walkway Station.
- 2.14.2 Public rights of way include 1,499km of footpaths, 71km of bridleways, 84.5km of restricted byways and 1.5km of unrestricted byways. These public rights of way are complemented by permissive paths. The County has three long distance regional trails (Usk Valley, Wye Valley and Three Castles) as well as the national trail (Offa's Dyke Path). The County also provides the start of the all-Wales coastal path. There are two national cycle routes within Monmouthshire, both of which run from Chepstow. The countryside access opportunities available in the County are one of its key assets, sustaining tourism and providing opportunities for economic regeneration.
- 2.14.3 The rural nature of the County and high proportion of SMEs means broadband and mobile communication are both vital and challenging. The Council is part of the Superfast Cymru project rolling out BT broadband, and was also a pilot Authority for a UK and Welsh Government sponsored project which is seeking to increase broadband coverage in rural communities that would not normally be commercially viable. Unfortunately, the company behind this project has recently gone into administration.
- 2.15 Our natural heritage
- 2.15.1 The County is noted for its rural beauty and has a rich and diverse landscape stretching from the coastline of the Gwent Levels in the South of the County, to the uplands of the Brecon Beacons National Park in the north, the picturesque river corridor of the Wye Valley AONB in the east, and the Blaenavon Industrial World Heritage Site to the north-west. The landscape and countryside of Monmouthshire contributes not only to the health and well-being of Monmouthshire's residents but also supports the important tourist economy.
- 2.15.2 Monmouthshire has significant biodiversity and nature conservation resources, a number of which are internationally or nationally recognised, including:
- The Severn Estuary Special Area for Conservation (SAC), Special Protection Area (SPA), Site of Special Scientific Interest (SSSI) and Ramsar Site (Wetland of international importance);
 - The River Wye, River Usk, Wye Valley woodlands and Wye Valley Special Areas of Conservation (bat sites);
 - 49 nationally designated Sites of Special Scientific Interest (SSSIs) – covering some 2,087 hectares. Most are woodland or grassland sites with others designated for their wetland or geological interest;
 - Two National Nature Reserves (Fiddler's Elbow (woodland) and Lady Park Wood) and one Local Nature Reserve at Cleddon Bog;

- Approximately 650 non-statutory Sites of Importance for Nature Conservation (SINCs) predominantly in relation to grassland and ancient and semi-natural woodland areas.

The statutory sites cover 6,432 hectares, or 7.6% of the LPA area; 3,664 hectares of which comprises the Severn Estuary SPA.

2.15.3 Other key challenges facing the planning service include areas at risk of flooding (including most of the Gwent Levels and the flood plains of the Rivers Usk and Wye and their tributaries). There are, however, flood defences within the towns of Chepstow, Monmouth and Usk.

2.16 Our built heritage

2.16.1 The Monmouthshire LPA area has a rich built heritage and historic environment which includes:

- Approximately 2,400 Listed Buildings, of which 2% are Grade I, 10% are Grade II* and 88% are Grade II. Of note, around 176 Listed Buildings have been identified as being at risk.
- 31 Conservation Areas – designated for their special historic or architectural interest, covering some 1,648 hectares in total;
- 45 Historic Parks and Gardens – identified as having a Special Historic Interest, covering 1,910 hectares;
- 3 Landscapes of Outstanding Historic Interest identified by Cadw (parts of Blaenavon, the Gwent Levels and the Lower Wye Valley);
- 164 Scheduled Ancient Monuments.

2.16.2 The LDP is heavily reliant on greenfield sites to deliver its development needs due to a lack of brownfield sites. Air quality in Monmouthshire generally meets current standards, although there are two Air Quality Management Areas (AQMA) within the County, where objective levels of nitrogen dioxide may be exceeded. These are at Bridge Street in Usk and Hardwick Hill/Mount Pleasant in Chepstow. The Monmouthshire Contaminated Land Inspection Strategy has not identified any sites as being contaminated.

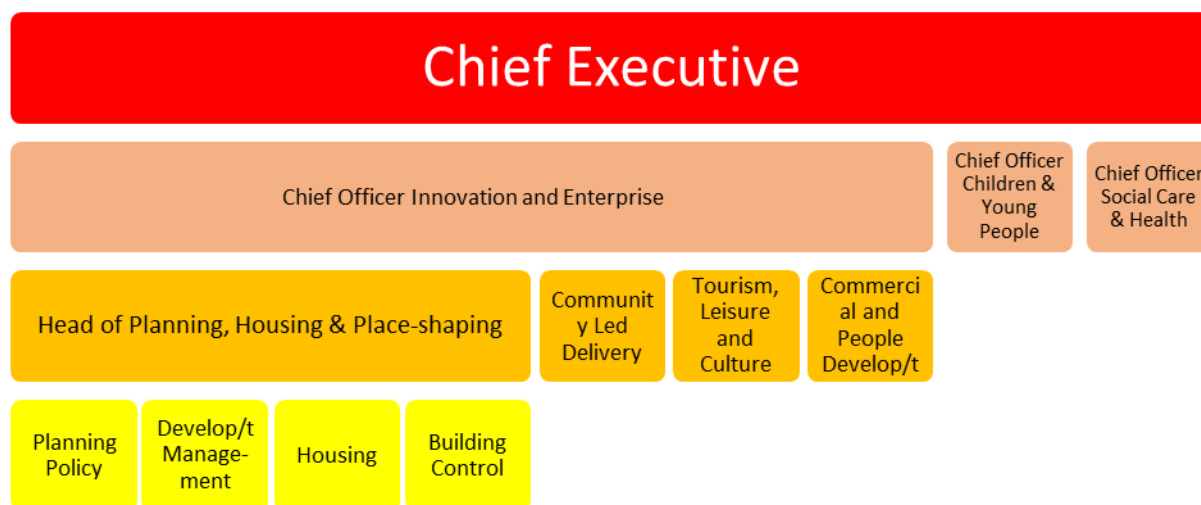
3.0 PLANNING SERVICE

Organisational setting

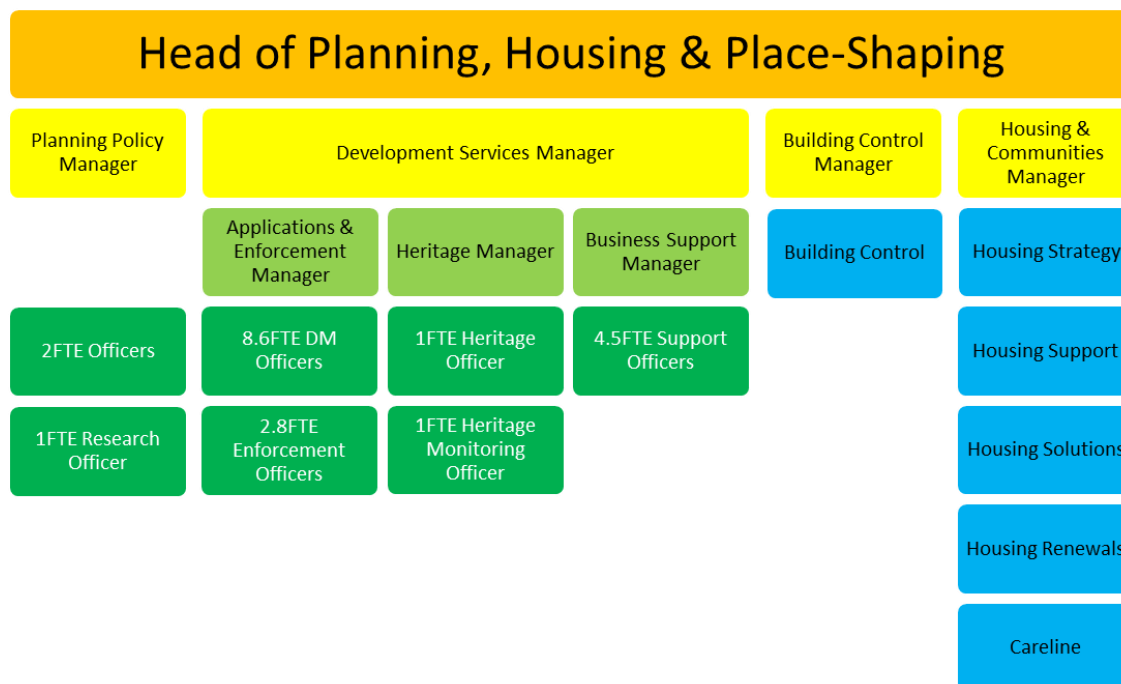
3.1 During this reporting period, the Planning service has undergone a number of significant changes, including:

- The Green Infrastructure and Countryside service sat within the Planning service for approximately six months before returning to the Tourism, Leisure and Culture Service to be part of a review into alternative service delivery models.
- The remaining elements of the Planning service (Policy and DM) together with Building Control and the Housing service for the Council came under the management of the re-named Head of Planning, Housing & Place Shaping (formerly the Head of Planning).
- Preparations were being put in place towards the end of this reporting period for the restructuring of management responsibilities within Planning Policy and DM led to a slight increase in management capacity as a response to officer feedback, to better support colleagues, to enable succession planning and recognise talent, and to support service delivery improvements. This has since been implemented.

Department structure and reporting lines for the 2016-17 reporting period



Planning service staffing structure for the 2016-17 reporting period



- 3.2 In October 2015, the Welsh Government increased planning application fees and the (then) Minister wrote to all Local Planning Authorities setting out an expectation that the additional income is reinvested in the planning service. As recognised by the Welsh Government, application fee income covers only approximately 60% of the costs of delivering the Development Management service. In Monmouthshire, the additional planning fee income anticipated in 2016/17 was proposed in part (£40k) to be used to reduce the net cost of the planning service, and in part (£30k) be invested in service improvements by making permanent a temporary Support Officer post and by creating an additional 0.5FTE Development Management post. This change was fully implemented in 2016/17. See 3.3 below for further discussion on budgets.

Links with other Council projects

- 3.3 There are a number of wider corporate activities that impact upon the planning service, or that the planning service supports and/or shapes:

3.3.1 Budget management

Local Government budgets have been heavily cut over recent years, and the planning service has had to make savings in the same way as all other unprotected services. This has comprised a combination of reduced expenditure, increased income budget lines, and reduced staffing costs. In the two previous reporting periods, the DM team underspent by around £50k each year through underspends in respect of staff costs (gaps between posts being filled) and the Professional & Specialist Fees budget. In this reporting period, identified budget mandate savings of £40k for DM were not achieved - savings had been anticipated via extra planning application fee income for 2016/17 – see par. 3.2 above; however, application fee income fell from £626k for 2015/16 to £506k for 2016/17 owing to

economic conditions. Savings (or increased income) for 2017/18 have been identified via an increase in pre-application advice fees (by £5k), a drive towards a paperless system (reducing printing and copying – leading to savings of £5k), the introduction of new fee earning services (fast track planning applications and pre-purchase / completion certificates, anticipated to earn £4k) and a reduction in the DM Professional & Specialist Fees element of the budget by £43k. Planning Policy has set budget savings of around £17k for 2017/18, including a reduction in their Professional & Specialist Fees element of the budget.

3.3.2 Service improvement/Systems Thinking

The Council has reviewed a number of its services via a Systems Thinking approach. Planning underwent this review between 2010 and 2012, and it is now fully embedded. The review seeks to strip the service back to basic principles: who is the customer, and what is important to them? As far as is possible (for example taking into account legislative requirements), activities that do not add value to the customer are removed.

In terms of the planning service, this has resulted in a high performing, outcome-focused service. Officers are empowered to make decisions and take responsibility for their caseload from start to end. The outcome focus means that our emphasis is on securing a positive outcome where possible, rather than a focus on arbitrary performance targets. Performance against end-to-end times is monitored via monthly team meetings (also attended by the Head of Planning and Cabinet Member), however this monitoring is in the context that decision speed is only a small part of the wider picture, and is not always important to our customers.

Following the recent management re-structure within the DM service and owing to the degree of change in the planning process and how customers access and use the service since the first review, the team is engaging in a systems thinking ‘refresh’ or revisit to refocus on where waste is occurring in our systems and where primary causes of variation are taking place so that these can be addressed and resolved, leading to a better customer experience. An Area Manager and senior DM officer have agreed to lead on this from autumn 2017 and this will take place in tandem with the introduction of our new planning application processing software which is anticipated to reduce waste created by the existing, inefficient software system.

3.3.3 Development Team approach

A fee-paying pre-application advice service was introduced in late 2013 which has been well received by customers and is now embedded. The service was reviewed this year in response to customer feedback and to align with the new mandatory pre-application service introduced in March 2016. This service includes offering a Development Team approach, which seeks to provide an integrated, round-table multi-disciplinary approach to pre-application enquiries. This has helped build positive relationships with other service areas, and help all parties to understand each other’s objectives and priorities, leading to better outcomes.

During this reporting period, we determined 179 applications where the applicant had engaged in pre-application advice (in total we responded to 503 requests for pre-application advice):

- 94% were determined within the agreed timescale, which is better than performance on applications that did not go through the pre-application advice service (88%);
- 61% (109) were determined within 8 weeks and it is accepted that there is scope for considerable improvement as this figure has fallen since the previous year by 8%);
- 98% were approved. There were 4 applications that received pre-app that were subsequently refused. Three of these four applications did not follow the officer advice given at pre-application stage (although one of these applications that was refused has since been allowed on appeal) and one was refused by Members at committee, contrary to the officer recommendation for approval.

In 2016/17 we were one of three pilot Authorities, trialling the involvement of Ward Members in pre-application discussions. Design Panels involving the Planning Committee Chairman, Vice-Chairman and a senior Planning Committee member together with the local ward member were arranged to discuss major proposals in Abergavenny, Caldicot and Monmouth. The first led to positive dialogue and engagement, and also amendments being made to the design proposals at a relatively early stage in the process, followed by a successful outcome at Committee. The other proposals are awaiting determination.

As part of the systems thinking revisit referred to in 3.3.2 above, it is intended to review our pre-application advice service to see how we can make this more effective for the customer and improve the timeliness of our responses. This is particularly important as we are looking to put in place fast track services for more complex proposals that will necessitate the Development Team approach. The Development team approach is valued by customers as it provides a comprehensive service but it is more challenging to organise given the number of different officers involved.

3.3.4 Best practice benchmarking

We are involved in various regional and all-Wales working groups, which provide an important forum for identifying, learning from and sharing best practice, while recognising Monmouthshire's uniqueness. These groups include:

- Planning Officers' Society for Wales (POSW) (meeting of all Chief Planning Officers from Welsh LPAs; POSW is involved in benchmarking work among all Welsh local planning authorities undertaken for WG by the Planning Advisory Service (PAS) to understand the costs of running a planning service more accurately and comparably than CIPFA data. Monmouthshire's Head of Planning, Housing and Place-shaping was the POSW Chairman for this reporting period;
- South East Wales branch of POSW (POS-SEW), which is newly formed;
- South East Wales Strategic Planning Group (SEWSPG) (meeting of planning policy lead officers from the ten SE Wales LPAs and the Brecon Beacons National Park). Monmouthshire and Newport Councils jointly chaired this group during this reporting period, with Monmouthshire becoming the Chair Authority in January 2017;
- South East Wales Heritage Forum. Monmouthshire's Heritage Manager chaired this group during this reporting period.
- South Wales Enforcement Forum
- South Wales Development Management Group (meeting of the South Wales Development Management lead officers)

An informal group of DM officers and managers from the former Gwent Local Planning Authorities has started meeting to share best practice and procedures in the light of new regulations coming into force. The objective is to discuss consistency on a more manageable basis, and feed learning back to all LPAs in Wales.

Monmouthshire's Head of Planning, Housing & Place Shaping sat on the Welsh Government's Positive Planning Advisory Group representing all Welsh Local Planning Authorities working alongside the private sector, Royal Town Planning Institute, Welsh Local Government Association and Welsh Government to co-ordinate the identification, promotion and dissemination of best practice.

In addition, we hold monthly liaison meetings between the Planning Policy and Development Management teams to disseminate policy changes at national and strategic levels, to understand corporate strategies and to aid interpretation and implementation of the recently adopted Local Development Plan. This has provided a valuable forum to ensure a cohesive and consistent planning service is provided.

3.3.5 Asset Management

In response to budget pressures, in addition to a wider desire to use our assets responsibly, the Council is undergoing a process of reviewing its estates portfolio and where appropriate, disposing of those assets. The planning service plays a key role in enabling best use of/return from those assets. As an example, planning permission has been granted for a solar farm on one of our own County farms. The revenue from energy generation can be reinvested into providing valuable services to our citizens.

The Local Development Plan includes four Council-owned sites as housing allocations. During this reporting period, a planning application has been approved for Coed Glas, Abergavenny while in June 2017 the Council's Planning Committee approved the proposed development at Rockfield Farm, Undy; pre-application community consultation was undertaken in relation to Crick Road, Portskewett.

3.3.6 21st Century Schools

The planning service continues to play a key role in advising on and enabling the delivery of replacement school buildings as part of the 21st Century Schools project. The aim of this project is to give our young people the best possible start in life, and give them the best possible range of opportunities by the time they leave school. Construction has commenced on Caldicot and Monmouth comprehensive schools (approved in 2014 and 2015 respectively).

3.3.7 Well-Being Plan

There are four well-being objectives being finalised as part of the Council's Well-Being Plan, two relating to people and two relating to place:

People/Citizens:

- Provide children and young people with the best possible start in life
- Respond to the challenges associated with demographic change

Place/Communities:

- Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.
- Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

In tandem with the Well-Being Act and the emerging Plan the Council's Planning Service is committed to securing sustainable development in the public interest for the good of the County's citizens and its environment.

3.3.8 Local Transport Plan and Active Travel

We contributed towards the Council's Local Transport Plan in the previous reporting period, and will continue to work with colleagues to help enable delivery of the identified priorities and compliance with the Active Travel Act, whether this be via LDP allocations, planning application decisions or securing planning contributions.

3.3.9 IT improvements and 'channel shift'

The Council has a shared IT resource with Torfaen and Blaenau Gwent Councils, and through this is working towards implementation of a new planning back-office system. Collaboration on reporting functions and training has been undertaken with Torfaen Council. Setting up the new system has been very resource intensive but we aim to 'go live' in October 2017.

The planning service is a key frontline service in terms of visibility and customer access. We have already introduced agile working and electronic document management, and work has been undertaken to improve our website to improve the ability of customers and stakeholders to self-serve where possible, as well as to comply with the Welsh Language Measures.

In 2017/18 we aim to improve the planning applications search functions on our website to allow customers to self-serve more easily. We have also moved towards a paperless office, resulting in printing and postage savings. Going forward we would like to scan old microfiche records so that these are also available via our website, however this is prohibitively expensive at present.

Operating budget

3.4 The operating budget for the service is shown below together with the changes from last year:

	Costs	Income	Net Cost	Change
2013-14	£1,648,800	£601,200	£1,047,600	
2014-15	£1,397,400	£614,900	£782,500	-£265,100 (-25%)
2015-16	£1,360,500	£669,900	£690,600	-£91,900 (-12%)
2016-17	£1,363,600	£572,000	£791,600	+£101,000 (+15%)
2017-18*	£1,426,200	£694,000	£719,600	-£78,500 (-10%)

*Budgeted figures are shown for 2017-18, actual figures are shown for the other years

- 3.5 The two main costs for the service are staff costs and the LDP budget (money is transferred from the above budget to sit in an LDP reserve, built up to fund the next LDP). Income is generated by planning application fees and pre-application advice (the latter amounted to approximately £44,000 over 2016/17).
- 3.6 For 2016/17, planning application fee income had been estimated to rise slightly, given the life cycle of the Local Development Plan and the drop in housing land supply below 5 years'. However, this has not been borne out, possibly in part owing to the new Welsh Government regulations requiring a mandatory Pre-application Community Consultation process for major applications; the impact of Brexit which has caused some economic nervousness and uncertainty in terms of investment as well as lending by banks; the lack of supply caused by skills shortages in the construction industry; the smaller number of volume house builders operating in South Wales (and thus their lack of flexibility to develop several major sites across South Wales concurrently); and challenges regarding the viability of sites allocated in the LDP, not anticipated at the adoption stage.
- 3.7 In addition, new regulations are in force allowing applicants to claim a fee refund if their application is not determined within 16 or 24 weeks of validation, or within 8 weeks or 16 weeks of an agreed deadline for household or other applications respectively. Every effort will be made to avoid incurring fee refunds, and where extended deadlines are not agreed by customers, it is likely that applications will have to be refused without further negotiation. This is not the outcome-based focus that we strive to achieve, but is unavoidable if customers will not agree time extensions. No refunds have been paid to date.
- 3.8 An additional permanent 1.1 FTE (a 0.6 FTE and a 0.5 FTE) DMO capacity has been put in place to deal with the upturn in applications that has taken place in recent years. The fixed term Landscape Officer post, created for 2015-16 was renewed for a further 12 months to ensure our new Green Infrastructure supplementary planning guidance is integrated into the planning application process as well as assisting the Heritage Team in responding to consultations for developments in conservation areas.
- 3.9 Research by the Welsh Government identifies that application fees recover approximately 60% of the cost of dealing with planning applications, although work is currently being undertaken with the Planning Advisory Service to provide a more accurate picture of cost recovery across all Welsh planning authorities. Additional costs are incurred through the work involved in the statutory Development Plan, and via other services such as enforcement and heritage management. Increased planning application fee income is not ring-fenced to the planning department as such, however budgeted increases in income are used to reduce the net cost of the service to the Council. In-year windfall extra income is used to balance the Council's budgets and offset overspend in other services. Conversely as was the case during 2016/17, underspend in other services was used to offset planning's under-recovery of income, when economic and other circumstances resulted in a sudden drop in fee income, as explained in par 3.6 above.

- 3.10 Application fee income has fluctuated significantly over recent years, and this poses a challenge for budget management going forward. Fee income is heavily influenced by the wider economy, for example house-building (which itself is affected by mortgage lending and development viability) and other funding streams (for example the feed-in tariff for renewable energy schemes).

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Budgeted fee income	£462k	£473k	£490k	£525k	£633k	£668k	£694k
Actual income	£375k	£415k	£596k	£584k	£664k	£560k	

Staff resources

- 3.11 Staffing levels for the reporting period are shown in the chart at paragraph 3.2 above. Staffing levels in the planning service reduced by 5.2FTE between 2013 and the end of 2015/16. Workload increased during this same period (see table at paragraph 4.2). It was been recognised that resources were stretched too thinly and additional fee income was invested in employing a 1.0FTE fixed term Senior Landscape and Green Infrastructure Officer in 2015, a 0.6FTE fixed term DM Officer and a 1.0FTE fixed term Business Support Officer. During 2016/17 the 0.6FTE DM Officer was made permanent, an additional 0.5FTE DM Officer has been recruited, and the 1.0FTE Business Support Officer was made permanent (including upskilling the post-holder to enable her to deal with a caseload of minor applications). Measures were also prepared to adjust management responsibilities to increase capacity in DM (responding to staff feedback for more the need for more day-to-day management in 1:2:1s) creating a new post of DM Area Manager (Central & South areas) and re-designating the Planning & Enforcement Manager's post as the other Area Manager (covering the North DM team and the Enforcement function). This also allows succession planning enabling the Planning & Enforcement Manager to work three days per week under the basis of flexible retirement. Within the Policy team, one of the part time (0.5FTE) Policy Managers left the Authority during this period and has been replaced by a full time Policy Manager from within the existing team while the remaining part time manager (who is also undertaking flexible retirement) takes on a more specialised role focussing on CIL and s106 issues.
- 3.12 For the reporting period, sickness levels were low, with an average of 1.74 days per colleague lost due to sickness in DM and 0 days within Planning Policy. Team morale is good despite work pressures, including implementation of the new planning data base software.
- 3.13 Training and development opportunities provided for colleagues during the reporting period include interpreting LDP policy on affordable housing financial contributions and Green Infrastructure (the combined approach to landscape, biodiversity and ecology). This is in addition to in-house development opportunities provided via Development Management and Planning Policy Liaison Meetings. External training and development opportunities included attendance at events run by Frances Taylor Building Law on recent legal changes in planning law and the RTPi Wales Planning Conference, June 2016. Training for all officers included in-house biodiversity training and reviewing our Environmental Impact Assessment screening process with assistance from Newport City Council. Design tours were held for Planning Committee Members in Autumn 2016 and Spring 2017 and a separate visit for

officers took place to view a variety of recent developments around the County as well as housing developments in Newport at Loftus Gardens and on the Usk waterfront to learn what has worked well and what could be better next time. A joint Member - Officer seminar was held on Understanding and Achieving Good Design led by the Design Commission for Wales (with a follow up to be arranged for the next reporting period on new housing layouts). Training regarding an introduction to engaging with the planning process for the new intake of community and town councillors (following the May 2017 local elections) was led by Planning Aid Wales, and attended by managers within DM.

3.14 100% of colleagues have had an annual appraisal during the reporting period.

4.0 YOUR LOCAL STORY

Workload

4.1 Key projects during the reporting period included:

- Using Twitter [@MCCPlanning](#) to increase community awareness and opportunities for engagement, for example by tweeting Committee agendas, links to Planning Committee webcasts, the receipt of major applications, and key consultation for example SPG;
- Providing a Report It function on our web pages to enable customers to report potential breaches of planning control to our enforcement team;
- Recruiting two new colleagues within the Heritage team to fill vacancies to ensure that team's busy caseload is managed effectively;
- Adopting SPG on Primary Shopping Frontages;
- Working with Glamorgan Gwent Archaeological Trust to review the Archaeologically Sensitive Areas within the County, to reflect the significant archaeological interest in areas outside the current ASAs and provide greater certainty to all parties;
- As part of a WG initiative, piloting Member involvement in the pre-application advice process for major planning applications;
- Securing planning permissions for two of the LDP's strategic housing sites at Sudbrook and Coed Glas (Abergavenny), as well as allocated housing sites at Pwllmeyric, Shirenewton and Penallt, together with approval of a new foodstore on the former Cattle Market site at Abergavenny.
- Reported to Economy and Development Select Committee on the LDP tourism policies and the extent to which they support glamping and other growth sectors that are important to our tourism economy. An officer working group was established to clarify policy interpretation and develop SPG to assist officers and customers;
- Working with a Building Preservation Trust to seek to secure the restoration of a Listed Building at Risk including a CPO;
- Updating our Scheme of Delegation and Pre-application Advice service to reflect new legislation that came into force in March 2016;
- Bedding in and implementation of the Green Infrastructure SPG. This SPG is the first of its kind in Wales, and has broken new ground to fill an identified gap in guidance for developers and planners. There is considerable interest in the new SPG from stakeholders, including the Welsh Government and Natural Resources Wales and other local authorities. Crucially, it is having a tangible positive influence on Monmouthshire's landscapes and GI assets by encouraging higher quality planning applications. A review of 25 planning applications has been undertaken to evaluate the effectiveness of the SPG which has quite clearly showed the added value, as well some challenges/lessons to be learnt. The Green Infrastructure and Countryside and Planning Policy teams collaborated in the development of the SPG; it was subsequently submitted for the Landscape Institute Awards in November 2015 where it was "Highly Commended" with judges commenting that it is; "A practical and very comprehensive tool to encourage consideration and application of Green Infrastructure in planning." It was also a shortlisted finalist for the 2016 RTPI Wales Planning Awards.
- Review of tourism Destination Management Plan to ensure it reflects our needs and increases the competitiveness of Monmouthshire as a year round sustainable tourism destination to grow the economic, environmental and social contribution of Monmouthshire's visitor economy.

- 4.2 Application caseload has reduced slightly since the previous reporting period, however the proportion of applications determined within the agreed deadlines has increased significantly, with a slight increase in the number of applications determined. This improvement has not been at the expense of the outcome, with the proportion of approvals remaining constant at 96%. During 2016-17, 93.5% of applications were determined under delegated powers.

	2012-13	2013-14	2014-15	2015-16	2016-17
Applications received	987	983	1173	1284	1117
Applications determined	874	852	1053	1085	1087
% within 8 weeks or agreed timescale	45%	70%	76%	79%	90%
% applications approved	94%	93%	95%	95%	96%

- 4.3 Of those applications determined during this reporting period that had gone through our pre-application advice service (179 applications – that represented 16% of all application determined), 61% were determined within 8 weeks and 98% (175) were approved. Four applications were refused planning permission. In all except one case the customer was advised at pre-application stage that their proposal was unacceptable. One case subsequently went to appeal and the Planning Inspector allowed the appeal. In the other case the officer recommendation to approve the application was not accepted by Planning Committee and it was refused by Members. No appeal has been lodged as yet. The conclusion is that the pre-application advice service is working well but we need to understand why the service is not always leading to quicker decision making. This will be reviewed as part of the Systems Thinking revisit (Action 1).
- 4.4 Limited meaningful historical trends can be drawn in relation to the enforcement workload due to significant changes to the performance indicator definition since 2014, which changed both the deadline and the definition of when a case is ‘resolved’. However, 2016/17 saw a significant rise in workload, which makes the need to review how we manage demand in this area even more important (Action 3).

Annual Monitoring Report

- 4.5 The Council adopted its Local Development Plan in February 2014 and our second LDP Annual Monitoring Report (AMR) was submitted in October 2016 to cover the 2015-16 period. Our second AMR identified that although the Plan strategy remains sound, housing delivery is well below target and the strategic housing sites are not coming forward as quickly as anticipated.
- 4.6 For this APR period the Council’s housing land supply was below 5.0 years, at 4.1 years. We now know that the supply (as at 1 April 2017) is 4.0 years. To build the 4500 home target in the LDP, , 689 completions are required every year from 2017/19 until 2021. This compares with actual completions over the last ten years averaging approximately 250 dwellings per year. There are three main factors causing this problem: allocated sites have been slow to

come forward and then secure planning permission; external economic factors affecting site viability, consumer confidence and mortgage availability; and issues with the way TAN1 is calculated. As a result of the issue with housing land availability, we are commencing an early LDP review. Non-allocated housing sites are also being looked at on their merits in accordance with national planning policy, and a site at Grove Farm, Llanfoist has been approved by Members within the reporting period. Further non-allocated sites will inevitably come forward in the next reporting periods.

4.7 As at March 2017, the status of the strategic sites is as follows (more detailed information is available in the Council's 2017 JHLAS and AMR):

4.7.1 Deri Farm, Abergavenny (SAH1):

Persimmon Homes submitted a full application for 250 residential units in November 2014. Progress with the application has been slower than anticipated due to significant issues relating to site viability (affordable housing provision) and undergrounding of overhead power lines. However, considerable progress has been made with the application during the current monitoring period, with viability issues subsequently resolved, and it is anticipated that the application would be approved during the next monitoring period. The agreed 2016-17 JHLAS expects the site to deliver 232 units within the 5 year period with first completions in 2018/19.

4.7.2 Crick Road, Portskewett (SAH2):

Council owned site allocated for 285 residential units and 1 ha of serviced land for business and industrial development. A master planning consultation exercise to consider various options for the site was undertaken during the previous monitoring period. Further advancement, including pre-application meetings, has been made with the proposal over the current monitoring period and it is anticipated that the planning application would be submitted and determined during the next monitoring period.

The agreed 2016-17 JHLAS expects the site to deliver 240 units within the 5 year period with first completions in 2018/19.

4.7.3 Fairfield Mabey, Chepstow (SAH3):

The landowner submitted an outline application (DC/2014/01290) in October 2014 for up to 600 residential units (350 to be delivered within the Plan period), commercial space including offices and workshops (Use Class B1) and small scale retail/food and drink floorspace (Use Classes A1 and A3) and multi-functional green and blue open space. Progress with the application has been slower than anticipated due to various matters, including highways issues (Welsh Government Highways Division had a holding objection on the application for 18 months). However, considerable progress has been made with the application during the current monitoring period, with outstanding issues subsequently resolved. The planning application has since been approved (i.e. during the early part of the next monitoring period) and is awaiting completion of the legal agreement. The agreed 2016-17 JHLAS expects the site to deliver 170 within the Plan period with first completions in 2019/20.

4.7.4 Wonastow Road, Monmouth (SAH4):

Outline permission was granted for up to 370 dwellings and 6.5 ha of employment land in December 2014. The site developers (Barratt/David Wilson and Taylor Wimpey) submitted a reserved matters application (DC/2015/00392) for 340 units which was granted permission during the last monitoring period, with the first completions recorded on the site during the current monitoring period (21 completions).

The overall LDP site allocation is for a total of 450 units. The additional units relating to this allocation are to be delivered as an extension to the site at Drewen Farm. An application for this element of the site has not yet been submitted. This part of the site is effectively land-locked until 2019 when the Barratt David Wilson development is sufficiently progressed to allow access through. However, discussions are ongoing in relation to the possibility of providing an alternative access for construction traffic to enable the site to be developed more quickly.

The agreed 2016-17 JHLAS expects the site to deliver 450 units within the Plan period.

4.7.5 Rockfield Farm, Undy (SAH5):

Council owned site allocated for 270 residential units and 2 ha of serviced land for business and industrial use. Progress with the site has been slower than anticipated due to various issues, including archaeology. However, significant headway has been made during the current monitoring period with an outline application (DC/2016/00883) for 266 units and 5,575 sq. m of employment land (B1 use) submitted to the Council and the application substantially advanced. The site is yet to be marketed. The planning application has since been approved (i.e. during the early part of the next monitoring period) and is awaiting completion of the legal agreement.

The agreed 2016-17 JHLAS expects the site to deliver 190 units within the 5 year period with first completions in 2018/19.

4.7.6 Land at Vinegar Hill, Undy (SAH6):

Site for 225 residential units, linked to the adjacent Rockfield Farm site and was expected to progress in tandem. However, the developer has not yet submitted an application and there has been limited no meaningful progress over the current monitoring period.

The agreed 2016-17 JHLAS expects the site deliver 120 units within the 5 year period with first completions in 2019/20.

4.7.7 Former Paper Mill, Sudbrook (SAH7):

Full planning application (DC/2015/01184) was submitted by Harrow Estates (Redrow confirmed as the developer) in October 2015 for 212 residential units (192 market and 20 affordable units). There had been a number of site viability issues associated with this application meaning that progress with the application has been slower than anticipated. However, these issues were subsequently resolved and the application was approved during the current monitoring period (November 2016) and site clearance commenced.

The agreed 2016-17 JHLAS expects the site to deliver 150 units within the 5 year period with first completions in 2017/18.

- 4.8 The AMR highlights issues surrounding the delivery of affordable housing, and developers continue to raise viability issues on some of the strategic housing sites above. This is a Wales-wide issue. The Council's approach to viability debates has now been established, and the links between a project management approach to these applications with LDP delivery are understood.
- 4.9 In October 2015 the Council's Economy and Development Select Committee scrutinised the LDP's impact on enabling tourism-related development. As stated above, the tourism industry forms a key part of the County's economy and links directly to what makes Monmouthshire distinctive. This scrutiny identified a need to produce Supplementary Planning Guidance to clarify for customers and officers how the LDP supports different types of tourism development, and also identified a need for future revisions to the policy to allow greater flexibility for agricultural diversification for tourism purposes. The SPG has been drafted for consultation, with a report scheduled for the Council's Economy & Development Select Committee in October 2017.

Service Plan priorities for 2016-17

- 4.10 The Service Plans for the Development Management and Planning Policy areas identified the following priority actions:
- Review the pre-application advice service to verify it is adding value, reducing waste and is valued by customers. The increase in our bespoke service fee rates was approved over the reporting period and take up has been strong over 2016/17 with fee income increasing by £5,600 compared to 2015/16. The performance has been good over this reporting period with 98% of applications that stemmed from pre-application advice approved, although the timeliness of some pre-application advice responses has been beyond our service standards. The review of our pre-application advice service will remain as a standing item and will be undertaken in 2017/18 as part of the Team's systems revisit.
 - Improve web site experience for our customers. The new Planning Committee public speaking protocol was added to the team's web pages, as were revisions to the pre-application advice service; the 'Report It' function was also established to help customers report enforcement complaints.
 - Implement LDP policies and seek to deliver the Plan's objectives and strategy. This priority is on-going;
 - Prepare, consult and adopt Supplementary Planning Guidance (SPG). A programme for the preparation of SPG, including prioritisation between different policy areas to reflect available resources was adopted by Planning Committee. SPG has been adopted relating to Primary Shopping Frontages while work is on-going on Landscape SPG and Tourism Policy;
 - Work towards adopting a Community Infrastructure Levy. The CIL Draft Charging Schedule was completed during the 2016-17 monitoring period. The findings of the national CIL Review were also published during the 2016-17 monitoring period which recommended fundamental changes to the CIL process. Consequently, the implementation of CIL in Monmouthshire has been deferred pending the outcome of the Government's response to the CIL Review which is expected during the next monitoring period i.e. Autumn 2017 (the progress of the CIL and any subsequent

implications for the LDP will be given further consideration in successive AMRs where appropriate);

- Cross-departmental working to ensure corporate plans and activities align with the LDP. This priority is on-going, although significant steps have been taken to improve cross-departmental working relationships, including work on s106 agreements, green infrastructure and the City Deal;
- Commence work on the second tranche of draft Conservation Area Appraisals (CAAs). Work on this priority has been delayed owing to staffing pressures, including rising heritage workload and gaps between posts being vacated and then filled;
- Implement a replacement IT data base system with planning application, enforcement and appeals modules. This priority is on-going. The system is due to 'go live' in Autumn 2017.

Local pressures

4.11 Key local pressures include:

- Enabling delivery of the County's housing needs: bringing forward allocated LDP sites; site viability; achieving good planning decisions, creating sustainable communities and maintaining a five year housing land supply;
- Adopting and implementing CIL;
- Securing timely consultation responses from consultees, both internal and external;
- The short lifespan of the adopted LDP and the introduction of the Plan expiry date;
- Constant change caused by successive new legislation, national planning policy and procedures;
- Increasing workload as the economy recovers but stretched staff resources;
- Staff succession planning.

4.12 One of our key challenges is balancing our aim of creating quality places with the numerous national policy and regulatory drivers that are pushing us in the opposite direction. The primary focus of national policy and regulations is on meeting housing number targets. This has negative implications for place-making; because design and place-making are typically given less weight than other material planning considerations, including land supply and viability issues. It is very difficult for a Local Planning Authority to refuse an application on design grounds alone, particularly when they are under pressure to maintain a 5-year land supply and deliver housing targets, coupled with recently introduced Welsh Government Development Management (DM) targets and application fee refunds. These serve to undermine the LPA's position to negotiate better design standards, as developers can use this timeframe to push an LPA into 'making a decision'. Application fees (particularly large housing sites) are the primary income for an LPA.

Actions from our previous APR

4.13 Our 2015/16 Annual Performance Report identified three actions:

ACTION 1: Work with consultees to seek more timely responses on planning applications.

ACTION 2: Streamline enforcement processes following a triage system to reduce the time taken to resolve cases.

ACTION 3: Arrange a training seminar on planning enforcement for Town and Community Councils via the new area-based clusters.

- 4.14 Action 1 was in response to the proportion of applications determined within agreed timescales which was an amber indicator in 2015/16 (79% against a target of 80%). Performance against this indicator has improved significantly (90% of applications were within agreed timescales for the current reporting period). A protocol has been agreed regarding consultation with colleagues on green infrastructure issues, although work is continuing in relation to Action 1 with on-going dialogue with internal consultee departments to seek to identify ways of focussing their stretched resources on priority cases and achieving efficiencies via the pre-application service. This is particularly relevant to the Council's Highways Service, where capacity issues are directly affecting delivery of the Planning service. This issue will be followed up as part of the Systems Revisit for 2017/18.
- 4.15 While our evidence shows that customers prefer a positive outcome than a quick decision, we fully recognise that if customers are going to continue using our pre-application advice service (which streamlines the subsequent stages, improves outcomes and generates fee income), they must receive timely and meaningful responses. In addition, new regulations allow customers to claim an application fee refund if their application is not determined within a given timescale. We can reduce this risk by agreeing extended deadlines, and our response to Action 1 in this respect is working well. Customers, however, will not be willing to agree a time extension if they cannot see a timely conclusion being reached or have previously received poor service.
- 4.16 The key indicator in respect of timeliness of decision-making has moved from amber to green for the 2016/17 reporting period, but the issue will be monitored and acted upon as referred to above via the Systems Revisit.
- 4.17 Action 2 was instigated to improve our Enforcement Team's performance in relation to the measure on the proportion of enforcement cases resolved within 180 days. There is no target set by the Welsh Government for this indicator, although Monmouthshire's performance of resolving enforcement cases within 180 days of receipt has fallen below the Wales average in the last three years.
- 4.20 Our performance against this indicator has declined in this reporting period (it fell from 70% to 64% of cases resolved) and remains below the Welsh average (which has reduced to 73%). It should be noted, however, the workload (both in terms of enforcement breaches reported and cases investigated and resolved) has increased significantly during this reporting period. Monmouthshire's Development Services Manager sits on a performance indicator working group set up by the Welsh Government and the enforcement indicators are being revised in response to concerns about the clarity and value of their current wording. Performance against this indicator fluctuates throughout Wales from 90% to 38%, and gives some doubt that all Authorities are using the latest performance indicator definition. The definitions for the enforcement indicators have now been clarified via work

involving Welsh Government and local planning authorities so that benchmarking data should now be more meaningful.

- 4.21 Work has been undertaken by Swansea County Council, where the Enforcement Manager is taking a lead role throughout Wales in reviewing the enforcement performance indicators and in setting out a good practice guide, which proposes a triage approach to quickly sift out priority cases and complaints where there is no breach or action is not expedient, allowing resources to be focused on the most important work. Swansea has not yet finalised its triage system but Monmouthshire remains interested in this approach, particularly given the substantial increase in enforcement complaints we have received both last year and into 2017/18. This Action is therefore retained and dialogue with colleagues in Swansea will be maintained to help colleagues in our small but important enforcement team deal with the rising demands and expectations on this element of the service.
- 4.22 Action 3 was delayed given the timing of the local elections in May 2017 and thus the election of a new cohort of community and town councillors who would benefit from enforcement related training – this being arguably the most controversial and misunderstood aspect of Development Management. Monmouthshire volunteered as a pilot authority to undertake the training and this is anticipated to be rolled out in 2017/18 once Planning Aid Wales has appointed a new Chief Executive. Thus, this action is retained for the next reporting period.

5.0 WHAT SERVICE USERS THINK

What matters to our customers/citizens?

5.1 Between 2010 and 2012 the Council's planning service underwent a Systems Thinking review. This review sought to strip the function back to first principles: what is important to our customers, and how can waste (actions or procedures that do not add value to the outcome) be eliminated. This evidence-based review has been fully implemented, although part of the Systems Thinking approach requires services to be kept under review and closely monitored.

5.2 This review identified that the following things are important to customers:

- Customers value pre-application advice and advice during the consideration of the application;
- They want officers to be accessible and for there to be open and honest communication;
- They want consistency of pre-application advice and in validation of applications;
- They want Planning Committee to follow the officer's recommendation and value being able to have a dialogue with Members prior to determination;
- They don't want too many conditions attached to decisions, and when conditions are imposed they should be relevant and easy to discharge;
- They value being able to submit an application online and to search for applications and information online; and
- Third parties/stakeholders value being listened to during the application process.

5.3 The service therefore operates with these priorities as guiding principles, shaping behaviour and procedures. The service is committed to having an outcome focus rather than chasing arbitrary performance targets that are not a priority to our customers, although regrettably external drivers do not always support this approach (see paragraph 4.12).

LDP survey

5.4 Following adoption of our Local Development Plan in February 2014, a customer feedback survey was undertaken in November 2014 with 120 responses received. The key headlines from this survey were reported in last year's APR.

Planning Applications Customer Survey

5.5 In 2016-17 we conducted a further customer satisfaction survey (the first was carried out in 2015-16) aimed at assessing the views of customers who had received a planning application decision during the year. An identical survey is used throughout Wales to enable best-practice to be identified. The survey was sent to 434 applicants/agents using Monmouthshire's planning service, 13% of whom submitted a whole or partial response (57). The majority of responses (58%) were from members of the public. 96% of respondents had their most recent planning application approved.

5.6 We asked respondents whether they agreed or disagreed with a series of statements about the planning service. They were given the following answer options:

- Strongly agree;
- Tend to agree;
- Neither agree nor disagree;
- Tend to disagree; and
- Strongly disagree.

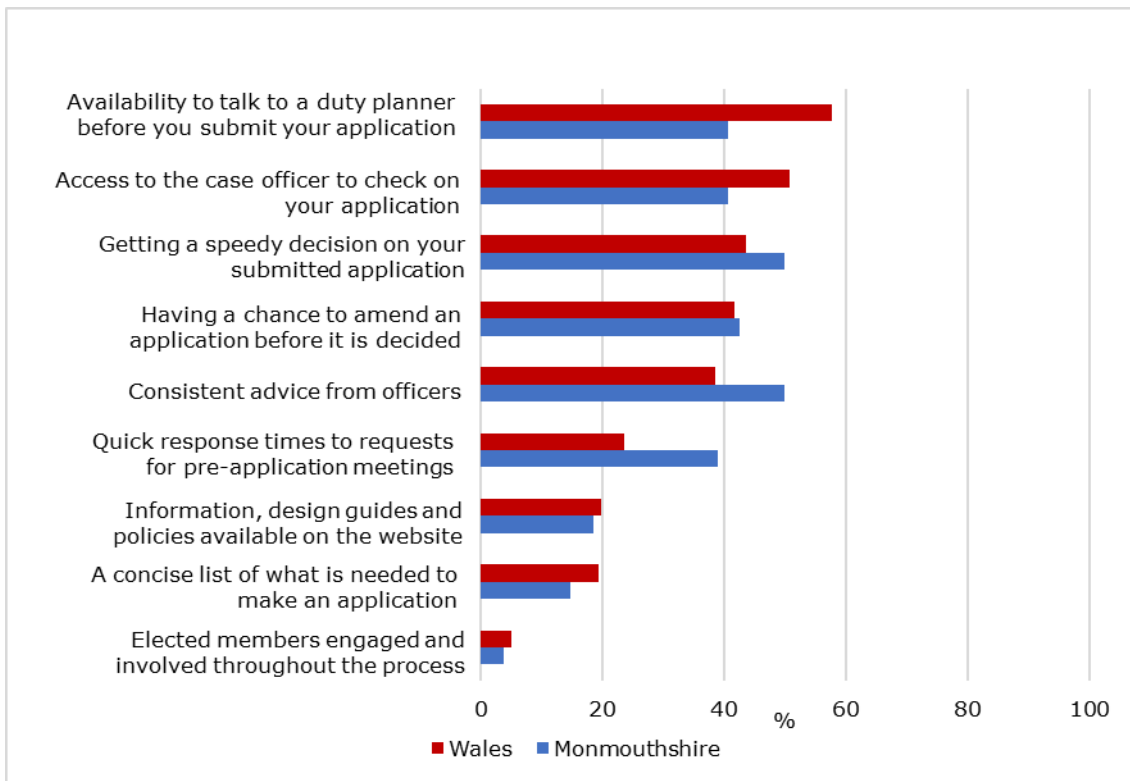
5.7 Table 1 shows the percentage of respondents that selected either ‘tend to agree’ or ‘strongly agree’ for each statement for both our planning authority and Wales.

Table 1: Percentage of respondents who agreed with each statement, 2016-17

Percentage of respondents who agreed that:	%	
	Monmouthshire LPA	Wales
The LPA gave good advice to help them make a successful application	80	62
The LPA gives help throughout, including with conditions	61	52
The LPA responded promptly when they had questions	70	61
They were listened to about their application	74	59
They were kept informed about their application	55	51
The LPA enforces its planning rules fairly and consistently	35	52
They were satisfied overall with how the LPA handled their application	73	61

We also asked respondents to select three planning service characteristics from a list that they thought would most help them achieve successful developments. Figure 1 shows the percentage of respondents that chose each characteristic as one of their three selections.

Figure 1: Characteristics of a good planning service, Monmouthshire LPA, 2016-17



- 5.8 Direct comparison is not possible because the feedback is from different customers to last year, however overall satisfaction has remained at 73% (as per 2015/16, well above the Welsh average of 61%). A higher proportion of customers this year considered that we gave good advice to help them make a successful application, and that they were listened to about their application.
- 5.9 The indicator where satisfaction had declined related to us enforcing our planning rules fairly and consistently. However, several of the individual complaints on this element were directed at community councils and perceptions about their lack of fairness, rather than the local planning authority itself. Discussion of the customer survey results at a Team Meeting highlighted concerns that the question itself is poorly phrased, and that some respondents may have answered in terms of the enforcement function of the Council and others about the consistent application or interpretation of policy or process in decision-making. The fact that 43% of respondents gave an ambivalent response to this question suggests it needs to be re-expressed.
- 5.10 In order to maximise honest feedback, the survey is completely anonymised, however this means it is not possible to drill down further into responses to better understand what exactly the concern related to and how we can learn from it. We do, however, know that white males aged between 55 and 64 were the least satisfied customers.
- 5.11 In addition to this customer survey, we seek and act upon customer feedback. We have received some feedback during the year and there is a clear message that communication with customers is key to providing a good service. The feedback has been discussed in team meetings and we are working to improve the service we provide. It should, however, be noted that we score above the Wales average on every indicator, except question regarding the enforcing of rules consistently and fairly.

5.12 We also asked respondents to select three planning service characteristics from a list that they thought would most help them achieve successful developments. Figure 1 shows how often each characteristic was selected as a percentage of the total number of selections.

5.13 The top 5 characteristics identified by Monmouthshire's customers as being important are:

- Getting a speedy decision on your submitted application;
- Consistent advice from officers;
- Having a chance to amend an application before it is decided;
- Availability to talk to a duty planner before submitting an application, and
- Access to the case officer to check on your application.

These results illustrate the areas of most importance to our customers and therefore guide how we should focus our resources and attention. These priorities match very closely the customer priorities identified in 2012 as part of the Systems review (see paragraph 5.2).

Of these, customers responded on our service as follows:

- Decision speed – 73% ranked us as very good or fairly good which means we are ranked 3rd in Wales

- Consistent advice – 23% ranked us very good = 9th in Wales

- The chance to amend – 36.4% ranked us very good – 6th in Wales

- Access to case officer – 52% ranked us very good = 4th in Wales

- Duty planner available – 43% ranked us very good = 7th in Wales

In respect of consistent advice (our least well performing measure) it is worth noting that we were rated well by customers in respect of:

- Quick pre-application advice – 43% rated us very good - 3rd in Wales

- Information, guidance and policies on our website – 44% rated us very good = 1st in Wales.

5.12

5.14 Customer feedback has been taken into account when reviewing service delivery, for example when considering the level of duty planning officer service that we are able to sustain. Given the customer feedback, we have sought to maximise the level of service provided.

5.15 Customers also had an opportunity to provide further feedback. Comments received include:

'Much quicker than other Councils in responding to pre app. Ditto for determination even though there were some objections.'

'The advice was very useful and helped me to ensure what I submitted was within the guidelines.'

'Officers have to check back with their managers and this can take time.'

'Found Elizabeth Bennet to be very helpful and approachable! Great to have someone to discuss matters with, especially when we had such limited self-knowledge on the application process.'

'I appreciate that the current planning laws mean a high volume of case files. However having worked in the commercial sector, the LPA's speed of decision feels slow.'

'[Amending an application is] Straightforward and simple to do. Also very helpful when you realise you have either missed something out or there has been a change.'

'Consistency is sometimes difficult due to the subjective nature of the job. I do not like the imposition of volume figures to determine if an extension is too big, it should be a considered design consideration and if the design is in-keeping. A lot of the officers have different opinions and sometimes this reflects in the design put forward for approval or refusal. Policy accepts a modest extension on a barn conversion but how large is modest? if it works with the building and is of good quality it should be acceptable, the fact that it is 42% bigger and not below 30% should be a true planning decision and not based on percentage figures. Delays can be caused on both sides because of this.'

5.16 In addition to the above survey, the number of formal complaints and letters offering compliments are recorded. There were seven complaints received over 2016/17, the same as the previous year. None led to Stage 2 Complaint recommendations to remedy justified complaint or to any Ombudsman investigations. Although we receive a significant number of emails from customers thanking the case officer, these are not logged under the corporate system as compliments. We received nine recorded compliments over 2016/17 compared to two over the previous period.

	2012/13	2013/14	2014/15	2015/16	2016/17
Number of Stage 1 formal complaints received	14	17	9	5	5
Number of Stage 2 formal complaints investigations received	8	11	5	2	2
Number of Stage 2 complaints upheld or partially upheld	4 partially upheld	4 partially upheld	3 partially upheld	0 upheld	0 upheld
Number of Ombudsman complaints upheld or partially upheld	2 partially upheld*	1 partially upheld	0	0	0
Number of compliments received	2	3	4	2	9

*The areas upheld related to the way the stage 2 complaint was conducted by the independent Investigating Officer, not to the planning service/planning decision.

5.17 Overall, customer satisfaction has improved and we rank above the Wales average in every category (except whether we enforce our planning rules fairly), the number of formal complaints received has dropped over the last two reporting periods, with none upheld this year or last. This is an excellent result, but quality customer service continues to be a service and organisation priority so the momentum and desire to improve remain.

6.0 OUR PERFORMANCE 2016-17

6.1 This section details our performance in 2016-17. It considers both the Planning Performance Framework indicators and other available data to help paint a comprehensive picture of performance. Where appropriate we make comparisons between our performance with last year's performance and with the all Wales picture.

6.2 Performance is analysed across the five key aspects of planning service delivery as set out in the Planning Performance Framework:

- Plan making;
- Efficiency;
- Quality;
- Engagement; and
- Enforcement.

Plan making

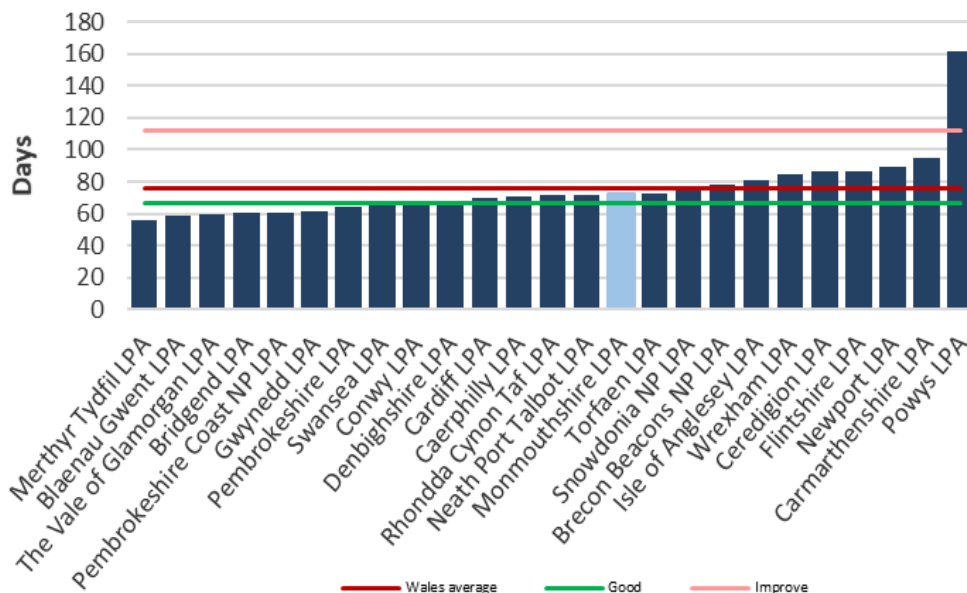
6.3 As at 31 March 2017, we were one of 22 LPAs that had a current development plan in place. We submitted a second Annual Monitoring Report (AMR) in October 2016 as required, and our third AMR will be submitted during September 2017.

6.4 During the APR period we had 4.1 years of housing land supply identified, making us one of 19 LPAs without the required 5 years' supply. We now know that our housing land supply has since dropped to 4.0 years': this is a common theme for Authorities throughout Wales and a matter that requires investigation. Part of the problem is the flawed system in TAN1: the Wles average land supply is 2.9 years yet more LDPs than ever have now been adopted. The flaws in this measure and the detrimental impact on the plan-led system have been repeatedly raised with the Welsh Government, but to no avail. Further commentary on our land supply is provided in the Local Development Plan Annual Monitoring Report.

Efficiency

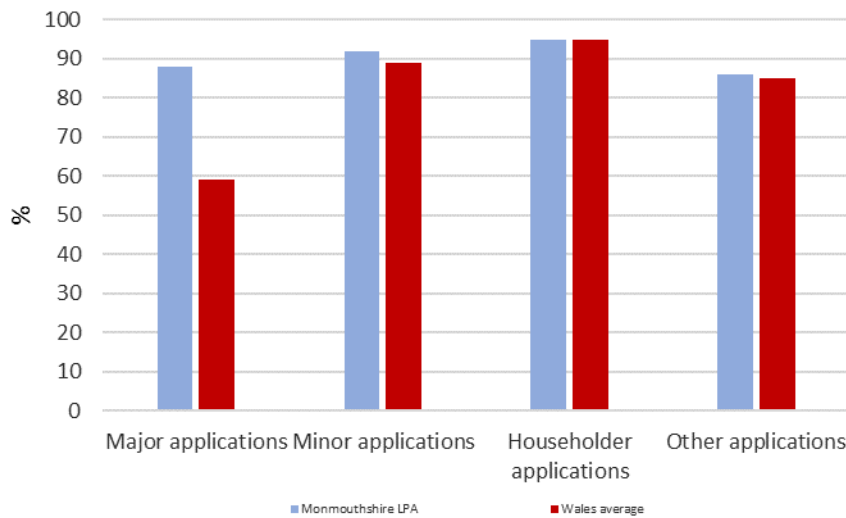
6.5 In 2016-17 we determined 1087 planning applications, each taking, on average, 73 days (10 weeks) to determine. This compares to an average of 76 days (11 weeks) across Wales. Figure 2 shows the average time taken by each LPA to determine an application during the year. Given our focus on outcome rather than speed, this is a good achievement and suggests we have struck the right balance between these two objectives. Performance narrowly misses the 'good' target however (73 days against a target of 67 days). There was a slight increase in output compared to last year but a slight worsening in terms of average time taken (1085 applications determined taking an average of 68 days in 2015/16).

Figure 2: Average time taken (days) to determine applications, 2016-17



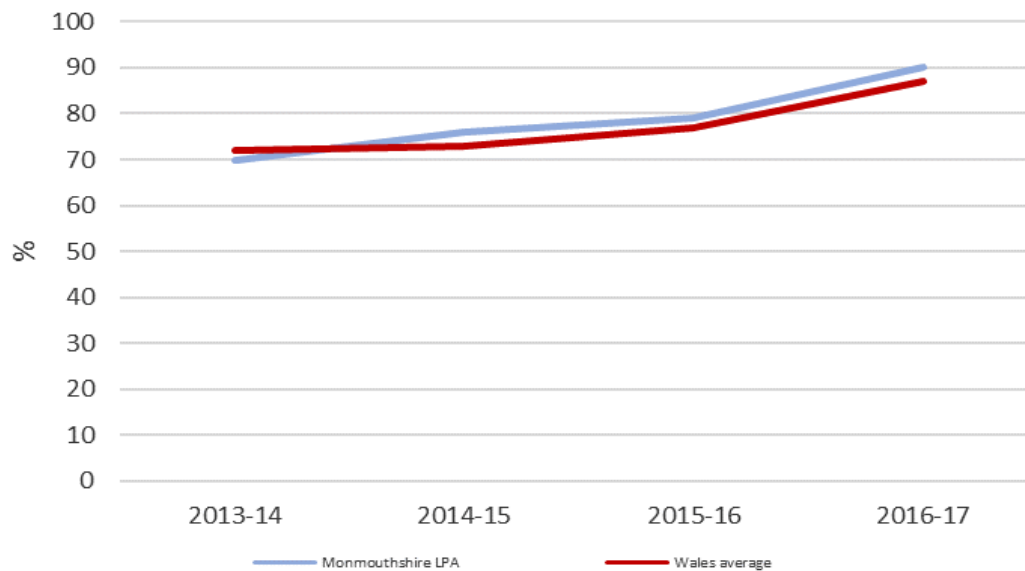
- 6.6 Figure 2 shows the average time taken by each LPA to determine an application during the year. Following engagement with customers and stakeholders, Monmouthshire County Council has made the evidence-based decision that the outcome of planning applications is far more important than the speed of decision-making. Within reason, customers would prefer to continue working with us to secure an acceptable scheme and obtain planning permission, with as few pre-commencement conditions as possible, than simply have a decision made within an arbitrary 8 week deadline. The impact of planning decisions is long-lived and, while it is recognised that timely decisions can assist the economy, developers and investors also seek clarity and certainty and ultimately want planning permission. Our focus is therefore on the outcome, although we still perform better than the Welsh average for end-to-end performance in determining all applications.
- 6.7 90% of all planning applications were determined within the required timescales. This compared to 87% across Wales and we were one of 20 LPAs that had reached the 80% target.
- 6.8 Figure 3 shows the percentage of planning applications determined within the required timescales across the four main types of application for our LPA and Wales. It shows that we determined 95% of householder applications within the required timescales.

Figure 2: Percentage of planning applications determined within the required timescales, by type, 2016-17



6.9 Between 2015-16 and 2016-17, as Figure 4 shows, the percentage of planning applications we determined within the required timescales increased from 79% to 90%. Wales also saw an increase this year (87%). This indicates our efforts to work with customers as explained below. Over the same period, the number of applications we received decreased, and the number of applications we determined increased.

Figure 3: Percentage of planning applications determined within the required timescales

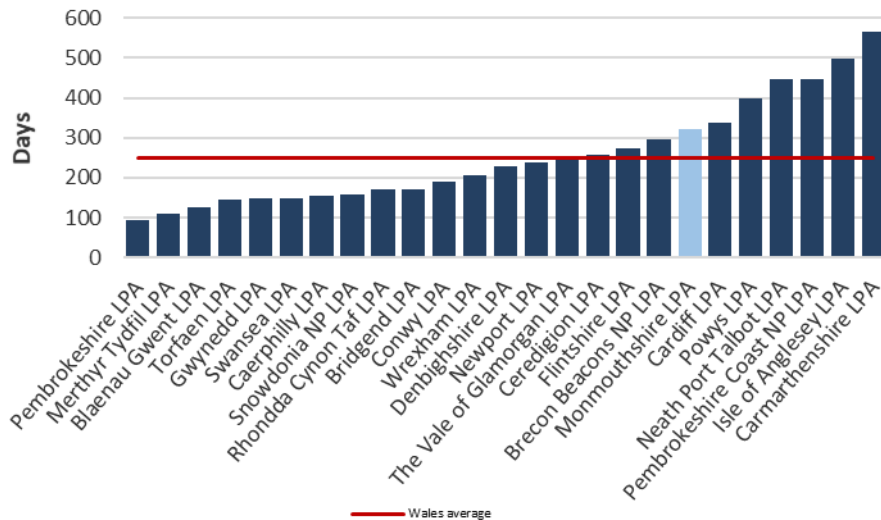


Major applications

6.10 We determined 17 major planning applications in 2016-17, 6% (1 application) of which were subject to an EIA. Each application (including those subject to an EIA) took, on average, 321 days (46 weeks) to determine. As Figure 5 shows, this was longer than the Wales average of

250 days (36 weeks). On analysis of this figure, it emerges that there were two long-standing applications at St Maur’s and Moun-ton Road, Chepstow. If these two are excluded the average time to determine the remaining major applications falls to 145 days, well below the Welsh average of 250 days, and is more of a reflection of our performance in dealing with major applications over the previous reporting period (121 days).

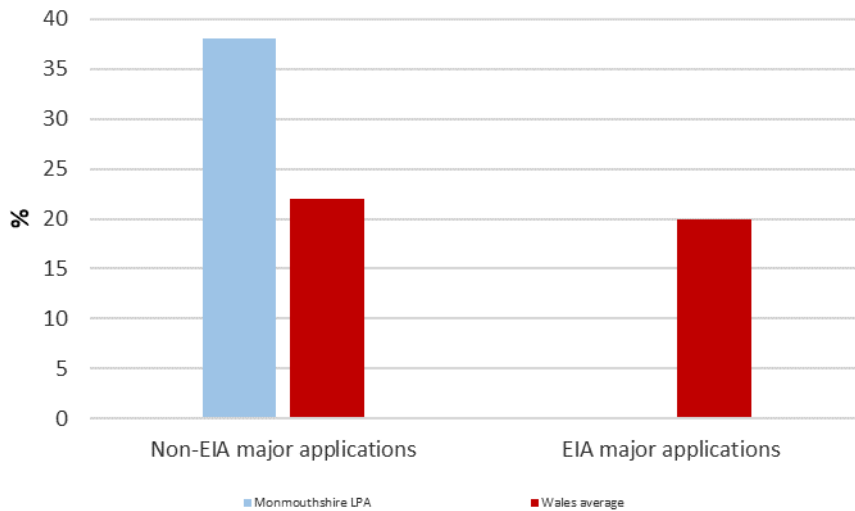
Figure 4: Average time (days) taken to determine a major application, 2016-17



6.11 88% of these major applications were determined within the agreed timescales, the fourth highest percentage of all Welsh LPAs.

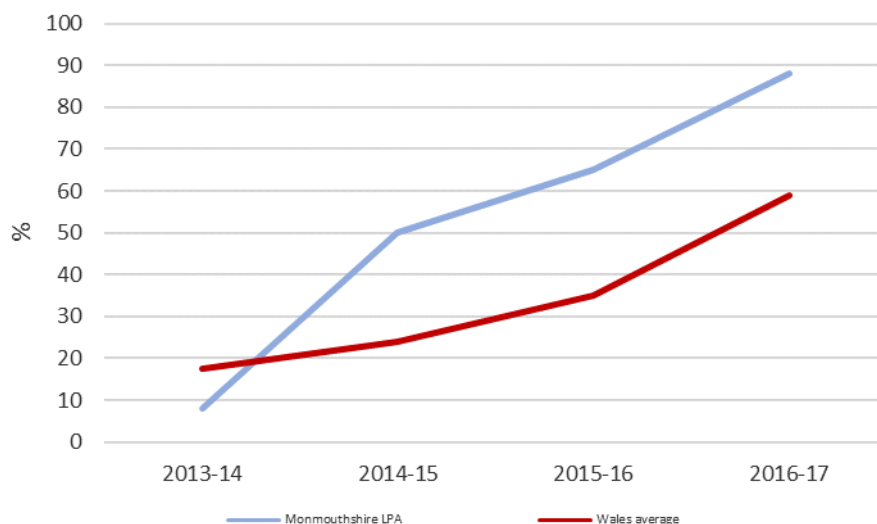
6.12 Figure 6 shows the percentage of major applications determined within the required timescales by the type of major application. 38% of our ‘standard’ major applications i.e. those not requiring an EIA, were determined within the statutory 8 week deadline, well above the Welsh average of 23%.

Figure 5: Percentage of Major applications determined within the statutory timescales during the year, by type, 2016-17



6.13 In addition we determined 82% of major applications within an agreed extended timescale during the year. Since 2015-16 the percentage of major applications determined within the required timescales had increased from 65%. In contrast, the number of major applications determined decreased while the number of applications subject to an EIA determined during the year increased. Figure 7 shows the trend in the percentage of major planning applications determined within the required timescales in recent years and how this compares to Wales.

Figure 6: Percentage of major planning applications determined within the required timescales



6.14 It can be seen that we have consistently performed above the Welsh average on this measure since 2013/14. Our particularly strong performance for major applications is due to a combination of an effective pre-application service, and a good working relationship with customers ensuring agreement to an extension of time.

Over the same period:

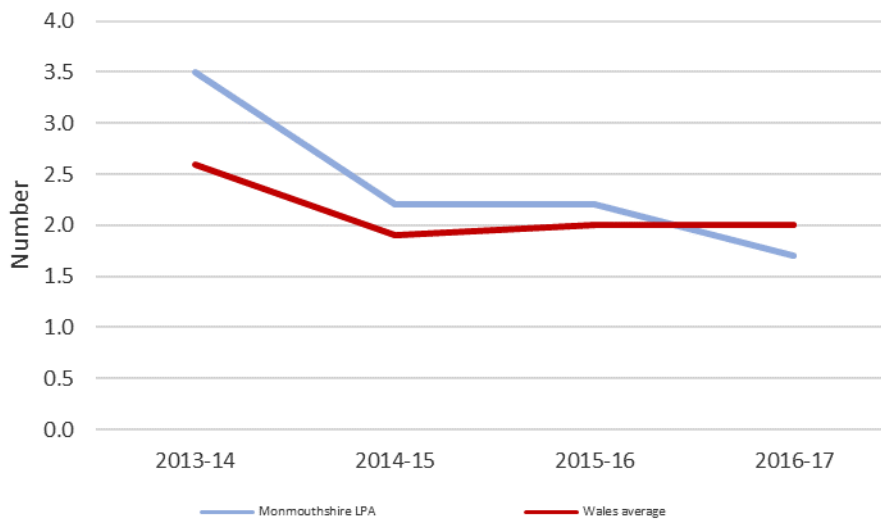
- The percentage of minor applications determined within the required timescales increased from 84% to 92%;
- The percentage of householder applications determined within the required timescales increased from 92% to 95%; and
- The percentage of other applications determined within required timescales increased from 73% to 86%.
- The proportion of respondents to our customer survey who were satisfied overall increased.
- The level of approvals remained high at 96% (over 2015/16 it was 95%)

This shows a very good level of performance over the period.

Quality

- 6.15 In 2016-17, our Planning Committee made 71 planning application decisions during the year, which equated to 7% of all planning applications determined. Across Wales 6% of all planning application decisions were made by planning committee, meaning our rates of officer delegation are comparable. Unlike most Authorities, Monmouthshire has a Delegated Panel system in operation whereby most applications with between 1 and 4 objections are reviewed by a group comprising the three lead Planning Committee Members. This system works effectively in reducing the number of applications referred to Committee while ensuring interested parties are reassured that their concerns have been heard and reviewed before a decision is made.
- 6.16 7% of the 71 member-made decisions went against officer advice (5 applications). This compared to 11% of member-made decisions across Wales. This equated to 0.5% of all planning application decisions going against officer advice; 0.7% across Wales. The low proportion of Committee overturns is testament to an effective Member-Officer working relationship, the added value of Planning Committee visiting every site before making a decision, and an experienced Planning Committee provided with appropriate development training.
- 6.17 The overturned applications in question related to a mix of developments including a new, contemporary replacement dwelling in a rural setting refused on design grounds (later allowed on appeal) and the conversion and extension of a former gallery in Usk refused because of lack of parking provision (also subsequently allowed on appeal). The three other decisions involved two refusals that were not challenged on appeal and a resolution to approve a hotel scheme at Wyesham (contrary to the officer recommendation to refuse) that has been called in by the Minister owing to flooding issues and is awaiting decision.
- 6.18 In 2016-17 we received 20 appeals against our planning decisions, which equated to 1.7 appeals for every 100 applications received. Across Wales 2 appeals were received for every 100 applications. Figure 8 shows how the volume of appeals received has changed since 2015-16 and how this compares to Wales.

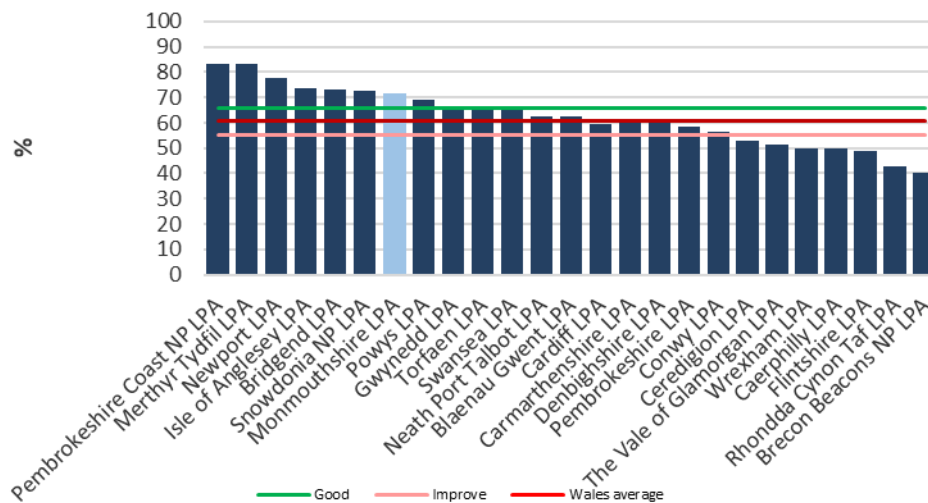
Figure 7: Number of appeals received per 100 planning applications



6.19 In 2016-17 we approved 96% of planning applications. This compares to 91% across Wales. This demonstrates our willingness to work with applicants to achieve a positive outcome rather than pursue arbitrary targets.

6.20 Of the 14 appeals that were decided during the year, 71% were dismissed. As Figure 9 shows, this was higher than the percentage of appeals dismissed across Wales as a whole and we were one of 10 LPAs that reached the 66% target.

Figure 8: Percentage of appeals dismissed, 2016-17



6.21 During 2016-17 we had no applications for costs at a section 78 appeal upheld.

Engagement

- 6.22 We are:
- one of 24 LPAs that allowed members of the public to address the Planning Committee; and
 - one of 20 LPAs that had an online register of planning applications.
- 6.23 As Table 2 shows, 80% of respondents to our 2016-17 customer satisfaction survey agreed that the LPA gave good advice to help them make a successful application, well above the Welsh average, and an improvement on last year's response (69%). These characteristics were recognised by our customers as being important, so it is reassuring that we are performing well on these matters.

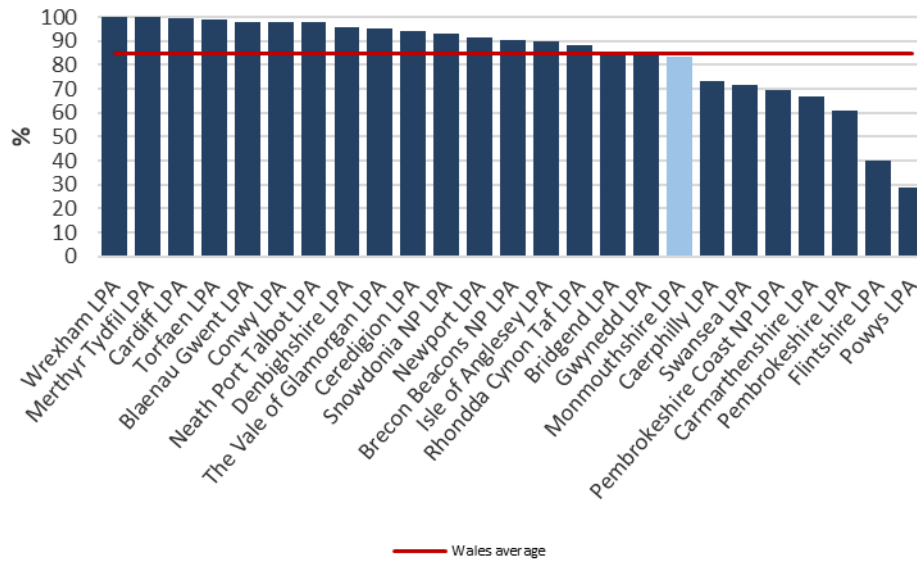
Table 2: Feedback from our 2016-17 customer satisfaction survey

Percentage of respondents who agreed that:	%	
	Monmouthshire LPA	Wales
The LPA gave good advice to help them make a successful application	80	62
They were listened to about their application	74	59

Enforcement

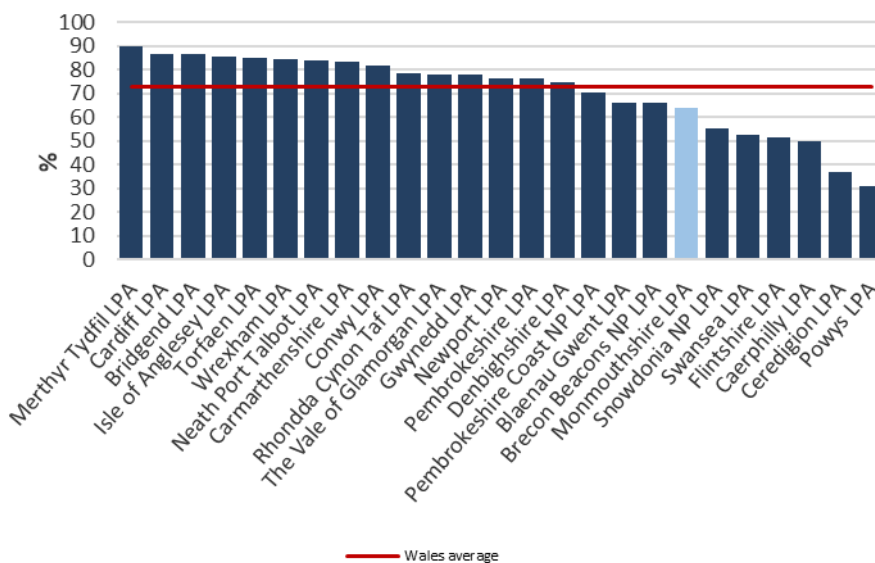
- 6.24 In 2016-17 we investigated 484 enforcement cases, which equated to 5.2 cases per 1,000 population. This was the fourth highest rate in Wales. We took, on average, 21 days to investigate each enforcement case. The PI measures the time taken from receipt of a complaint of the alleged breach of planning control to the time taken to investigate and notify the complainant of the outcome and/or intended action as applicable: this could be that there was no breach of planning control, that there is a breach but action is not expedient, or that there is a breach and action is proposed.
- 6.25 We investigated 83% of these enforcement cases within 84 days. Across Wales 85% were investigated within 84 days. Figure 10 shows the percentage of enforcement cases that were investigated within 84 days across all Welsh LPAs.

Figure 9: Percentage of enforcement cases investigated within 84 days, 2016-17



- 6.26 Over the same period, we resolved 254 enforcement cases, taking, on average, 227 days to resolve each case (over 2015/16 this averaged at 143 days but significantly fewer cases were resolved - 168 cases). A backlog of older enforcement cases was cleared over the period and there was a significant increase in workload received (484 cases compared to 285 over the previous reporting period) which explains the reduced turnaround for this measure.
- 6.27 64% of this enforcement action was taken within 180 days from the start of the case (over 2015/16 this stood at 70%). As Figure 11 shows this compared to 73% of enforcement cases resolved within 180 days across Wales. This is one of the areas we wish to improve, as identified in the proposed actions.

Figure 10: Percentage of enforcement cases resolved in 180 days, 2016-17



6.28 In the context of the above, and especially given the sharp rise in workload, our performance is considered to be reasonable. However, further action (**ACTION 3** below) is proposed in order to review our enforcement practices and seek to streamline activity through a 'triage' approach being piloted by Swansea City Council. Improved guidance for our communities is proposed to try and better manage expectations, and Planning Aid Wales is being invited to provide a seminar on planning enforcement for our Community Council clusters to help explain the processes, tools and powers available (**ACTION 4**).

7.0 FINDINGS AND CONCLUSIONS

7.1 Based on the customer feedback in Section 5 and the performance information in Section 6 and Appendix A, we can be proud of the service we deliver. During this period:

- The proportion of all applications determined within 8 weeks or an agreed timescale increased;
- The proportion of major applications determined within 8 weeks or agreed timescales improved;
- The number of applications we determined increased;
- The number of applications we approved increased;
- Of those applications that had gone through our pre-application advice service, 98% were approved; and
- The proportion of respondents to our customer survey who were satisfied overall was well above the Welsh average.

This shows that, despite a challenging workload, our performance and levels of customer satisfaction have improved and our pre-application advice service is effective.

7.2 A summary table of our performance can be found in Appendix A of the APR. One of the 18 indicators (progress against LDP delivery timetable) is not applicable to Monmouthshire because we have already adopted our LDP. Of the 17 applicable indicators:

- 11 have targets set by the Welsh Government. Monmouthshire’s performance is ranked ‘good’ against eight, ‘fair’ against two and ‘in need of improvement’ against one. The ‘fair’ result relates to the average time taken to determine all applications where our performance (73 days) narrowly missed the ‘good’ target of 67 days and the proportion of Member made decisions against officer advice where the 7% of decisions was just below the 5% ‘good’ target but well above the Welsh average of 11%¹; the ‘in need of improvement’ measure is the 5 year land supply, the implications of which are discussed in full in the recent Annual Monitoring Report (AMR) for the LDP.²
- We performed above or at the Wales average in 13 of the 17 applicable indicators. The indicators for which performance was below Wales average related to i) the average time taken to determine major applications in days, ii) the proportion of enforcement cases investigated within 84 days, iii) the proportion of enforcement cases where action is taken or a retrospective application received within 180 days from the start of the case and iv) the average time taken to take enforcement action. Further commentary on the performance against these measures is set out in Section 6 above.

	Number of indicators
Welsh Government target has been set and our performance is ‘good’	8
Welsh Government target has been set and our performance is ‘fair’	2 ¹ (see above)
Welsh Government target has been set and our performance ‘needs improvement’	1 ² (see above)

No target has been set but our performance is above the Wales average	2
No target has been set but our performance is slightly below the Wales average	3
No target has been set but our performance is significantly below the Wales average	1

7.3 Our performance improved or remained the same against 9 of the 17 applicable indicators, and declined slightly against 5 indicators compared to last year, and declined more substantially in respect of 3 indicators (see table below). However, it should be noted that in most of the cases where performance declined, we remained significantly above the Wales average, and where a target was set by the Welsh Government, we are still ranked 'good' or 'fair', except for one indicator. The only indicator of clear concern is our housing land supply, which has dropped to 4.1 years' supply, below the required 5 year supply. This is discussed in detail in the LDP Annual Monitoring Report (AMR).

7.4 The key areas of declining performance related to:

Indicator	2015/16	2016/17	Wales average	WG target
5 year housing land supply	5.0 years'	4.1 years'	2.9 years'	5.0 years'
Average time taken to determine major planning applications	121 days	321 days	250 days	n/a
Average time taken to resolve enforcement cases	143 days	227 days	201 days	n/a

The issues with our housing land supply are discussed in detail in the LDP AMR. Commentary is provided in par.6.10 regarding the average time to determine major applications: if two outlier applications are discounted, our average is a significantly improved 145 days, well below the Wales average. The primary reason for declining performance against this enforcement indicator is the significant increase in workload this year.

7.5 The main areas of improved performance were:

Indicator	2015/16	2016/17	Wales average	WG target
Percentage of "major" applications determined within time periods required	65%	88%	59%	n/a
Percentage of all applications determined within time periods required	79%	90%	87%	>80%

- 7.6 Customer feedback identified the most valued characteristics of a good planning service as the availability to talk to a duty planner before submitting an application, and having a chance to amend an application before it is decided. This provides further evidence that our outcome focus is what our customers want.
- 7.7 Five actions are identified going forwards.

Speed of determining applications

- 7.8 90% of applications were determined within agreed timescales, against a Welsh Government target threshold for good performance standing at 80%. The average time taken to determine all applications was 73 days, narrowly missing the 'good' target of 67 days (but below the Welsh average of 76 days). While it is accepted that timely decisions can have economic benefits, of greater importance to investors is clarity and certainty, and our evidence is that, within reason, customers are happy to have a slightly slower decision if it is a favourable one. We therefore place greater importance on securing a positive outcome.
- 7.9 However, this is an area for potential improvement and we are undertaking a 'Systems Revisit' to assess how much waste is in our processes and to understand if there are common themes as to why applications are not being determined within a timely fashion. There should also be reductions in waste in our systems and time savings to be made by the implementation of our new Idox Uniform database for the DM service; thus Action 2 below is identified. Action 5 also overlaps into making our application processing more efficient in that we may be able to identify good practice from the benchmarking exercise being carried out across Wales by the Planning Advisory Service, the results of which are expected in Autumn 2017.

ACTION 1: Systems Re-visit to improve customers' experience of our service and to improve or end-to-end performance in dealing with pre-application

ACTION 2: Roll out training for our new Development Management database software for all Planning Service staff

Speed of resolving enforcement cases

- 7.10 The Welsh Government is yet to provide a target for this indicator, however Monmouthshire's performance of resolving 64% of enforcement cases within 180 days of receipt falls below the Wales average of 73%. Moreover, customer feedback and complaints often relate to perceived delays in enforcement cases. These issues are certainly not unique to Monmouthshire, and the problem is at least in part due to a misunderstanding of the powers available to us and/or unrealistic expectations. Performance has declined compared to last year, explained by a sharp rise in enforcement workload (cases to investigate rose by 40%) and the resolution of some older, longstanding cases. There remains, however, scope for further improvement. Consideration will be given to streamlining our processes via a triage approach based on a pilot being developed by Swansea City Council, and arranging Town and Community Council training to improve understanding and better manage expectations.

ACTION 3: Streamline enforcement processes following a triage system pioneered by Swansea City Council.

ACTION 4: Arrange a training seminar on planning enforcement for community and town councils.

ACTION 5: Absorb the results of the Planning Advisory Service (PAS) Benchmarking exercise to learn from areas of good practice across Welsh planning authorities and put those into practice, where feasible.

Opportunities going forward:

7.11 The following opportunities for the coming year have been identified as a result of this Annual Performance Report, our LDP AMR and our Service Improvement Plans:

- To improve the speed of responses to pre-application advice requests and determining planning applications via a Systems revisit in order to remove waste from our system and to focus our work on areas valued by our customers (Action 1);
- In tandem with the Systems approach, to use Team meetings and performance reports to drill down into specific areas of workflow and identify where problems exist and why, with a targeted approach to identifying solutions (Action 1);
- To improve the speed with which we deal with enforcement cases via a triage system, and to improve stakeholder understanding of the powers and procedures (Actions 2 and 3, 4 & 5);
- To improve the web site experience for customers and increase the amount of information available via GIS, which would drive out waste and enable channel shift so that more customers can self-serve (Action 1);
- To train up staff to use the more efficient replacement data base for planning applications to reduce waste for staff, including the production of standard letters and monitoring reports (Actions 1 and 2);
- To continue to work towards being a paperless office to reduce printing, copying and postage costs;
- To promote and deliver our new offers including fast track applications, pre-purchase certificates and completion certificates, providing an enhanced customer experience and an increase in income to the Council;
- Collaboration with the Village Alive Trust and interested Preservation Trusts or investors to engage and work with the owners of Listed Buildings on the At Risk register or to acquire them from the current owner;
- Review whether to adopt CIL;
- Adopt SPG to ensure the accurate implementation and interpretation of planning policy, in particular in relation to landscape and design issues;
- Continue with an early review of the Monmouthshire LDP as a result of the need to address the shortfall in the housing land supply and facilitate the identification/ allocation of additional housing land. This will involve the production of a Review Report which will set out and explain the scope of the Plan revision required;

- To identify, implement and/or disseminate best practice via the Planning Officers' Society for Wales or other working groups, including the PAS Benchmarking exercise (Action 5).

7.12 Progress will be measured via our 2017/18 Annual Performance Report, 2017/18 LDP Annual Monitoring Report, and our 2017/18 Service Improvement Plans.

APPENDIX A - PERFORMANCE FRAMEWORK

OVERVIEW

MEASURE	GOOD	FAIR	IMPROVE	WALES AVERAGE	Monmouths hire LPA LAST YEAR	Monmouths hire LPA THIS YEAR
Plan making						
Is there a current Development Plan in place that is within the plan period?	Yes		No	Yes	Yes	Yes
LDP preparation deviation from the dates specified in the original Delivery Agreement, in months	<12	13-17	18+	58	N/A	N/A
Annual Monitoring Reports produced following LDP adoption	Yes		No	Yes	Yes	Yes
The local planning authority's current housing land supply in years	>5		<5	2.9 years	5 years	4.1 years
Efficiency						
Percentage of "major" applications determined within time periods required	Not set	Not set	Not set	59%	65%	88%
Average time taken to determine "major" applications in days	Not set	Not set	Not set	250 days	121 days	321 days

MEASURE	GOOD	FAIR	IMPROVE
Percentage of all applications determined within time periods required	>80	60.1-79.9	<60
Average time taken to determine all applications in days	<67	67-111	112+
Quality			
Percentage of Member made decisions against officer advice	<5	5.1-8.9	9+
Percentage of appeals dismissed	>66	55.1-65.9	<55
Applications for costs at Section 78 appeal upheld in the reporting period	0	1	2+
Engagement			
Does the local planning authority allow members of the public to address the Planning Committee?	Yes		No
Does the local planning authority have an officer on duty to provide advice to members of the public?	Yes		No

WALES AVERAGE	Monmouths hire LPA LAST YEAR	Monmouths hire LPA THIS YEAR
87%	79%	90%
76 days	68 days	73 days
11%	1%	7%
61%	70%	71%
0 cases	0 cases	0 cases
Yes	Yes	Yes
Yes	Yes	Yes

MEASURE	GOOD	FAIR	IMPROVE
Does the local planning authority's web site have an online register of planning applications, which members of the public can access, track their progress (and view their content)?	Yes	Partial	No
Enforcement			
Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days	Not set	Not set	Not set
Average time taken to investigate enforcement cases	Not set	Not set	Not set
Percentage of enforcement cases where enforcement action is taken or a retrospective application received within 180 days from the start of the case (in those cases where it was expedient to enforce)?	Not set	Not set	Not set
Average time taken to take enforcement action	Not set	Not set	Not set

WALES AVERAGE	Monmouths hire LPA LAST YEAR	Monmouths hire LPA THIS YEAR
Yes	Yes	Yes
85%	100%	83%
74 days	16 days	21 days
73%	70%	64%
201 days	143 days	227 days

SECTION 1 – PLAN MAKING

Indicator	01. Is there a current Development Plan in place that is within the plan period?	
“Good”	“Fair”	“Improvement needed”
A development plan (LDP or UDP) is in place and within the plan period	N/A	No development plan is in place (including where the plan has expired)

Authority’s performance	Yes
The Council adopted its Local Development Plan in February 2014.	

Indicator	02. LDP preparation deviation from the dates specified in the original Delivery Agreement, in months	
“Good”	“Fair”	“Improvement needed”
The LDP is being progressed within 12 months of the dates specified in the original Delivery Agreement	The LDP is being progressed within between 12 and 18 months of the dates specified in the original Delivery Agreement	The LDP is being progressed more than 18 months later than the dates specified in the original Delivery Agreement

Authority’s performance	N/A
The Council has adopted its LDP and therefore this indicator is not applicable.	

Indicator	03. Annual Monitoring Reports produced following LDP adoption	
“Good”		“Improvement needed”
An AMR is due, and has been prepared		An AMR is due, and has not been prepared

Authority’s performance	Yes
The Council’s second AMR was submitted to the Welsh Government in October 2016.	

Indicator	04. The local planning authority's current housing land supply in years	
“Good”		“Improvement needed”

The authority has a housing land supply of more than 5 years		The authority has a housing land supply of less than 5 years
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Authority's performance	4.1 years
<p>The 2016 Joint Housing Land Availability Study (JHLAS) was agreed by an independent Inspector in August 2016 and shows that we now have 4.1 years' housing land supply. This matter is considered in detail in the 2016-17 LDP Annual Monitoring Report.</p> <p>A fundamental contributing factor to this shortfall is the slower than expected progression of allocated strategic housing sites, albeit that progress is being made in bringing these sites forward and there is no evidence to suggest that the allocations are not deliverable. Nevertheless, the slower than anticipated delivery rate does suggest that there is a need for additional site allocations. The AMR seeks to address this position with a number of recommendations.</p>	

SECTION 2 - EFFICIENCY

Indicator	05. Percentage of "major" applications determined within time periods required	
"Good"	"Fair"	"Improvement needed"
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority's performance	88%
<p>No target has been set by the Welsh Government for this indicator, however Monmouthshire's performance of 88% is well above the Wales average of 59% and also significantly better than last year's achievement of 65%.</p> <p>One of the reasons for improvement over the last two years was the change to the indicator definition. The measure now allows for extended periods to determine applications to be agreed with customers, and provided this agreed deadline is met, the decision counts as 'in time'. These changes reflect the Council's customer and outcome focus, and aligns with our evidenced approach that customers prefer a positive outcome to a quick decision. However, these changes to the performance indicator apply to all LPAs, so the benchmarking remains consistent, and it is clear that Monmouthshire performs very well against this indicator.</p>	

Indicator	06. Average time taken to determine "major" applications in days	
"Good"	"Fair"	"Improvement needed"
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority's performance	321 days
<p>As above, the Welsh Government has not yet set a performance target for this indicator. This measure declined compared to last year's figure, but closer analysis indicates that performance was affected by two long-standing applications at St Maur's and Mounton Road, Chepstow. If these two applications are excluded the average time to determine the remaining 14 major applications falls to 145 days, well below the Welsh average of 250 days, and is more of a reflection of our performance in dealing with major applications over the previous reporting period (121 days).</p>	

Indicator	07. Percentage of all applications determined within time periods required	
"Good"	"Fair"	"Improvement needed"
More than 80% of applications are determined within the statutory time period	Between 60% and 80% of applications are determined within the statutory time period	Less than 60% of applications are determined within the statutory time period

Authority's performance	90%
<p>90% of all planning applications we dealt with were determined within the required timescales, which is well above the 80% threshold for the 'Good' performance ranking. This compared to 87% across Wales and is an improvement on our performance last year (79%).</p> <p>The improved figure represents a willingness to work with our customers to reach a positive outcome within agreed timescales.</p>	

Indicator	08. Average time taken to determine all applications in days	
"Good"	"Fair"	"Improvement needed"
Less than 67 days	Between 67 and 111 days	112 days or more

Authority's performance	73 days
<p>In 2016-17 we determined 1087 planning applications, each taking, on average, 73 days (just over 10 weeks) to determine. This compares to an average of 76 days (just under 11 weeks) across Wales but narrowly misses the 'good' target of 67 days. Given our focus on outcome rather than speed, this is a very good achievement and suggests we have struck the right balance between these two objectives.</p> <p>This is a very slight increase in output compared to last year but a slight worsening in terms of average time taken (1085 applications determined taking an average of 68 days in 2015/16).</p>	

SECTION 3 - QUALITY

Indicator	09. Percentage of Member made decisions against officer advice	
"Good"	"Fair"	"Improvement needed"
Less than 5% of decisions	Between 5% and 9% of decisions	9% or more of decisions

Authority's performance	7%
<p>Monmouthshire's performance shows that 7% of Committee decisions go against officer recommendation, which equates to 5 planning application during 2016/17 (over the previous two years there were only two applications determined in such a manner). This compares favourably to the 11% average in Wales and is just below the 5% or less threshold to be rated 'Good'.</p> <p>The previous two years' performance of 1% of applications made contrary to officer advice was unusually low and it is not surprising that the percentage has increased during this reporting period. Provided that Committee decisions are based on good planning judgement and material planning considerations, overturned recommendations are a perfectly acceptable part of the planning process. The difficulty only arises where decisions are made that cannot be substantiated at appeal.</p> <p>The applications in question related to a mix of developments including a new, contemporary replacement dwelling in a rural setting refused on design grounds (later allowed on appeal) and the conversion and extension of a former gallery in Usk refused because of lack of parking provision (but subsequently allowed on appeal). The three other decisions involved two refusals that were not challenged on appeal and a resolution to approve a hotel scheme at Wyesham (contrary to the officer recommendation to refuse) that has been called in by the Minister owing to flooding issues and is awaiting decision.</p>	

Indicator	10. Percentage of appeals dismissed	
"Good"	"Fair"	"Improvement needed"
More than 66% (two thirds) of planning decisions are successfully defended at appeal	Between 55% and 66% of planning decisions are successfully defended at appeal	Less than 55% of planning decisions are successfully defended at appeal

Authority's performance	71%
<p>Of the 15 appeals that were decided during the year, 71% were dismissed. This exceeds the Wales average (61%), our performance last year (70%) and the WG 66% target. This shows that the decisions we are making are sound.</p>	

Indicator	11. Applications for costs at Section 78 appeal upheld in the reporting period	
“Good”	“Fair”	“Improvement needed”
The authority has not had costs awarded against it at appeal	The authority has had costs awarded against it in one appeal case	The authority has had costs awarded against it in two or more appeal cases

Authority’s performance	0 cases
<p>No awards of costs for unreasonable behaviour have been made against us this year. There were also no awards of costs during the previous reporting period.</p> <p>An action identified in the first APR was to report appeal decisions to Planning Committee every month for learning and discussion. This action has been implemented and has been welcomed by the Committee as useful. Committee Members are also encouraged to sit in on appeal hearings or inquiries as further development training and to assist this the appeals we receive are also reported to Committee.</p>	

SECTION 4 – ENGAGEMENT

Indicator	12. Does the local planning authority allow members of the public to address the Planning Committee?	
“Good”		“Improvement needed”
Members of the public are able to address the Planning Committee		Members of the public are not able to address the Planning Committee

Authority’s performance	Yes
<p>Monmouthshire has an established and effective Public Speaking Protocol and also allows applicants, objectors, supports and community and town councils to speak at the Delegation Panel site visits. This has proven to be a valuable exercise in terms of making informed decisions and improved customer and community satisfaction, even if the final decision is not the one they hoped for. The public speaking protocol was amended during this period to enable the applicant to be notified earlier that an objector had registered to speak; this provides the applicant with earlier notice and more time to organise a right of reply.</p> <p>The Size and Composition of Local Planning Authority Committees (Wales) Regulations 2017 did not seek to control the public speaking element of a planning committee. If any future national protocol seeking consistency throughout Wales is published it is hoped it is provided as best practice guidance and does not curtail the successful delegation and public speaking system we already employ.</p>	

Indicator	13. Does the local planning authority have an officer on duty to provide advice to members of the public?	
“Good”		“Improvement needed”
Members of the public can seek advice from a duty planning officer		There is no duty planning officer available

Authority’s performance	Yes
We have a duty officer available every day from 9am to 5pm and although this is resource intensive, we recognise from feedback that this is a service that customers value.	

Indicator	14. Does the local planning authority’s web site have an online register of planning applications, which members of the public can access track their progress (and view their content)?	
“Good”	“Fair”	“Improvement needed”
All documents are available online	Only the planning application details are available online, and access to other documents must be sought directly	No planning application information is published online

Authority’s performance	Yes
<p>Our website allows customers to view all public documents and plans relating to applications including officer reports and decision notices, and also allows customers to comment online. We are going live with a new back office system in the next reporting period and anticipate that this will allow for improved functionality. For example, if customers can search on application descriptions and decision dates / status they may be able to resolve many enquiries without needing to contact the case officer or daily duty officer, freeing up time for us to improve our performance on decision speed.</p> <p>It is also hoped that more information will be made available via MonMaps, the Council’s GIS system that is visible to customers, so that they can view constraints such as flood risk areas and protected trees.</p>	

SECTION 5 – ENFORCEMENT

Indicator	15. Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days	
“Good”	“Fair”	“Improvement needed”
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority’s performance	83%	
<p>No target is identified by Welsh Government, and our performance of 83% fell from the 100% of the previous reporting period. This sits against a Wales average of 85%. Workload rose by 40% over 2016/17 which may partially explain the decline in performance but this prompts the need to review how we manage our work in our small enforcement team and thus, Actions 3, 4 & 5 (Section 7) are being initiated for 2017/18.</p>		

Indicator	16. Average time taken to investigate enforcement cases	
“Good”	“Fair”	“Improvement needed”
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority’s performance	21 days	
<p>Again, no target has been set by WG for this indicator, but our performance of an average of 21 days to investigate enforcement complaints sits well below the Wales average of 74 days. Despite this being slower than our performance last year (16 days) it is a strong performance and no further action is required for this particular indicator.</p>		

Indicator	17. Percentage of enforcement cases where enforcement action is taken or a retrospective application received within 180 days from the start of the case (in those cases where it was expedient to enforce)	
“Good”	“Fair”	“Improvement needed”
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority’s performance	64%	
<p>64% of enforcement action was taken within 180 days from the start of the case, which is a reduction on the 70% achieved last year. In addition, this is slightly below the Wales average of 73%.</p> <p>In the context of the rising workload, our performance is considered to be fair. However, further action (via ACTIONS 3, 4 & 5 – see Section 7) is proposed in order to review our enforcement practices and seek to streamline activity through a ‘triage’ approach being piloted by Swansea</p>		

City Council.

In addition, improved guidance for our communities is proposed to try and better manage expectations, and Planning Aid Wales is being invited to provide a seminar on planning enforcement for our Community Council clusters to help explain the processes, tools and powers available (**ACTION 4** - Section 7).

Indicator	18. Average time taken to take enforcement action	
"Good"	"Fair"	"Improvement needed"
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority's performance	227 days
<p>We resolved 254 enforcement cases, taking, on average, 227 days to resolve each case. This indicator measures only those cases where a breach of planning control was identified and further action was considered expedient. 'Resolved' means that the breach ceased, an Enforcement Notice was complied with, or planning permission was granted to retain the development/use/activity (either by us or at appeal by the Planning Inspectorate). We resolved significantly more cases than in 2016/17 (254 compared to 168 last year) but the average time taken increased from 143 days in 2014/15 to 227 days this year.</p> <p>This performance is in the context of the Wales average of 201 days. We are therefore performing below average. This can be largely explained by two factors: i) the closing of a number of longstanding, older cases during this period, and ii) a sharp rise in workload, particularly during Q3 of 2016/17 when 163 enforcement cases alone were opened. The proposed actions referred to above should help to manage a challenging workload, improve performance and manage customer expectation.</p>	

SECTION 6 – SUSTAINABLE DEVELOPMENT INDICATORS

The purpose of the Sustainable Development Indicators is to measure the contribution the planning system makes to sustainable development in Wales.

The Sustainable Development Indicators will be used to measure the progress against national planning sustainability objectives, set out in Planning Policy Wales, and can be used to demonstrate to our stakeholders the role and scope of the planning system in delivering wider objectives. The information will also be useful to local planning authorities to understand more about the outcomes of the planning system and help inform future decisions.

Authority's returns	Full responses were provided for all indicators.
<p>Monmouthshire Council provided full statistical returns for these indicators. However, it should be noted that this work had to be undertaken manually because our back office IT system cannot store or retrieve most of the data. This is a common problem throughout Wales, the resolution of which has proven to be very time consuming. The Council has procured a new IT system that will 'go live' in Autumn 2017 so it is hoped that the time and resource spent manually collecting this data will be reduced.</p> <p>It is worth noting that, in many cases, the sustainable development (SD) indicator definition is different to information collected in the LDP Annual Monitoring Report (AMR), and therefore the results are different in some cases. For example, in terms of housing approvals, the SD indicator records only detailed or final Reserved Matters approvals, whereas the LDP AMR quite rightly (for that context) also includes outline applications as evidence that allocated sites are coming forward. This can have significant differences in the results, for example the outline approvals for housing at Hill Farm, Pwllmeyric, and on land adjacent to the B4293 Llanishen (main village sites) are not included in the SD indicators below but are included in the AMR.</p> <p>These discrepancies have been checked and properly accounted for. Going forward, where appropriate, consideration will be given to amending the LDP AMR monitoring indicators slightly to reflect the SD indicators, so that similar data is only captured once, reducing duplicated effort and potential confusion. In other cases, such as reviewing progress on the delivery of LDP housing sites, the AMR monitoring indicator will remain unchanged.</p>	

Indicator	SD1. The floorspace (square metres) granted and refused planning permission for new economic development on allocated employment sites during the year.
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Granted (square metres)	
Authority's data	2,237

Refused (square metres)	
Authority's data	0

The planning system should support economic development and steer such development to the most appropriate locations. This indicator provides information on the contribution the planning system is making to delivering traditional economic development in identified employment sites.

This performance indicator measures new buildings in square metres approved on allocated and protected employment sites. It excludes change of use consents where vacant buildings have been brought back into employment-generating use. It is also limited to measuring only 'B' use classes, and so excludes supporting employment uses such as hotels. Consequently, this data shows a small proportion of the decisions made to support economic growth in the County. More information can be found in the AMR.

During the monitoring period, 2,237 sq m of new economic development (as defined by this indicator) was approved on allocated employment sites. No applications for economic development on allocated or protected employment sites were refused. The vast majority of this floorspace related to a 2040 sq. m. B1/B8 building at Thornwell. A large extension at Magor Brewery, a key local employer, was not counted despite being 1,200sq.m, as extensions are not included in this indicator.

This represents a significant fall in floor area approved, with last year's figure being 12,812 sq m of new floor space. However, plenty of land is allocated within the LDP to allow for future take-up during the Plan period.

Indicator	SD2. Planning permission granted for renewable and low carbon energy development during the year.
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Granted permission (number of applications)	
Authority's data	3

Granted permission (MW energy generation)	
Authority's data	14

The planning system can optimise renewable and low carbon energy generation. This indicator tells us part of the contribution the planning system is making to delivering renewable and low carbon energy generation and moving towards a low carbon economy.

Small scale renewables are now mostly permitted development and, because they do not need planning permission, will never appear in these stats returns. The indicator records only stand-alone schemes for the purpose of generating energy from renewables: it does not record, for example, solar panels on the roof of a new barn or on new dwellings.

Three applications were approved over the monitoring period for on-site renewable energy generation. One of the schemes related to a 6MW solar development at a farm at Parkhouse, near Trellech. Approval was granted for a combined heat and power plant providing 7.2MW at Trostrey Court Farm, near Usk and a biomass development (up to 1MW) was approved on a farm near Dingestow, Monmouth.

This reporting period has shown a slight drop in approved schemes due to changes to Feed in Tariffs (last year we approved 4 schemes likely to generate 17MW). This illustrates that factors outside of the planning system have the greatest influence on the delivery of renewable energy.

Indicator	SD3. The number of dwellings granted planning permission during the year.
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Market housing (number of units)	
Authority's data	346

Affordable housing (number of units)	
Authority's data	77

The planning system can facilitate the provision of market and affordable housing to meet local housing requirements. This indicator provides information on the contribution of the planning system to delivering new housing.

It is worth noting that this data differs significantly from the LDP AMR data due to differences between the indicator definitions. In particular, this sustainable development indicator records only full planning permission and Reserved Matters approvals: outline consents are excluded.

During the previous monitoring period, detailed planning permission was granted for 484 market dwellings and 159 affordable units. That equated to 33% of all residential units approved being affordable. The year 2016-17 saw a reduction in planning permissions for residential development with 346 market units and 77 affordable units being approved (the latter 22%).

It is well understood that there is an issue with the LDP strategic housing sites coming forward in a timely fashion and this has affected our housing land supply. The strategic housing sites are progressing with approvals being granted at Sudbrook and more recently at Fairfield Mabey (subject to a section 106 agreement) but progress is slower than is desired.

A detailed commentary on housing approvals is provided in the LDP AMR.

Indicator	SD4. Planning permission granted and refused for development in C1 and C2 floodplain areas during the year.
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Number of residential units (and also hectares of non-residential units) that DID NOT meet all TAN 15 tests which were GRANTED permission	
Authority's data	3

Number of residential units (and also hectares of non-residential units) that did not meet all TAN 15 tests which were REFUSED permission on flood risk grounds	
Authority's data	4

Number of residential units (and also hectares of non-residential units) that MET all TAN 15 tests which were GRANTED permission	
Authority's data	8

The planning system has an important role in ensuring that new development is not exposed unnecessarily to flooding and can guide development to locations at little or no risk from flooding. This indicator provides information on how planning applications for development in floodplain areas are being managed.

During this reporting period, eight dwellings were approved within flood zone C1 that met all TAN15 tests – including three in Usk and four in Monmouth.

Four applications were refused on TAN15 flood risk grounds during the year. Three were approved that did not meet all TAN15 tests - two in Chepstow in a built up area where NRW was concerned about the danger of cars being parked for the new properties that would be damaged or cause damage themselves but where sufficient warning of a flood event would take place (the accommodation itself would not flood) and one in Pwllmeyric where the developer initiated the re-modelling of land to ensure the replacement dwelling would not be likely to flood, and the situation was a betterment to the existing dwelling which would be replaced.

Indicator	SD5. The area of land (ha) granted planning permission for new development on previously developed land and greenfield land during the year.
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Previously developed land (hectares)	
Authority's data	19

Greenfield land (hectares)	
Authority's data	11

The planning system can ensure that, wherever possible, previously developed land is used in preference to greenfield sites, particularly those of high agricultural or ecological value. This indicator tells us where the planning system is directing new development.

The performance against this indicator normally reflects the rural nature of Monmouthshire as a County, with very little brownfield land available for development. Usually, the majority of development is on greenfield land. However, this reporting period saw a rise in the development of brownfield sites including the Sudbrook Papermill, The Hill (Abergavenny), Magor Brewery and to a lesser extent the development of domestic gardens for new housing.

It is worth noting that the data provided above differs significantly from that recorded in our LDP AMR, because the definition for the SD indicator reported upon here excludes outline planning permissions, and therefore significant sites which secured outline planning permission during the reporting period, are not recorded here. Such schemes will be reported in future APRs when detailed planning permission or Reserved Matters consent is given.

Indicator	SD6. The area of public open space (ha) that would be lost and gained as a result of development granted planning permission during the quarter.
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Open space lost (hectares)	
Authority's data	0

Open space gained (hectares)	
Authority's data	4

Open spaces can provide recreational, amenity and environmental value as well as having a role in climate protection and adaptation to the impacts of climate change. This indicator measures how the planning system is protecting existing, and facilitating the provision of new, open spaces.

During the monitoring period no permissions were approved that would result in the loss of public open space.

As a result of planning permissions, 4ha of new open space have been created.

Indicator	SD7. The total financial contributions (£) agreed from new development granted planning permission during the quarter for the provision of community infrastructure.
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Gained via Section 106 agreements (£)	
Authority's data	1,352,962

Gained via Community Infrastructure Levy (£)	
Authority's data	0

Financial contributions can be used to fund the provision of community infrastructure required to support sustainable development. This indicator measures the level of financial contributions agreed for the provision of community infrastructure.

£1.35M worth of Section 106 contributions were secured during the reporting period (higher than the previous year's £0.9M), with £674,382 worth of S106 monies actually received by the Council during the same period. The latter relates to contributions actually paid as past planning permissions are implemented and the trigger points for payments reached. The amount is a reflection of developments proceeding relatively slowly and payment triggers not being met, although it is considerably higher than the £233k taken in over 2015/16.

The Council is working towards adopting a CIL, subject to potential changes to Central Government policy.

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Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Mark Hand</p> <p>Phone no: 01633 644803 E-mail: markhand@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Submit the Monmouthshire Planning Service's third Annual Performance Report (APR) to the Welsh Government in accordance with statutory requirements and publish the Report on the Council's website.</p>
<p>Name of Service</p> <p>Planning Services (Planning Policy and Development Management)</p>	<p>Date Future Generations Evaluation form completed</p> <p>October 2017.</p>

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4. **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>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive: The APR seeks to shape an efficient and engaging development management process providing support and guidance for customers to ensure the best development possible for the benefit of local communities and to protect the character and appearance of Monmouthshire. Planning can provide economic investment and growth, and can protect acknowledged interests such as local amenity and townscape. Identifying</p>	<p>Better contribute to positive impacts: The APR identifies areas for improvement to make the development management process more responsive and efficient for our customers' applications for developments that are of a high standard.</p> <p>Mitigate any negative impacts: Care will be taken to improve the planning process via a Systems</p>

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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>areas for improvement and learning what works well elsewhere can ensure that customers are getting effective advice early in the process which is critical in securing positive outcomes and appropriate forms of development.</p> <p>Negative: Some areas for improvement may necessitate customers having to pay for elements of the service which can be considered to be costly and by some customers.</p>	<p>Revisit during 2017-18. The team will focus on positive outcomes rather than being process driven. We will continue to monitor performance through the revisit, useful performance measures and 1:2:1s with case officers.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive: An effective and efficient DM service allows case officers to consider the implications of any development on biodiversity and ecosystems at an early stage in the application process. Officers who are the decision-makers are able to consider the impacts of decisions on ecological interests. This system would not deteriorate as a result of the proposed revisions to the DM process and indeed may provide a more effective system.</p> <p>Negative: None identified.</p>	<p>Better contribute to positive impacts: The actions identified should speed up the delivery of sustainable development.</p> <p>Mitigate any negative impacts: None</p>
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: Actions to improve the DM process would enhance support and guidance for customers when submitting a planning application and provide the opportunity for officers to add value to development proposals and provide acceptable forms of the development, which should improve Monmouthshire citizens’ access to local services, such as shops, health and</p>	<p>Better contribute to positive impacts: The approval and delivery of development proposals can have a positive impact on health and well-being and foster social and community pride in their communities.</p> <p>Mitigate any negative impacts: None</p>

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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>recreational facilities, or prevent inappropriate development from harming the amenity of an area, or indeed the health of local people.</p> <p>Negative: None identified.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy, land use planning decisions. Providing clear and effective guidance and support to customers at an early stage in the planning process is more likely to lead to positive outcomes that enable the best forms of development possible. This is critical in providing sustainable communities. Taking timely and reasonable enforcement action against inappropriate development can reduce impact on local amenity and health.</p> <p>Negative: None identified.</p>	<p>Better contribute to positive impacts: The timely approval and delivery of sustainable development proposals can have a positive impact on the character and appearance of an area, promote well-being and foster social and community pride.</p> <p>Mitigate any negative impacts: None</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences local social, economic and environmental well-being via planning policy and land use planning decisions. However, the global-scale effect is acknowledged as being limited.</p> <p>Negative: none.</p>	<p>Better contribute to positive impacts: None</p> <p>Mitigate any negative impacts: None</p>



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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>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positive: Planning decisions promote the value and significance of the historic built environment by ensuring that it is a direct consideration in planning policy and land use planning decisions. Planning decisions generally facilitate the provision of tourist and recreation development, including playing fields and built development. The Welsh language is now a material planning consideration.</p> <p>Negative: none.</p>	<p>Better contribute to positive impacts: Timely planning decisions will ensure that proposals foster civic pride through well-designed development in historic areas or through the removal of development that has a negative impact on a heritage designation via enforcement action.</p> <p>Mitigate any negative impacts: None</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Positive: Appropriate and timely development management decisions should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve the five main aims of the Wales Spatial Plan, namely Building Sustainable Communities, Promoting a Sustainable Economy, Valuing our Environment, Achieving Sustainable Accessibility and Respecting Our Environment</p> <p>Negative: none.</p>	<p>None.</p>

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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><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>The LDP covers the period 2011-21. The Council's Development Management function which makes planning decisions seeks to implement the policies of the LDP which promotes sustainable development. By its nature, therefore, it cannot look beyond the next five year period but the SA/SEA of the LDP would have ensured consideration of the impact on future generations.</p>	<p>Ensure that the LDP and its policies have been subject to an appropriate level of scrutiny</p>
 <p>Working together with other partners to deliver objectives</p>	<p>Monmouthshire's Planning Service believes in working with its customers (which include not just applicants but the public, other Council departments, other local authorities, third sector agencies and businesses) to improve its offer to its customers to meet their needs. This APR identifies areas for improvement to achieve this aim. It is subject to scrutiny and endorsement by Members of both the Council's Economy & Development Select Committee and Planning Committee. Members and officers of the Council have a specific interest in the subject to ensure that sustainable forms of development are developed in Monmouthshire.</p>	<p>Any observations offered by Committee will be taken into account as part of the submission process to Welsh Government.</p>

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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 Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p>The APR is subject to consultation with Members of the Economy & Development Select Committee and Planning Committee whose Members have a specific interest in the subject, as well as senior officers of the Council.</p>	<p>As above.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The APR's aim is to identify areas for improvement in the Planning Service and to initiate actions for meaningful improvement. This would provide the basis for timelier decisions to secure much needed sustainable development. Taking timely and reasonable enforcement action against inappropriate development can reduce impact on local amenity and health.</p>	<p>N/A</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p>The work undertaken by the development management service directly relates to promoting and ensuring sustainable development and its three areas: environment, economy and society.</p>	<p>Improvements to the DM process would facilitate the implementation of the LDP which has been subject to a Sustainability Assessment that balances the impacts on Social, Economic and Environmental factors.</p>

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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?
<p>Positive: The APR identifies areas for improvement within the Development Management section of the Council. Actions outlined to achieve this should bring positive benefits to all members of Monmouthshire's population. A more efficient and effective Development Management will secure the aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through timely approval of planning proposals for sustainable forms of development or by preventing harm to acknowledged interests, such as amenity, public safety, health or biodiversity by taking timely and reasonable enforcement action.</p>			
Age	None	None	See above
Disability	None	None	See above
Gender reassignment	None	None	See above
Marriage or civil partnership	None	None	See above
Race	None	None	See above
Religion or Belief	None	None	See above
Sex	None	None	See above
Sexual Orientation	None	None	See above
Welsh Language	<p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i></p> <p>Welsh is treated on equal terms as English in the planning process,</p>	None	None

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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>

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

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

The APR has been written having regard to data and evidence provided by the following:
 The Development Management Quarterly Survey 2016/17; the POSW Customer Survey 2016/17; the Council’s Local Development Plan Annual Monitoring Report 2016/17; the DM Service Improvement Plan (SIP) 2016/17, the Planning Policy SIP 2016/17 and the emerging MCC Well-being Plan.

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

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

The work undertaken by the Council’s Planning Service, and in particular the Development Management function, directly relates to promoting and ensuring sustainable development. The APR 2016/17 would enable the service to identify areas of improve in the processing of applications and in the enforcing of planning matters, and to engage with customers at an early stage of the planning process to ensure the most appropriate forms of development are approved within Monmouthshire. The planning process promotes sustainable forms of development, helping to create jobs and investment, while protecting material interests such as amenity, public safety and biodiversity.

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In terms of the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, there are no direct implications as a result of this report.

There are no implications, positive or negative for corporate parenting or safeguarding.

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

N/A

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

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

The impacts of this proposal will be evaluated on:	The Annual Performance Report will be submitted to the Welsh Government by 31 st October 2017 and be publicly available. The APR's actions will be evaluated within the APR for 2017/18, to be reported in October 2018 and which will be subject to an annual scrutiny report on our performance to the relevant committee(s)..
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