

# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 5 July 2016

## Notice of meeting:

### Bryn y Cwm Area Committee

Wednesday, 13th July, 2016 at 2.00 pm,  
Llanfair Killgeddin Village Hall Abergavenny Monmouthshire NP7 9BD

#### AGENDA

Item No	Item	Pages
1.	Election of Chair.	
2.	Appointment of Vice-Chair.	
3.	Apologies for Absence.	
4.	Declarations of Interest.	
5.	Public Open Forum.	
6.	Minutes of the previous meeting.	1 - 6
7.	To receive an update report by Team Abergavenny regarding progress to date.	7 - 10
8.	Community Coordination and Small Local Enterprises.	11 - 32
9.	Progress report regarding the Eisteddfod (verbal update).	
10.	Development of Hub in Abergavenny (to follow).	
11.	Area Capital Grants.	33 - 34
12.	Future Work Programme.	35 - 36
13.	Next meeting.  Wednesday 12 <sup>th</sup> October 2016 at 2.00pm.	

**Paul Matthews**  
Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

R. Chapman  
D. Edwards  
J. George  
R. Harris  
M. Hickman  
G. Howard  
S. Howarth  
D. Jones  
S.B. Jones  
S. Jones  
P. Jordan  
M. Powell  
J. Prosser  
K. Williams

## **Public Information**

### **Access to paper copies of agendas and reports**

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### **Welsh Language**

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

# Aims and Values of Monmouthshire County Council

## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

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

#### **People Are Confident, Capable and Involved**

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

#### **Our County Thrives**

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

### Our priorities

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

### Our Values

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

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# Public Document Pack Agenda Item 6

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Bryn y Cwm Area Committee held in the  
Council Chamber Town Hall Abergavenny - Abergavennyon Wednesday, 20th April,  
2016 at 2.00 pm

**PRESENT:** County Councillors: D. Jones, S. Jones, M. Powell and J. Prosser

### **OFFICERS IN ATTENDANCE:**

Matthew Lewis (Countryside)	Countryside Manager
Mike Powell	Rural Programmes Manager
Dan Davies	Events Coordinator
Richard Williams	Democratic Services Officer

### **ALSO IN ATTENDANCE:**

Mr. P. Baker	-	Costain
Mrs. J. Barnes	-	Bryn y Cwm Community Forum
Mr. P. Johns	-	Abergavenny Town Team
Mr. N. Tatum	-	Abergavenny Town Council

### **APOLOGIES:**

County Councillors D. Edwards, R. Chapman, S. Howarth, S.B. Jones, P. Jordan, K. Williams, Edmondson, Michie and Woodhouse

#### **1. Declarations of Interest**

There were no declarations of interest made by Members.

#### **2. Public Open Forum**

The were no issues raised by the public.

#### **3. Minutes of the previous meeting**

The minutes of the Bryn y Cwm Area Committee meeting dated 10<sup>th</sup> February 2016 were confirmed and signed by the Vice-Chairman subject to the following amendment:

County Councillor M. Hickman was in attendance.

Having approved the minutes, the following points were noted:

- The temporary traffic lights on the trunk road were still operational. It was noted that the completion of the works had been estimated to be completed by the end of March 2016.
- Abergavenny Town Council had offered financial support to help retain the four public toilets for a further 12 months. Local businesses will be encouraged to allow members of the public to use their toilet facilities. It was noted that disabled access to toilets needed to be taken into account.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Bryn y Cwm Area Committee held in the Council Chamber Town Hall Abergavenny - Abergavennyon Wednesday, 20th April, 2016 at 2.00 pm

#### **4. Heads of the Valleys Dualling Gilwern to Brynmawr**

We received a presentation by Phillip Baker, representing Costain, regarding the Heads of the Valleys Dualling – Gilwern to Brynmawr.

The Area Committee was provided with a virtual drive through of the proposed works and the likely challenges that Costain will face during the coming stages. Information in respect of the forward plan was also provided.

Having received the presentation, the following points were noted.

- Costain was working with Eisteddfod organisers to minimise disruption.
- The Glanbaiden Roundabout is scheduled to be opened in May 2016.
- A protocol has been agreed with the Brecon Beacons National Park regarding the cladding of the stone pillars.
- The steel used in construction is recycled and locally sourced (within 40 miles of the project).
- Landscaping at Gilwern has yet to be finalised.
- The footbridge at Clydach will be retained with a new bridge being constructed.
- The completion date for the project is August / September 2018. Due to the recent wet winter, Costain has been working weekends in order to remain on target for completion.

On behalf of the Area Committee, the Chairman thanked the Costain representative for providing an interesting and informative presentation.

**We resolved that an invitation be extended to Costain to attend the Area Committee meeting in six to nine months to provide the Committee with an update on progress.**

#### **5. Team Abergavenny progress to date**

We received an update report by Team Abergavenny regarding progress to date. In doing so, the following points were noted:

- The Agri-Urban Project is intended to share knowledge and expertise between a group of ten towns and cities across Europe with a view to developing closer links between the towns and their surrounding rural areas, particularly in the process of local sourcing of food. Over 75 applications have been received and there are 11 towns currently involved. Abergavenny has been asked to join due

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to its association with food, .i.e., the Abergavenny Food Festival. An application has been submitted.

- A local meeting was being coordinated involving societies, agencies and the community with a view to putting a scheme together for the next two years to make Abergavenny sustainable. The minutes of these meetings would be circulated to Members. This will be managed by a Monmouthshire County Council Officer with match funding being provided for two years.

We resolved to receive the report and noted its content.

#### **6. Rural Development Plan (RDP) Funding on the Local Development Strategy**

We received a verbal update regarding Rural Development Programme (RDP) funding on the Local Development Strategy. In doing so, the following points were noted:

- Monmouthshire County Council has been awarded £2.79M via RDP streams on a six year programme to support Monmouthshire and the rural wards of Newport.
- 20% match funding to be received from sponsors.
- 160 applications have been received for the complementary capital fund operated directly by Welsh Government (Rural Community Development Fund) with only one coming from Monmouthshire County Council, namely, Llanover Community Council, to look at four village halls with a view to bringing them up to a better standard by providing a multi-functional centre with broadband.
- The RDP Leader Programme consists of five thematic topics.
- The web site for the programme may be found at <http://valeofusk.org>

We resolved to receive the verbal update and noted its content.

#### **7. Update on Events in the Bryn y Cwm Area.**

We received an update report on the progress of plans for events within 2016.

Having received the report, the following points were noted:

#### **Monmouthshire's National Eisteddfod 2016**

- The events Manager will investigate the feasibility of the Authority taking over the maintenance of the 'Red Telephone Boxes' within the County as they were considered to be a tourist attraction.
- Abergavenny Railway Station will have increased stewardship during the Eisteddfod. All buses will DDA compliant. The entire site at Castle Meadows will be DDA compliant.

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- Disabled access to Castle Meadows will be open by September 2016.
- The Events Manager will investigate the need to provide formal guidance for local people who might be considering letting their houses to visitors during the Eisteddfod.

#### **Velothon 2016**

- Concern was expressed that there might be some livestock issues regarding the fields on the Velothon route. The Events Manager stated that he would investigate and clarify this issue.

#### **Abergavenny Festival of Cycling**

- It was noted that the event will not affect the Public Realm works as it is anticipated that a workable solution will be agreed.

County Councillor J. Prosser informed the Area Committee that it will be Armed Forces day on 24<sup>th</sup> September 2016.

We resolved:

- (i) to receive the report and noted its content;
- (ii) that the Events Manager will investigate the feasibility of the Authority taking over the maintenance of the 'Red Telephone Boxes' within the County;
- (iii) that the Events Manager will investigate the need to provide formal guidance for local people who might be considering letting their houses to visitors during the Eisteddfod;
- (iv) that the Events Manager will investigate and clarify this issue regarding concerns that have been expressed that there might be some livestock issues regarding the fields on the Velothon route.

#### **8. The River Usk, Castle Meadows**

We received a report regarding the use of the River Usk at Castle Meadows.

The Area Committee was informed that there was one outstanding issue from the Area Committee's previous consideration of the Castle Meadows Management Plan - requests for wider access to the River Usk and for a change of policy to allow canoeing and wild swimming in that section of the river adjoining the meadows where the Council has riparian rights.



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The task and finish group had taken the view that further discussions between the canoeing and fishing interest would be necessary to explore if there could be agreement on wider use of the river and it was resolved that officers facilitate further discussion and bring a further report back to the Area Committee, as required.

This process had unfortunately been rather extended but a meeting had taken place between Abergavenny Canoe Club and the fishing club. However, the discussions have not reached agreement on a way forward.

**Having discussed the matter the Area Committee resolved that a report regarding this matter should be prepared and presented to a Strong Communities Select Committee with a view to the Committee undertaking pre-decision scrutiny on this matter.**

#### **9. Future Work Programme**

We resolved to receive the Future Work Programme and noted its content.

#### **10. Next meeting**

We noted that the next meeting would be held on Wednesday 13<sup>th</sup> July 2016 at 2.00pm and that it be held at Llanfair Kilgeddin Village Hall (subject to availability).

**The meeting ended at 3.50 pm**

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## TEAM ABERGAVENNY

### BETTER, TOGETHER

#### *Update Report to the Bryn Y Cwm Area Committee on 13 July 2016*

*Since our last report in April this year we have the following items to update you with:*

- Communications.*
- 1. The Open Talk Session in the Family Church was a little disappointing in terms of numbers turning up. We are now planning our first public Annual Meeting for September when we will invite others to become members and probably some of the Team will stand down to make way for new blood on the Team.*
  - 2. Team Abergavenny's 2nd Newsletter is being circulated to members W/E 30th June.*

#### *Development*

- 3. We have submitted Business Cases for use of the £30k Seed Money which we were allocated earlier in the year. They are for:  
Kitchen equipment for Abergavenny Community Centre £5000  
Banners to lead people from the Maes to the Town, jointly with the Town Council £1500  
Improved lighting access in the Borough Theatre - £15000  
A consultant to get agreement from CADW to erect a tensile fabric canopy over the upper Brewery Yard Area. £2500  
A contribution to new lighter weight market stalls in the Market Hall £6000*
- 4. This will exhaust the £30k capital money if approved. Our biggest problem is that as we have no revenue stream we are not able to contribute to a number of small schemes around the area which would enhance it and further our objectives of Food and Tourism developments.*
- 5. Now that the Town Centre redevelopment scheme is nearly complete we would like to record our thanks to Monmouthshire Engineers for their patience and cooperation in the creation of the scheme. We are sure that the outcome will be enhanced by the time taken to discuss proposals with local interest groups.*
- 6. We have been made aware of the outline plans to redevelop the Town Hall as a Hub to include the One Stop Shop and Library as one combined entity, the Borough Theatre and the Town Council. The outline allocation of space indicates some exciting opportunities and we look forward to seeing how this develops. It looks as if the future of this iconic building is secured for Community and Public use for a number of years to come if these plans are completed.*
- 7. Green spaces. Having restarted the proposal to enhance the existing Parks and Open Spaces in Abergavenny, it is being re-checked with the various Friends Groups before making a submission. It will also be necessary to discuss with MCC how the bid can be submitted as the property concerned is owned by MCC and it needs to be clear in the bid how the County Council will be linked with a bid for funds.*

#### *Cooperation*

- 8. We are working jointly with the Town and Community Councils in the Bryn y Cwm Area to develop a five year plan to bring together proposals for the improvement of the area. The attached e-mail was sent to Community Clerks recently with a request that they complete a proforma to tell us what is going on in their areas so that if possible we can assist them to meet their objectives. This is in line with the concept of Whole Place and is to encourage greater cooperation locally. Anything that Area Committee members can do to assist this process would be greatly appreciated.*

9. *Eisteddfod. Apart from the bid for banners to lead people from the Maes to the Town, we are seeking to encourage volunteers and local people generally to make the town tidy before the Eisteddfod arrives.*
10. *There is a particular need to work with the Town Council on this as under new Welsh Government Legislation they are obliged to formulate an annual plan. This cooperation is already starting.*

*Structure*

11. *We look forward to the completion of deliberations about the constitution of the Programme Board. Team Abergavenny has expressed its preference for a Programme Board based on the Bryn y Cwm Area Committee structure as it engages representatives from the whole Bryn y Cwm area, but it would be helpful if the new Programme Board could be put in place so that we know where we fit into the overall structure.*

*1 July 2016*



21

June 2016  
Dear Clerk,

**Subject: Request for assistance please with the preparation of a vision and plan for North Monmouthshire to 2021 and beyond**

You may be aware that a new planning initiative is getting underway to produce a comprehensive and easy-to-read summary of our vision, strategy and action plans for this area, enabling all interested parties to actively “speak with one voice” as far as this is possible. We are drawing of course on the various plans which have been prepared in recent years, and also on a range of new ideas and priorities. The first page of the attachment to this email explains the initiative more fully.

Team Abergavenny is coordinating this planning, and will be working with the Town Council and community groups in the town on those parts of the plan relating to Abergavenny itself.

I am writing to ask also for your support and your assistance please with those parts of the plan relating to your Community. We are also interested to hear of your views on priorities for the Town. The attachment contains a questionnaire, a few guidelines on how to complete it and contact details if you have any queries. We would be very grateful if you could give this some consideration and let us have your response by 16 September. If you do not wish to participate, please let us know - your section would then be included as a blank page.

The draft of the overall plan will be available for review later in the year. It will not be published without Community Council agreement to those sections relating to their responses.

Monmouthshire CC are also going to provide guidance and the initiative will seek to align with legislation from the Welsh Government pertaining to this area. As you might imagine

though, with many different interested parties, our top priority is on making sure the plan works for North Monmouthshire as a whole, supporting well-being and prosperity over the coming years.

With thanks and regards

Alan Michie

Chair – Team Abergavenny (*which covers North Monmouthshire*)

Peter Johns

Secretary – Team Abergavenny

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# Community Coordination and Small Local Enterprises

## an Evaluation



## An Evaluation of Community Coordination

### Background

Public services are encountering huge pressures brought about by demographic changes coupled with more complex needs and increased expectations set against a backdrop of declining local authority budgets. In 2012 Monmouthshire County Council estimated that it would require an additional £7 million a year by 2025 to deliver like-for-like services. The council began to look at transforming the way it meets needs to try and improve outcomes within its available resources.

Community coordination is an approach that originated in Western Australia and has been implemented in parts of England and Scotland<sup>1</sup>. The model is based on establishing local coordinators within communities to work with people who may otherwise require social services. By engaging early on, building on strengths and helping people to build local connections they help people find their own lasting solutions.

The development of small local enterprises facilitates the promotion of community enterprises whose aim, in general, is to improve the wellbeing of those involved as well as the wider impact of improving community integration.

Cabinet agreed to fund a two-year learning pilot. The pilot has taken forward community coordination in two areas, Abergavenny and Caldicot and the development of small local enterprise across the whole county. The first community coordinator began on 1 April 2014. The second community coordinator and small local enterprise coordinator took up their posts two months later.

The learning pilots took place within a programme of transformational change across the whole of adult social care and health. This whole system approach to helping people live their own lives is changing the nature and shape of all existing practice and provision and as such the impact of the pilots cannot be seen in isolation from the wider work.

During the life of the learning pilot Welsh Government has been preparing to implement two major pieces of legislation:

The Well-being of Future Generations Act which makes clear the need for public bodies to consider the long-term impact of their decision making, work better with people, communities and each other, look to prevent problems and take a more joined-up approach. This new law introduces, for the first time, a duty upon public bodies to ensure what they do is sustainable. It has defined the principles of sustainability as long-term; integrated; collaborative; preventative and involvement.

The Social Services and Wellbeing (Wales) Act which makes clear the need to provide services that enhance wellbeing, with a new definition of people in need and a focus on families and communities. It highlights the role of public services in building on individual and family strengths, helping people to have a stronger voice, choice and more control and supporting meaningful and valued contribution to local community life.

### Methodology of the Evaluation

The initial business case identified the use of a Learning and Evaluation Framework. This identified a number of metrics including measurement of personal outcomes, estimates of financial impact and reflective practice from coordinators employed to implement the approaches. These were to be overseen by a leadership group.



The business case recognised that this type of culture change would take a long time to realise its full potential. The short-term impact would be limited to a small number of individuals with the greatest gains taking many years to materialise as the resilience of individuals and communities is developed. The modelling of impact was initially projected up until 2030.

The original intention had been to use a distance travelled tool to assess the progress individuals made against self-defined personal outcomes. Early in the learning pilot coordinators identified that this method of evaluation was creating a potential barrier whilst they were attempting to establish informal relationships with people and a decision was taken to replace the tool with self-assessment questionnaires<sup>2</sup>.

There are a number of limitations to this approach. Firstly the responses were gathered by the coordinators themselves which can impact on the veracity of the findings. Nonetheless they are consistent with unsolicited feedback provided by individuals, their families and other agency partners. A further factor was the relatively small sample size – only twelve questionnaires were completed and returned - which means that the results are not statistically significant. It should also be considered that this is not a statutory service, people who were not engaged or feeling some benefit would have been likely to have left the service of their own accord before completing a questionnaire. A questionnaire circulated to partners was returned by thirty three individuals or organisations. Copies of the questionnaires are contained in the appendices to this report.

In the absence of personal outcomes data the effectiveness of the approach is mapped against the original high level business case outcomes. Monmouthshire was also a site for the national outcomes pilot across Wales and so these are also linked to national outcomes which have subsequently been established as part of the Social Services and Well-being Act (Wales) 2014.

The development of a new social services system to support transformation is in progress. More work is needed to ensure data from the old system is migrated to accurately evidence changes in the number of people requiring long term care.

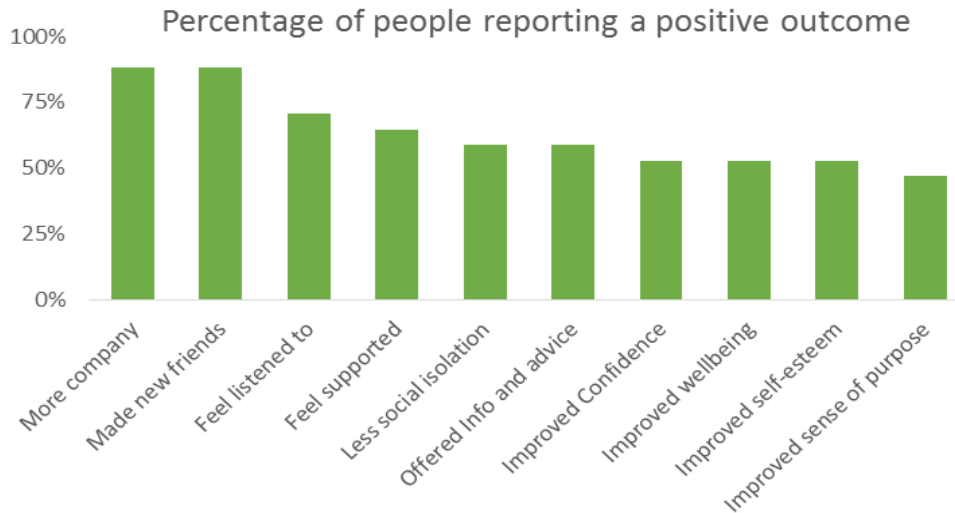
## Findings

The project employed two community coordinators. One in Abergavenny and one in Caldicot. These are communities with very different health, social and demographic characteristics. By selecting these areas, a comparison of the approach in different settings was enabled. This is explored in the second-half of this section

### Outcomes for Individuals and Families

It is recognised that there are difficulties in measuring the results of this type of work where there may not always be tangible outcomes, since a positive result may be stopping a future event from occurring. There is a strong-reliance on feedback and self-assessed outcomes and since the evaluation is being completed after a relatively short pilot the longevity of any impact cannot be assessed.

All of those who responded to the community coordination evaluation questionnaire reported at least one positive outcome. Several questions came back with the same percentage response although not necessarily from the same respondent with people reporting a variety of outcomes. Twelve questionnaires were completed so each response equates to around 8 percentage points.



The prevalence of different outcomes the learning pilot engendered is shown in the chart above and then explored in more detail over the following pages. These are set out to show how the outcomes relate to those outlined in the original business case alongside national outcomes that were subsequently established as part of the Social Services and Well-being (Wales) Act 2014.

### 1. People are well informed about resources in their community

53% of people who responded to the evaluation questionnaire said they had been offered information and advice by a coordinator. This situation seems to be broadly similar in Caldicot and Abergavenny.

92% of professionals and partners across the county said the coordinator had signposted them to information or services. This is articulated by a social worker who described how the coordinator:

*“...provides me with an instant link to what is out there, what is being developed and what needs to be developed to serve the community. [The Role] provides practitioners with an opportunity to have support to find ways to meet needs that are outside of traditional services and targets needs that are often hard to reach such as emotional and psychological needs and enabling people to feel joined up to their community.”*

Coordinators made themselves known in the community in a variety of ways from community engagement events to newspaper articles, Facebook accounts and market place consultation. The reach of the coordinators has been beyond health and social care with a local shop-keeper and member of the *Town Team* reporting it as *“a vital role in our community.”*

When mapping the availability of local groups and resources, coordinators identified a wealth of well-being provision, both formal and informal, but found this to be fragmented and not always well-communicated.

#### National Outcomes:

- I know and understand what care, support and opportunities are available and use these to help me achieve my well-being
- I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being

## 2. People have a greater sense of well being

53% of people the coordinators worked with reported improved well-being while 79% of partners stated that the coordinator has helped them to support others in the community.

One attendee of the Stroke Support Group, established through the coordinator, commented *“Coming here makes me feel better and I wouldn’t miss it for the world.”*

Another said:

*“It has been the best thing that has happened to me since having the stroke, the welcome friends made and the purpose has given me a reason for getting up in the morning and something to look forward to.”*

In a further example a person had been in regular contact with the integrated team telephoning twelve times in a six month period. Despite being provided with lots of information and advice about opportunities, it seems none were able to meet the person’s outcomes. The practitioner subsequently described how this person appeared to be heading towards a traditional care package which would have had a financial cost to the authority and could have led to further dependency.

Through the community coordinator, a role was developed which enabled this individual to begin to feel well through helping others. Since the role was created there has been no further contact with the integrated team – a care package seems to have been avoided.

### **Cooking up an Opportunity**

M is in his 60s and lives alone in his own home. He has one son who lives in London, and is his main carer. M’s son was worried that he lacked motivation and was spending too much time alone. M is a retired chef and catering lecturer who enjoys food and cooking. He was very willing to share his skills with others.

M visited the lunch club run by a local church. He now volunteers there each Thursday morning peeling and slicing carrots and potatoes, returning to the hall at the end of the lunch to polish glasses and cutlery. He cooked and carved turkey for 80 people for the Christmas lunch at the lunch club.

M has agreed to provide cookery lessons to the staff at a local homecare agency. The staff are required to prepare meals in a very short time, and often they only have a microwave and a toaster to cook with. This can be quite difficult, and the agency manager was looking for someone to provide training. M also plans to create a photographic cook book from his menu so that staff can receive this as part of a training manual during their induction process.

M has also agreed to assist the Macmillan coordinator with the set-up of a men’s group in the local library.

Through Community Coordination M has been supported to become involved in his local community again. He is using his valuable skills to help others, and is becoming more active and less isolated through volunteering. The link with the homecare agency is particularly exciting as members of the community will benefit greatly from M’s extensive knowledge and expertise in cookery. M’s son is also very pleased that he is getting out and becoming more active. He feels better knowing that there is someone local who can help his dad stay active and well.

National Outcomes:

- I am happy and do the things that make me happy
- I am healthy and active and do things to keep myself healthy

### 3. People are empowered to find their own solutions

65% of people said they felt supported by the coordinator.

A newcomer to the area described how the community coordinator had helped him establish a clear sense of purpose and social belonging. He reported improved self-esteem, a reduction in social isolation and making new friends after the coordinator involved him in the development of the *Men's Shed* project. He stated how positive this had been:

*"(Through) Information dissemination, therefore giving grounding – as my role became apparent in the community; to a sense of purpose and social belonging."*

This was consistent with feedback from a family member:

*"Our community coordinator has supported my father to access local activities which has really helped him to be more motivated, confident to meet new people and empowered him to continue with these activities enriching his life."*

Partners have also responded positively, a Police Community Support Officer writing:

*"Whenever [the coordinator] and I met we would talk about gaps in the provision for isolated people. [They] have implemented so many projects that make a difference to the quality of life of people in the community."*

At the mid-point of the pilot it was clear that success was greatest when people were provided with opportunities to contribute. To develop this potential, more formal support for individual contribution through volunteering was introduced. In partnership with Bridges Community Centre a volunteer coordinator was appointed, funded through a successful bid to the Intermediate Care Fund.

**People want  
to be active  
participants  
not passive  
recipients**



5 people have begun volunteering



50+ people have attended a volunteer open day



25 people have been benefited from volunteer support



160 volunteer hours have been provided



26 people are prospective volunteers

This local experience and learning is supported by a wealth of national evidence that contribution through volunteering is a key element of helping people to stay well:

*“Through years of successful work, we know by investing in people through the power of volunteering the service can make a tangible difference; improving health and well-being, building stronger more cohesive communities and achieving lasting results. Those working in adult social care believe that everyone can play a role in their community and should have a chance to participate.” Volunteering Matters (formerly Community Service Volunteers)<sup>3</sup>*

National Outcomes:

- I do the things that matter to me
- I engage and make a contribution to my community
- I feel valued in society
- I contribute to my social life and can be with the people I choose

#### 4. People are supported to identify, use and develop their social capital

47% of people reported an improved sense of purpose after working with a coordinator. There are no specific questions in the methodology that measure social capital.

One of the key ways in which social capital has been unlocked is through the small local enterprise coordinator. The coordinator works with people who have ideas to develop small enterprises in their community that would benefit others, to help bring concepts to life and sustain them through advice and or opportunities to connect with others who can offer support, guidance or resources.

Through the Rogiet Community Café story (see below) it is shown how social capital that lay dormant was brought to life and grew. The support of the coordinator was integral to releasing this latent energy as summarised by the one of the founders of the café:

*“I don’t know what she does but I talk to her and she sows seeds in my head and they grow in my sleep...She believes in us, she believes that we can do more than we think we can and then we believe it too.”*

#### **Rogiet Community Café**

Two residents of Rogiet were sad about what they felt was the decline of their community which had once been a vibrant place with local shops a pub and a heart. The small post office was closing and due to be replaced with a bi-weekly van service.

The friends began talking to the small local enterprise coordinator who describes her role as to “listen, challenge, mentor and ask: *is there a market? how do you know? do you have the skills? what do you need to make this work?*” The coordinator’s objective was to promote natural connections, using the community as a resource and being a resource to the community.

A steering group was formed who began to explore the idea of a community shop and set about researching the idea. They sent questionnaires out to assess the market and had around 200 responses. People were concerned about the closure of the post-office and about the lack of places where people could get together.

Lack of suitable venues was a potential barrier. An opportunity arose to use the community church hall. Monmouthshire Housing Associated awarded a small grant, the local authority gifted a food hygiene course, the group created an on-line presence and logo and Roget Community Café was born. Posters were printed and the café officially opened in October 2015.

Since opening: the local nursery group have begun using it; local craft people have stalls there; Police and Community Support Officers are on hand with monthly surgeries, a national supermarket has offered time and supplies and the co-op is also donating milk. The team of volunteers has grown from four to ten people.

You can watch a short film about the café at

<https://www.youtube.com/watch?v=ACkQzNBJDVg&feature=youtu.be>

The community café shows just how much the community wants to help when it is asked; that a prudent person centred approach can be a more effective and cheaper way of working and that it can grow the community's social capital.

National Outcomes:

- I engage and make a contribution to my community
- I feel valued in society

### 5. People are supported to develop non-traditional, person centred support

The small local enterprise coordinator is in touch with 42 enterprises across the county. She has worked closely with 27 of these either in creating the enterprise or helping it towards sustainability. People involved with these organisations have all either had contact with social care and health services at some point or are providing support to people with physical and/or mental health needs. There are a further 14 enterprises at the development stage.



16 people are in regular paid employment



103 people are in regular unpaid employment



350 people are weekly beneficiaries



1600 people have attended events

# People will volunteer to build better communities

Community coordinators are also working with existing organisations to deliver non-traditional support as evidenced from this quote from Macmillan Cancer Support:

*“I have benefitted from (the coordinator’s) experience of working with the community, (the coordinator) has helped me to share information with other organisations. We are working together to support someone...to improve a difficult situation and reduce social isolation. We are working together to deliver a winter wellness event offering advice, guidance and workshops around well-being.”*

National Outcomes:

- I get the right care and support as early as possible
- My individual circumstances are considered

## 6. People live the life of their choosing within their local community

59% of people reported less social isolation, 53% reported improved self-esteem and 88% reported they have more company and met new friends

One of the people attending the Shared Reading Group wrote

*“It is stimulating and starts me thinking of new ideas. I enjoy the contact with different people whom I would not otherwise meet”.*

**People make  
people happy**

Comments from the group are incredibly positive as to the benefits people are receiving. Others attending the group indicated that without it they would have been at home or had nothing to do.

These are pre-cursors of social isolation that has the potential to lead people towards day centres and other traditional social care models run by the local authority. However there are also individuals attending groups who indicate that they would still have a very full-life without the groups suggesting a diversity of attendance.



## Musical Connections

D met the community coordinator during summer 2015. She is a lady in her mid-nineties who lives locally to the resource centre. D doesn't receive any support from social services and has quite a supportive family, but was beginning to feel as though she needed something to occupy her time.

After meeting with her, the coordinator learned that over the years she had enjoyed volunteering; specifically playing the piano for a range of audiences including people with dementia:

*"There is nothing like music to evoke memories from the past and if I can help people remember the past, that's what I will do."*

Through the support of the coordinator D began to volunteer at the resource centre to play piano for the people attending on Wednesdays. This began in November and over time, D who would have previously been at home by herself, become a member of the resource centre family.

In December, she and the community coordinator performed together at the local Action Fifty Plus Christmas Party. This was D's first public performance in years and after a series of rehearsals, D felt comfortable enough to play in front of the group. Following this, D and the coordinator performed at the day centre Christmas celebrations also. In December, BBC Wales filmed D. The focus of the broadcast was to share positive stories of contribution in older age. Through this and the weekly volunteer sessions at the centre, she has not only become a symbol of wellness-through-contribution but also contributes towards local culture change; inspiring older people, irrespective of age or ability to give back to their community and feel well. During 2016, D plans to alternate days at the centre in order for a wider range of attendees to hear her play.

Six months ago, D was relatively well, but beginning to feel the pressures of loneliness at home. Now after investing in the wellbeing of others, D shares how she feels better and happy that she is able to contribute to her local community.

### National Outcomes:

- I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me

## 7. People are in control of their lives

71% of people feel listened to

People can only be in control of their lives if a number of things are in place. They must be empowered, well-informed and able to live the life of their choosing. This outcome then is an amalgam of those that have gone before.

### National Outcomes:

- I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me
- Less social isolation



### Differences between localities

As the learning pilot progressed and coordinators established many positive relationships with communities, links to existing and new well-being opportunities were created. Examples include introducing people to the older persons' youth group, knit and natter, shared reading and the creation of a Men's Shed, Women Starting Over group and Stroke Support.

In many of the individual stories it was apparent that new and existing community groups were a vital part of the support network. The ability of the coordinator to connect people to groups seemed to make the real difference and led to a more sustainable longer term relationship developing.

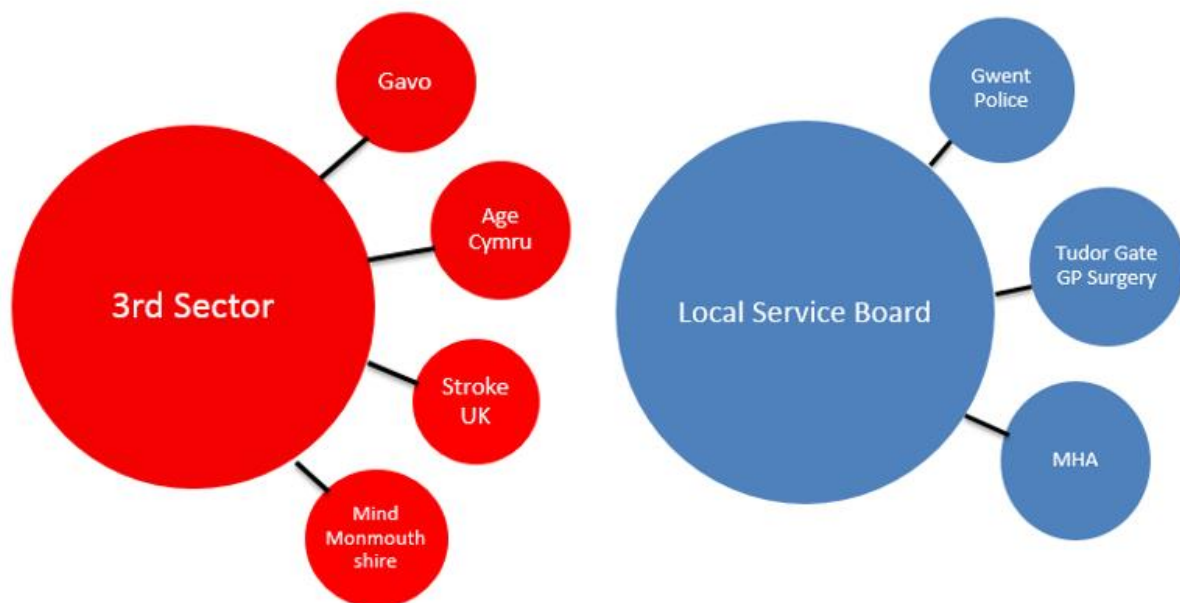
These groups are far more prevalent in Abergavenny with a greater success in that area and this appears to have been a factor in helping people connect with others. That is not to say the pilot in Caldicot was without successes – with around one in every five people the coordinator worked with connecting up to groups such as U3A.

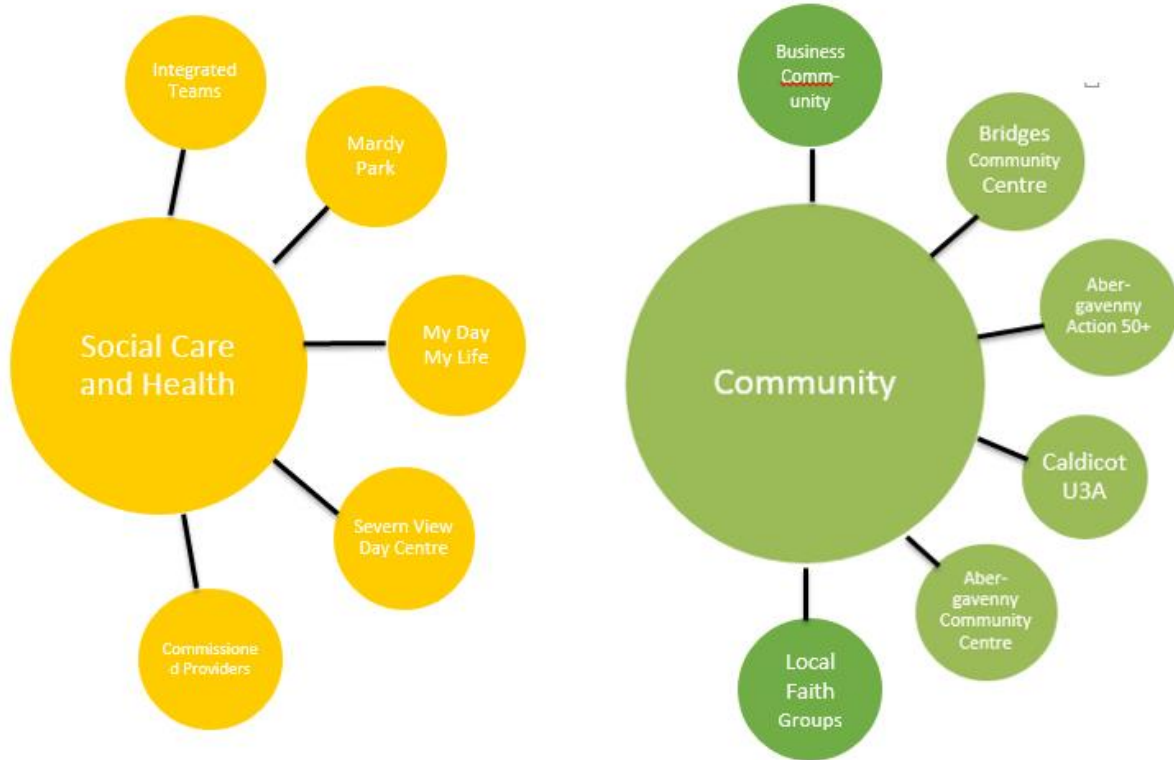
Shared community space was sparse in Caldicot when compared with some of the other larger communities in Monmouthshire, also highlighted in the Rogiet case study. Opportunities in Caldicot are less well-developed although they are emerging, for example through the creation of the Town Team. The experience of the learning pilot has been that the social capital in this part of the county is evolving rather than established when compared with Abergavenny.

An associated factor is that each coordinator brought different skills, knowledge and experience to the role. This in turn would have had a bearing on the impact of the role within localities although this cannot easily be measured.

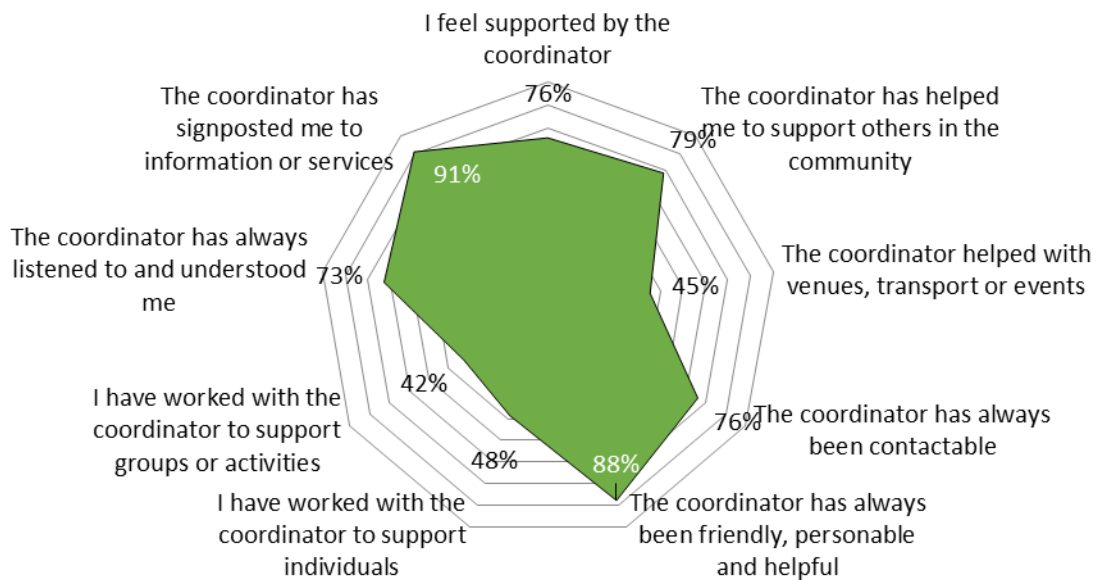
### Response from Partners and other professionals

Engaging with a range of partners allowed coordinators to identify need, provide information and advice, map and make use of local resources, support individuals and groups and develop events and other opportunities at a community level. Some of these partnerships and connections are shown in the diagram below:





Qualitative feedback from partners has been incorporated into the analysis above. The following chart summarises quantitative evidence to illustrate where partners judged the approaches to have had greatest impact. There were 33 responses to this questionnaire. More positive responses are signified by a shaded area closer to the edge of the diagram.



## Learning

We have learned that working alongside individuals can be a fragile and nuanced process requiring not only the traditional interpersonal skills of reflective and active listening, but those that enable us to arrive at bespoke solutions based upon **interdependency and friendship**.

We recognise that natural associations and connections provide a structure of support for people to live enjoyable and fulfilled lives. Our experience has been that in bringing people together via shared interests/circumstances they begin to support one another independently of external support or interventions. In other words **people make people happy**.

We have learned that the need to be occupied, attached and included are fundamental to an individual's well-being. We understand **that people want to be active participants not passive recipients** as it is through contribution and involvement that people achieve a greater sense purpose and identity.

We have learned that **people will volunteer to build better communities**. When we have the right conversations with the right people it is possible to recalibrate relationships, craft new opportunities and develop new responses.

**One size does  
not fit all**

We have learned that the wider community is already part of the solution but that **one size does not fit all**, people are different, and communities are different so our solutions will have to be different.

The evaluation questionnaires included an opportunity for people to offer suggestions about how the approach could be improved. Themes included the need to improve partners understanding of the role and the need to find a wider range of ways to share information, avoiding an over-reliance on e-mails.

## Demand Management

It was initially envisaged, by the end of the learning pilot, coordinators would be supporting around 40 people per year to develop community connections in place of traditional social care services. It was expected that through these new methodologies, the authority would be able to help individuals identify and achieve personal outcomes, the progress towards which we could measure through the use of a shared agreement.

In reality people who were *"just coping"* or *"could go either way"* as identified in the original business case have been difficult to engage. Contact with established local entities such as businesses, libraries, GP's and U3A resulted in very few connections. When people were identified they generally said they were doing okay, were already engaged in the community through existing groups/activities, or were not interested in engaging.

As a result the main source of referrals for more intensive one-to-one support, originated from integrated teams and consisted largely of individuals already receipt of services or at risk of becoming dependent on services. Working with this group it became apparent that the opportunities to support people in different ways was impeded by a number of internal and external influences rather than lack of opportunity.

This can perhaps better be described in terms of an ‘anatomy of dependence’ or a combination of key elements which impacted on a person’s intrinsic motivation to accept alternatives to the traditional services provided. Some of the elements we identified are shown below, a full overview can be found in the appendices<sup>4</sup>.



These factors help to explain why, despite providing a range of information and support, people who have been supported historically via a traditional care management/ commissioned service approach do not or indeed cannot reintegrate into the community. It should be remembered that user satisfaction with traditional services is very high in Monmouthshire – consistently over 90% of people report they are happy with their services<sup>5</sup>. Once in receipt of a traditional service people are very reluctant to see it taken away.

The impact of historic and traditional practice and provision has been recognised and a range of approaches across assessment, care management and direct care developed in line with the “anatomy of resilience” model.<sup>6</sup> The impact that the specific methodologies of community coordination and small local enterprise can have on building that resilience should continue to be considered when shaping the future of social care provision across the county.

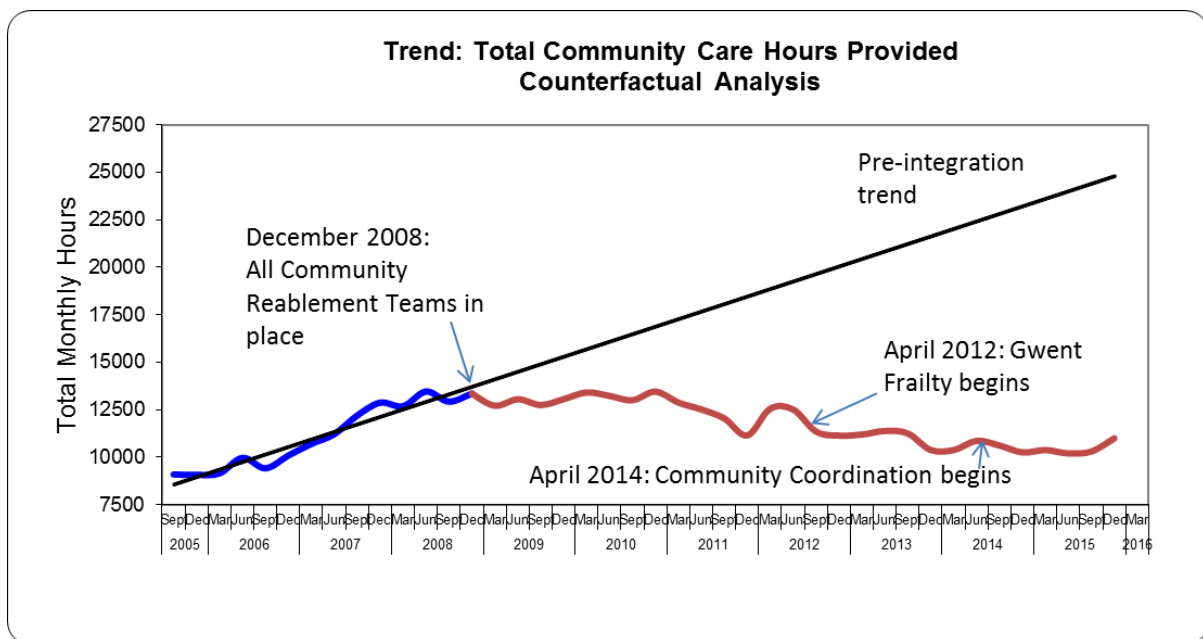
### Financial Benefits

The initial business case was based on estimates of how the approaches would reduce the pressures forecasted to fall on to community care budgets in future. The business case recognised that it would not be possible to separate out the impact of community coordination and the development of small local enterprise from other elements of the transformation programme happening concurrently.

Reserve budget allocation over the two year learning pilot totalled £391,908. This together with further sources of external funding (notably a successful bid to the Intermediate Care Fund) has given rise to a predicted 2015/16 year end underspend of £57,000. A request has been made to carry this underspend into 2016/17 to mitigate the costs associated with delays in coordinator recruitment. The costs were scheduled to be off-set by the impact of the project in reducing future demand and avoiding the cost pressures associated with this.

During the course of the learning pilot, the directorate began the development of a new database for both adult and children’s services. Differences in recording practice mean it has not been possible to produce a reliable figure for cost avoidance from April 2015 onwards. The last available figure was £211,789 which was in-line with the targets set of £123,000 – £246,000.

Overall there has been a decrease of 2.3% in the number of care hours purchased weekly over the period from 2013 (when the business case was agreed) to 10,999 hours in December 2015. This cannot solely be attributed to community coordination and small local enterprise. As has been reported to date, the relative financial benefit of these approaches cannot be isolated from those achieved by other transformation work streams across adult services. It should also be borne in mind that these figures have historically shown month to month fluctuations in the short-term and readers should be wary of attaching too much significance to short term trends.



It is important to highlight that lack of market capacity and above inflation cost increases for commissioned care mean this does not translate proportionately into cost-avoidance. What is important to note is that adult social care has delivered services on-budget and have not needed to make a case for budget increases which could be expected when aligned to the projected rise in demand caused by an ageing population and increased complexity of need.

## Conclusions and Recommendations

The purpose of adult social care and health is to “help people live their own lives.” Key to this is the ability to intervene at the earliest opportunity and support people to build networks and connections and to find their own solutions to the issues they face.

The intention set out in the original business case was for people to be supported by coordinators in three ways: through the provision of information and signposting, through the provision of information, advocacy, and advice and in the community as an alternative to medium or long term care and support.

As an alternative to care and support for those already in receipt of services the experience and learning of the pilot demonstrated that the pure Local Area Coordination methodology of coordinators

holding caseloads was not feasible. Consequently the numbers of people receiving medium to long term care packages did not decline as modelled in the original business case.

The implementation of the approaches as a learning pilot, together with ongoing review, meant the team were able to evolve the way they were working to areas where it was felt they could have the greatest impact. The original business case was to scale up the project after two years. The learning suggests that it should not be scaled up in its current form.

There is evidence of positive impact on the well-being of individuals and this evaluation includes instances where people have been diverted from a path that would have taken them towards costly statutory services.

There have been a number of successes with new enterprises coming into existence. In some instances, such as the FreeWheeler's club, these were successful but short-lived. The benefits in terms of individual personal outcomes cannot be measured through hard-evidence. Case studies, feedback from partners and anecdotal evidence however suggests that there has been a positive impact at community level which in turn led to improvements in individual well-being.

What does appear to have worked well has been to engage people through contribution. People clearly have a need to be involved and to shape the future for themselves and their community rather than be passive recipients of services. The team has worked hard and learned much to inform the wider programme of transformational change developing thinking as to what needs to be in place going forwards to support people to live a life they value, with purpose and meaning.

Preventative approaches comprise a range of elements which, when deployed, developed and adapted to suit a specific community, have the capacity and flexibility to support people at individual and community levels.

These have been effective when rolled out as part of a whole system of service transformation at strategic, operational and individual levels and cannot be considered in isolation either from other approaches or from the communities in which they exist.

Increased resilience and the sustainability of preventative approaches may be gained if Monmouthshire **acts as a place not an organisation** by developing place based wellbeing teams designed to *“develop creative ways of working, which overcome departmental or agency silos in order to make best use of the resources available within the area in question.”*<sup>7</sup>

The learning pilot has offered enough positive evidence that further work should be considered to maximise people's individual contribution and to develop community spaces where people can come together to develop friendships and to share experiences and support; with the understanding that, over time well-being at an individual and community level will continue to improve.

It is recommended that the findings from this report are used to develop a model of place-based support which reflects the requirements of the Social Services and Well-being Act and is underpinned by the sustainable development principles of the Well-being of Future Generations (Wales) Act: long-term, integrated, collaborative, preventative and above all one that involves people in co-creating their own solutions.

**Act as a  
place not an  
organisation**

## Appendix 1 – Factors which contribute to a person’s “Anatomy of Dependence”

Cycle of dependency	The person remains in a constant cycle of dependency, (crisis → intervention → fix) because the focus is not preventative nor supports the person to anticipate and manage another decline/crisis we constantly perpetuate the cycle and maintain/increase dependency
Service creep	Insidious increase in service provision over time, due to lack of focus on personal outcomes and active measurement
Loss	The persons experience is of wider scale loss - role, identity, familiarity, support, finance
Learned behaviour	The person has been conditioned to think, expect and respond in a service led way. Changing the way that people think, and go about their life requires a significant shift in behaviour. Breaking the pattern of dependence requires a set of attractive alternatives
Unwilling to participate	The person is too entrenched in the current service model, they cannot see or don't want to consider any alternatives. They have their “package for life” it is difficult sometimes impossible to introduce change. The reasons are complex and the result of many issues. At this point it is difficult to introduce the concept and make change. People have become conditioned to receive a package of care.
Lack of motivation	A lack of desire and/or energy (frail) to be interested and committed to consider alternatives. The person does not want to make the effort to change their current life
Confidence	The feeling or belief that the person cannot succeed in doing something for themselves, or rely on someone else to do something for them
Family anxiety	Concerns of the family that the person could lose the services and support they currently receive
Provider collusion	Obvious collusion between the person and the provider in maintaining the current service. Concerns about zero hours contracts, and employment insecurity, creation of co-dependency
Poor models of care	Transactional care provision which does not place the person at the centre. Characterised by inconsistency, unreliability and poor communication leading to stress/distress for the person and their carer
Relationship dynamics	Service provision impacts negatively upon the relationships between family members. Caring becomes an identity for carers not a role. Care commodified by policy agenda
Instability	The health and wellbeing of the person is likely to fail should no preventative work be done
Safeguarding	The person is in a vulnerable position due to living in a high risk situation
Financial advocacy	The person has a lack of access and control of their finance, either physically or mentally
Loneliness	A mismatch of the relationships the person has and those they want.
Rural isolation	The feeling of disconnection experienced by a person as a consequence of living in a rural area

**Evaluation questionnaire: working with Individuals**

Name (This <b>will not</b> be used in public documents)	
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How long have you known the community coordinator?

Tell us in your own words what the community coordinator has meant to you?

What effects have you noticed since working with the community coordinator?			
Improved confidence		Less social isolation	
Improved wellbeing		Improved sense of purpose	
Improved self esteem		More company	
Offered information and advice		Made new friends	
Feel supported		Feel listened to	
Other:			

Please tell us how community coordination could be improved

<b>Permission to use this information. Please tick</b>	
I understand that my information <b>could</b> be used for evaluation purposes within MCC	
I give permission for the information that I have given to be used in public documents, reports and presentations	
I understand that my personal details (including name, address, D.O.B) <b>WILL NOT</b> be used in any public reporting	

Signature	
Date	



Evaluation Questionnaire – working in partnership with others.

Name	
Job title	
Organisation	
How long have you worked with the community coordinator?	
Tell us in your own words what the community coordinator has meant to you	

<b>Please tick the boxes that most apply to the working relationship you have with the community coordinator</b>	
I feel supported by the coordinator	<input type="checkbox"/>
The coordinator has helped me to support others in the community	<input type="checkbox"/>
The coordinator helped with venues, transport or events.	<input type="checkbox"/>
The coordinator has always been contactable	<input type="checkbox"/>
The coordinator has always been friendly, personable and helpful	<input type="checkbox"/>
I have worked with the coordinator to support individuals	<input type="checkbox"/>
I have worked with the coordinator to support groups or activities	<input type="checkbox"/>
The coordinator has always listened to and understood me	<input type="checkbox"/>
The coordinator has signposted me to information or services	<input type="checkbox"/>
Any other points:	

<b>Please tell us in your own words how you think Community Coordination could be improved</b>

<b>Permission to use this information (Please tick)</b>	
I understand that this information <b>WILL</b> be used for evaluation purposes within MCC	<input type="checkbox"/>
I give permission for the information that I have given to be used in public documents, reports and presentations.	<input type="checkbox"/>
I give permission to quote the above information	<input type="checkbox"/>

<b>Filmmaking, recording and photography permissions (Please tick)</b>	
I am happy to feature in photographs or video recordings for the purposes of Community Coordination evaluation, if and when required.	<input type="checkbox"/>

Signature	
Date	

## References

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<sup>1</sup> In Australia this is called Local Area Coordination, in Monmouthshire we decided to use the name Community Coordination as the acronym LAC was already in common use to describe Looked After Children

<sup>2</sup> It was found that using a formal measurement tool while trying to develop an informal and reciprocal relationship created barriers between coordinators and individuals. A decision was taken to develop a questionnaire that could be completed once a relationship had been established. The limitations of this approach have been recognised. Copies are attached as appendices to the evaluation.

<sup>3</sup> <http://volunteeringmatters.org.uk/app/uploads/2015/11/Vol-Social-Action-Health-and-Care-web-version.pdf>

<sup>4</sup> See appendix 1 for full complete overview of factors

<sup>5</sup> Monmouthshire County Council, Community Care Questionnaire

<sup>6</sup> "The anatomy of resilience: helps and hindrances as we age A review of the literature" By Imogen Blood, Ian Copeman & Jenny Pannell October 2015

<sup>7</sup> "Ageing Well – a whole system approach - a guide to place based working" Local Government Association August 2012



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## Bryn y Cwm Area Committee – Grant Applications Evaluation

Applicant	Scheme	Grant requested	Eligibility Criteria			Eligible for grant?
			Capital	Financial Information provided	Retrospective application	
Abergavenny Community Enterprise Partnership	To purchase a computer, cartridges and stationery	£350	partially	Yes	No	Printer – yes Stationary – no.
Gilwern AFC	Purchase of medical kit, stretcher, training equipment	£500	Yes	No	No	Yes – subject to the receipt of financial information
Gwent Best Kept Village Competition	Annual competition – grant requested to cover judges expenses and trophies	£250	Trophies – yes Judges costs - No	No (a spreadsheet of 2015 income & expenditure was provided)	No	Trophies yes – but no detail of the cost or geographical boundaries and further financial information required.
Clydach Juniors Athletic Football Club	To pay for legal advice, planning application and associated reports to create a green space for the community	£800	No	Yes	No	The provision of surveys and legal advice in isolation is not eligible, but if it is part of a wider capital scheme it could be eligible. More detail is required on the wider scheme and the likelihood of raising the funds to undertake the proposed works
Goytre Community Garden	To create a sensory garden in the grounds of Capel Ed	£530	Yes	Yes	No	Yes – no additional information is required.

	Presbyterian Church					
Llanelly Hill Welfare Memorial Hall	To cover printing costs for the village newsletter, tickets and advertising	£300	No	Yes	No	No

There are applications amounting to £2,730 against an available budget of £5,000. Not all of the applications are eligible as they relate to operating costs which are not supported by this scheme. In addition no grants would be awarded until the required financial information is received to ascertain the applicant's eligibility to fund the project costs directly and to confirm that they have a regulated financial account.

ITEM	BACKGROUND DETAIL	REPORTING ARRANGEMENTS
<p><b>Standard Items:</b></p> <p>Bryn y Cwm Area Forum</p> <p>Eisteddfod</p> <p>Team Abergavenny</p>	<p>The Forum has suspended its activities.</p> <p>Progress report on the Eisteddfod.</p> <p>To receive an update report on progress to date.</p>	<p>No information to report.</p> <p>13<sup>th</sup> July 2016</p> <p>13<sup>th</sup> July 2016</p>
<p><b>New Work Programme Items:</b></p> <p>Community Coordination in the Abergavenny Area</p> <p>Development of a Hub, Abergavenny</p> <p>Area Capital Grants</p> <p>Heads of the Valleys Dualling Gilwern to Brynmawr</p> <p>Circuit of Wales</p>	<p>To receive a report by the Changing Practice, Changing Lives Lead Officer regarding Community Coordination in the Abergavenny area</p> <p>To receive an update.</p> <p>To receive requests for funding.</p> <p>To meet representatives from Costain to receive an update on progress.</p> <p>The Bryn y Cwm Area Services Officer to invite representatives from Blaenau Gwent County Borough Council to a future Area Committee meeting to discuss the race track.</p>	<p>13<sup>th</sup> July 2016</p> <p>13<sup>th</sup> July 2016</p> <p>13<sup>th</sup> July 2016</p> <p>25<sup>th</sup> January 2017</p> <p>TBC</p>

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