



monmouthshire
sir fynwy

Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

Name of the Officer Ceri York and Nicola Venus-Balgobin Phone no: 01873 735416 E-mail: NicolaVenus-Balgobin@Monmouthshire.gov.uk ceriyork@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Implementation of the Commissioned Domiciliary Care in Monmouthshire Strategy, through the procurement of block contracts in the South of the County.
Name of Service area Social Care and Health	Date: 27.6.25

1. **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?
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Age	<p>Most of the commissioned care provided is to older and vulnerable people. The proposed changes to the way in which we commissioned domiciliary care should improve capacity and resilience in the sector, whilst ensuring best use of public funds. This will ensure that as the population of older people continues to grow (26% growth between 2013-2023, the highest in Wales), there is as far as possible sufficient quality care at the right cost to meet individual's needs.</p>	<p>The proposal for the South of the county (and potential for other areas where plans are still in development), will likely see some disruption to care and support packages, many of which are delivered to older people. This is because of a full procurement process which will see several key providers delivering care in lots/areas (these may be different to those currently delivering), as a result packages of care will be likely to be moved between providers which may cause some anxiety and/or disruption.</p>	<p>Due to the size of likely business transfers, TUPE will apply and if managed appropriately will see in the majority of cases the ability to maintain some consistency in front line care staff.</p> <p>There will be a managed and structured 2–3-month transition period to ensure appropriate communication, support, reassurance and continuity of care where possible.</p> <p>People will receive support from their social worker if needed.</p> <p>Update Sept 24: engagement with people who receive the service has been ongoing to inform them of the proposed changes and gather their views. People have also been given the opportunity to join a focus group to further share their views.</p> <p>Update June 2025: Individuals receiving the service have been communicated with at all key milestones including contract award and implementation commencement. Those who wish to have been referred for a Direct Payment so they can arrange their own care going forward.</p> <p>Implementation commenced on 19th May and will complete on 18th</p>
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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?
			August 2025, with new contracts in place from 19 th August.

Disability	<p>As with the older people's care, a significant proportion of support is provided to people with a disability, either physical, learning or both. The proposed changes to the way in which we commissioned domiciliary care should improve capacity and resilience in the sector, whilst ensuring best use of public funds. This will ensure there is as far as possible sufficient quality care at the right cost to meet individual's needs. The Spot Purchasing arrangements (which will run along side block contract) will also provide a way in which very specialist care and support can be purchased,</p>	<p>The proposal for the South of the county (and potential for other areas where plans are still in development), will likely see some disruption to care and support packages. This is because of a full procurement process which will see several key providers delivering care in lots/areas (these may be different to those currently delivering), as a result packages of care will be likely to be moved between providers which may cause some anxiety and/or disruption.</p> <p>With one provider operating predominately within an area there could be some loss of specialist resource for those with more complex needs.</p>	<p>Due to the size of likely business transfers, TUPE will apply and if managed appropriately will see in the majority of cases the ability to maintain some consistency in front line care staff.</p> <p>There will be a managed and structured 2–3-month transition period to ensure appropriate communication, support, reassurance and continuity of care where possible.</p> <p>The use of a spot purchasing arrangements alongside the blocks will ensure opportunity for the purchase of highly specialist provision is still possible, at a managed cost.</p> <p>People will receive support from their social worker if needed.</p> <p>Update Sept 24: engagement with people who receive the service has been ongoing to inform them of the proposed changes and gather their views. People have also been given the opportunity to join a focus group to further share their views.</p> <p>Update June 2025: Individuals receiving the service have been communicated with at all key milestones including contract award and implementation</p>
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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>commencement. Those who wish to have been referred to for a Direct Payment so they can arrange their own care going forward.</p> <p>A set of exceptionality principles have been developed which identifies circumstances where care can be commissioned outside of the block contracts. Whilst the block contracts will remain the primary mechanism for care delivery in the South this allows for the procurement of specialist services where applicable.</p> <p>Implementation commenced on 19th May and will complete on 18th August 2025, with new contracts in place from 19th August.</p>
Gender reassignment	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage
Marriage or civil partnership	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage
Race	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage
Religion or Belief	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage
Sex	<p>Most of the care workforce is predominantly female and providing blocks of care to providers, may allow for improved terms and conditions and contracts for the workforce.</p> <p>The intention is to also mandate common contractual clauses across the commissioned sector which should in turn provide security and equity for the workforce.</p>	<p>The re-procurement of all services in the south will impact on those providers not successful in winning a lot/block. As a result some areas of the workforce may be destabilised, and there may be some anxiety and uncertainty for the predominantly female workforce.</p>	<p>TUPE protocols will be managed tightly, and a 2–3-month implementation plan will be developed with sensitivity to the workforce.</p> <p>Update September 24: Through the implementation of a market engagement process we have been ensuring that existing providers are aware of the implications of TUPE. We have approached Business Wales to provide support to those eligible providers this will include support with the TUPE aspects. Existing providers have been asked to provide TUPE information in preparation for the publishing of the tender.</p> <p>Update June 2025: Lot providers are now liaising with existing provider on the application and relevance of TUPE. TUPE processes will be completed in time for contract start date of 19th August 2025.</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?
Sexual Orientation	No impact identified at this stage	No impact identified at this stage	No mitigating actions identified at this stage

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
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Socio-economic Duty and Social Justice	<p>The new commissioning model will enable a cost effective, secure and resilient model of care commissioning and delivery which will seek to provide the best possible outcome for individuals who require care in Monmouthshire. All care will be commissioned in way which celebrates and promotes equality and diversity, and providers will be asked as part of the tender documentation for documentation and care where possible to be provided in both Welsh and English.</p>	<p>There is a risk that individuals receiving care, who will have vulnerabilities and care needs may be negatively impacted by the changes to who and how their care is delivered.</p> <p>The workforce may also experience some disruption due to the changes</p>	<p>A thorough 2-3 month implementation plan will be implemented which will seek to provide robust and reassuring communication and as smooth a transfer of responsibility as possible.</p> <p>Update June 2025: Implementation period is running from 19th May – 18th August, with contract start date of 19th August. Robust communication strategies are in place keeping people receiving care, existing providers and new lot providers up to date and involved.</p>
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3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language no less favorably	Providers will be asked as part of the tender process for documentation and care where possible to be provided in both Welsh and English	No impact identified at this stage	Update September 24: Welsh Language requirements included within the Service Specification. Update June 2025: Successful bidders included their intentions around meeting Welsh Language requirements in bids. Contract dictates expectations around Welsh Language requirements, with KPIs around Welsh Language training.
Operational Recruitment & Training of workforce	Tendering arrangements will allow for changing of terms and conditions for staff, which may include contracts which guarantee hours – this may positively impact on their ability to recruit and train Welsh speakers	No impact identified at this stage	No mitigating actions identified at this stage
Service delivery Use of Welsh language in service delivery Promoting use of the language	Providers will be asked as part of the tender process for documentation and care where possible to be provided in both Welsh and English	No impact identified at this stage	Update September 24: Welsh Language requirements included within the Service Specification. Update June 2025: Successful bidders included their intentions around meeting Welsh Language requirements in bids. Contract dictates expectations around Welsh Language requirements,

			with KPIs around Welsh Language training.
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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. There's no need to put something in every box if it is not relevant!




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	<p>The procurement of service in the south county via a series of block arrangements with the mandating of certain employment terms will provide the opportunity for providers in the domiciliary care sector to provide more secure employment terms to their workforce and ensure equity within the sector. This will in turn hopefully make employment in the sector more attractive and will make for a more resilient workforce.</p> <p>The procurement exercise will also ensure best value to the council and will provide in built financial controls to the council.</p>	Robust and phased implementation management to allow for iterative learning.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact identified at this stage	No mitigating actions identified at this stage
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Care will be procured from providers who are able to meet reasonable quality standards and deliver care in a way which meets individuals assessed outcomes.	Robust procurement process and ongoing monitoring.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	There is potential for some anxiety and uncertainty to individuals who require care.	<p>Robust implementation planning, and joint working with providers.</p> <p>Update September 24: Ongoing engagement and communication with existing service users to give them the opportunity to share their views, and also keep them informed as to progress and impact.</p> <p>Update June 2025: Individuals receiving the service have been communicated with at all key milestones including contract award and implementation commencement. Those who wish to have been referred for a Direct Payment so they can arrange their own care going forward.</p>
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Improved employment terms, and block commissioning will allow for a resilient sector which is hopefully more attractive to the workforce.	<p>No mitigating actions identified at this stage</p> <p>Update September 24: Service Specification includes the requirement to pay rLW and will include a mileage payment for travel expenses.</p>
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Potential reduction of carbon footprint for provision of care due to providers working in smaller geographical areas.	No mitigating actions identified at this stage

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact identified at this stage	Update September 24: Welsh Language requirements included within the Service Specification. Update June 2025: Successful bidders included their intentions around meeting Welsh Language requirements in bids. Contract dictates expectations around Welsh Language requirements, with KPIs around Welsh Language training.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Improving employment terms will hopefully allow people looking and/or working in the care sector to fulfil their potential	No mitigating actions identified at this stage

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The older population in Monmouthshire grew by 26% from 2013-2023 (Census Data) and is predicted to grow by over 90% between 2013 and 2033 (Gwent population needs assessment). With an ageing population will come increased numbers of people will need social care support to enable them to lead fulfilled and meaningful lives.</p> <p>A resilient, cost-effective and good quality care sector will be essential into the future to balance budget pressures with growing need.</p>	<p>Ensure a robust procurement process which ensure value for money, care quality, resilience and best possible employment terms.</p> <p>Update September 24: Procurement Process on track, working closely with Ardal to ensure meets all legal requirements. On going market engagement with providers, and engagement with service users.</p> <p>Update June 2025: Procurement process has been completed, overseen by Ardal procurement to ensure compliance and adherence to contract regulations. Necessary contract standstill applied, and no challenge received.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Social care providers are key partners of the Council in delivering care and support to some of the most vulnerable people within the county.</p>	<p>No mitigating actions identified at this stage</p> <p>Update September 24: Thorough market engagement has occurred.</p> <p>Updated June 2025: Considerable engagement with the market throughout Phase 1, however earlier engagement with existing providers for Phase 2 may improve cooperation and reduce anxiety.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will work with existing and potential future care providers to share plans for domiciliary care and build procurement paperwork and activity. A robust communication plan will also be developed to ensure adequate, timely and reassuring communication to individuals receiving care.</p>	<p>No mitigating actions identified at this stage</p> <p>Update September 24: Thorough market engagement has occurred, Lots/Zones and Service Specification has been updated as a result.</p> <p>Update June 25: Ongoing engagement, and subsequent communication with people receiving the service at all key points to update them of progress. Social Work colleagues working closely with people receiving the service to provide reassurance for some of their concerns. Existing providers kept informed at all key points of progress, development, procurement and contract award.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>A range of social care provision enables peoples independence to be sustained and prevent greater reliance on more intensive social care support.</p>	<p>No mitigating actions identified at this stage</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The provision of appropriate and sufficient social care is necessary to ensure we meet partnership goals with agencies, such as the NHS.</p> <p>The NHS is currently under significant pressure due to the unavailability of sufficient social care services. Ensuring the procurement and delivery of resilient domiciliary care will be essential in supporting this.</p>	<p>No mitigating actions identified at this stage</p>

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The implementation of block contracts and spot purchasing contractual arrangements will hopefully support those most in need of reliable and consistent quality care. Ensuring there is sufficient capacity to meet demand.	No impact identified at this stage	No mitigating actions identified at this stage
Corporate Parenting	Not Applicable.	Not Applicable.	Not Applicable.

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

1. National Census Data
2. Gwent Population Needs Assessment
3. In house Flo and financial data
4. Pan Wales research in to approaches to domiciliary care and procurement.
5. Stakeholder engagement internally with ISMs.
6. Analysis of current contractual frameworks and brokerage processes.
7. Feedback from existing providers
8. Market Engagement with Existing Providers (Aug/Sept 24)
9. Service User Feedback Questionnaire (Aug/Sept 24)
10. Service User Focus Group (Sept 24)
11. Analysis of current spend on domiciliary care in the South.
12. Invitation to Tender Documentation (June 25)
13. Responses to Tender (June 25)
14. Quality and Price tender evaluations (June 25)
15. Ongoing communication with service users (June 25)
16. Contract Documentation (June 25)

8. 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 (updated wording to reflect June 2025 position):

- The changes to the way in which we commission domiciliary care should improve capacity and resilience in the sector, whilst ensuring best use of public funds. This will ensure there is as far as possible sufficient quality care at the right cost to meet the individual's needs. The Spot Purchasing arrangements (which will run alongside block contracts) will also provide a way in which very specialist care and support can be purchased.
- The new model will enable a cost effective, secure and resilient model of care commissioning and delivery which will seek to provide best possible outcomes for individuals who require care.
- The mandating of common employment terms will improve equity in the sector, improve consistency and provide greater security to the workforce.
- Considerable engagement with the market throughout Phase 1, however earlier engagement with existing providers for Phase 2 may improve cooperation and reduce anxiety.
- Potential reduction of carbon footprint for provision of care due to providers working in smaller geographical areas

Negative Impacts (updated wording to reflect June 2025 position):

- Individuals who currently receive care and support may be impacted by changes in care provider. For some people this will / is likely to cause some anxiety and uncertainty. At contract award 161 people were written to advising of a change to their existing provider, 35 (22%) people made contact as a result to ask questions, raise concerns and request information about direct payments.
- Providers who are not successful in winning the tender will be impacted, with the workforce potentially being transferred under TUPE regulations.

The proposed strategy and phased implementation plan take into account both the negative and positive impacts of the proposal. It seeks to acknowledge risks and provide mitigations through robust planning, strong communication strategies and stakeholder management and via phased implementation to allow for iterative learning. TUPE legislation is likely to apply which will allow for the smooth transfer of care with a familiar workforce in most cases and will provide reassurances to the workforce in terms of employment.

Update: 10.09.24 Through the engagement with both providers and people using the service they have provided feedback which has been used to shape the development of the block contract proposals for the South. The lot boundaries have been revised and separate rates for rural and urban zones will be a facet of the tender- these were influenced by feedback from providers. Comments from people using the service gathered through the focus group and questionnaires is being used to strengthen the service specification.

Update 27.6.25 A robust procurement process has been carried out overseen by Ardal Procurement to ensure that all contract and procurement legislation has been adhered to. This ensures a fair, transparent and thorough process has been followed. People receiving services have been kept up to date at all key stages, as have incumbent providers. A 3-month implementation plan is in train, and employees will have the opportunity to TUPE to new organisations providing consistency in care and ongoing employment rights. People receiving the service have had the opportunity to request direct payments as an alternative to new block contract arrangements. New contractual terms mandate delivery in a way which promotes employment rights, ensures capacity and provides good quality care at a level which is needed now and into the future.

9. 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
Develop a communication strategy for communication with providers and people who receive care	April-August	Nicola Venus-Balgobin/Ceri York
Develop procurement paperwork	July – September	Nicola Venus-Balgobin/Ceri York
Market Engagement with Providers	August – September 24	Nicola Venus-Balgobin/Ceri York/Ardal/Clare Morgan/Annette Brady
Communication and Engagement with people who receive the Service	July 24 – April 25	Nicola Venus-Balgobin/Ceri York/ Clare Morgan/Annette Brady
Implement Procurement Exercise	October 24 – March 205	Procurement/ Nicola Venus-Balgobin/Ceri York
Block contract Implementation Phase	May –August 25	Integrated Services South/Commissioning/Successful and previous providers

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this

process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	DMT	28.2.24	No amendments
2	SLT	12.3.24	Feedback from existing providers to be sought.
3	Informal Cabinet	7.5.24	No Changes
4	Cabinet	22.5.24	
5	DMT	12.9.24	Additional Activities carried out added.
6	Officer Review	27.6.25	Additional activities and progress added on.