

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: CALDICOT 3G PITCH PROJECT

DIVISION//WARD AFFECTED: Caldicot, Caerwent and Magor with Undy

PURPOSE: To seek member approval for the establishment of a revised budget for the Caldicot 3G pitch project and for the use of some Section 106 (S106) balances to help offset the increased cost of the project.

DECISION:

1. Council approves that the gross capital budget for the Caldicot 3G pitch project be revised from £600,000 to £660,000.
2. Funding of £101,000 (£41,000 contribution to the Sewer scheme and £60,000 to the additional costs of the 3G scheme) be identified as follows:

Section 106 Agreement	£
Merton Green, Caerwent	17,500
Kingfisher Rise, Magor	17,500
Church Road (3), Caldicot	17,500

Magor/Undy Community Hall	<u>17,500</u>
Total	70,000
Leisure Services Budget	31,000 (revenue contribution to capital)
Grand Total funding	£101,000

3. In respect of the four S106 receipts highlighted in 2. above, the Council has had the Magor/Undy receipt for 12 years, the remaining three are anticipated in 2014-15 but a timing issue is anticipated necessitating expenditure on the 3G pitch in advance of actual receipts and so approval is also sought in respect of short term temporary bridge funding where necessary.

REASONS:

1. There have been delays in starting work on the provision of the new 3G pitch due to the previously unforeseen need to carry out some sewer diversion works on site. Those works are due for completion in late April/early May and there is a need to proceed with the 3G works as soon as possible to avoid any further cost increases.
2. There is a need to establish an up to date accurate cost for the 3G provision and to identify the sources of funding for the project.

RESOURCE IMPLICATIONS:

1. The estimated cost of the overall 3G project at Caldicot is £960,000 (including the total cost of the sewer diversion works), an increase of £60,000 from £900,000 refreshed in May 2013, due to increased materials costs over the two year delay with the project and some minor specification changes. The Council had an unidentified S106 funding aspect from sewer works of £41,000, which combined with increased costs, mean that the scheme requires an additional £101,000 to progress to completion.
2. This report outlines funding from Sport Wales and contributions from other Section 106 balances, in line with Cabinet's decision taken at its meeting on 1st May 2013, to make up the balance of funding required. It is possible to reduce the cost of the 3G project by reducing the pitch specification (e.g. reduced pitch size, lower pile length) but this would not achieve the FIFA one star rating for the pitch and would reduce the capacity for bookings and increased income over the life of the new facility.
3. The intention of this report is to refresh the scheme costs and identify the necessary further funding to finish the project.

CONSULTEES:

Cabinet Members
Strategic Leadership Team
Head of Legal Services
Monitoring Officer
Local County Council Members
Assistant Head of Finance/Deputy S151 Officer

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

County Councillor D. Evans declared a personal interest as a governor of Caldicot Comprehensive school.

County Councillor P. Murphy declared a personal and prejudicial interest as a director of the not for profit organisation, Councillor Murphy left the meeting and took no part in the decision.

AUTHOR:**AUTHOR:**

Mike Moran, Community Infrastructure Coordinator **Tel:** 07901 854682 **E-mail:** mikemoran@monmouthshire.gov.uk

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: CAPITAL PROGRAMME 2013/14 MONTH 10 FORECAST OUTTURN STATEMENT

DIVISION//WARD AFFECTED: WHOLE AUTHORITY

PURPOSE:

The purpose of this report is to present the month 10 forecast capital outturn for 2013/14 compared to the total budget for the year. The report identifies and provides explanations for variances against budget and the funding implications of the forecast outturn position. The report also reports slippage anticipated to be carried forward into 2014/15.

DECISION:

1. That members received the information in this report regarding the month 10 forecast capital outturn position for 2013/14.
2. That members note a forecast £270,000 unfinanced budget shortfall resulting from scheme over spends and acknowledge that any such unfinanced balance at year-end will need to be financed from the Authority's useable capital receipts balance.
3. That the provisional slippage (currently anticipated at £10,149,000) is approved for budget holders to continue to spend with effect from 1st April 2014.
4. That a virement of £247,000 within School Development Schemes is approved between the Green Lane School scheme and 21c schools feasibility scheme to fund project team costs.

REASONS:

1. The report and appendices have been compiled following meetings with Capital Budget Holders and through monthly Directorate Capital Monitoring Group meetings.
2. Members are advised to take note of the information provided in the body of the report. Chief Officers are to continue in ensuring that capital budget holders provide reliable and timely forecasts and communicate forecast over and under spends at the earliest opportunity.

RESOURCE IMPLICATIONS:

As outlined in the body of the report and the adjoining appendices.

CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance
Capital Working Group members

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR

Joy Robson – Head of Finance

Mark Howcroft – Assistant Head of Finance

CONTACT DETAILS:

Tel: (01633) 644740

Email: markhowcroft@monmouthshire.gov.uk

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: 2ND ANNUAL REPORT ON THE COUNCIL'S STRATEGIC EQUALITY PLAN

DIVISION//WARD AFFECTED: ALL

PURPOSE:

The Equality Act 2010 was introduced in April 2011. Within the Specific duties is the requirement to publish an annual report on the progress made by the Council in its compliance with its Strategic Equality Plan, equality objectives and action Plan. The Act's principles and processes ensure that the Council remains true to its corporate values of Openness, Fairness, Flexibility and Teamwork.

DECISION:

That Members endorse the progress made by the Council in the second year of the Strategic Equality Plan as detailed in its second annual monitoring report.

REASONS:

Whilst the Objectives and Plan fundamentally build on the existing culture and values of the Council, the Annual Report highlights not only many examples of good practice but also some outstanding actions and issues that need addressing.

RESOURCE IMPLICATIONS:

The Annual Report does not highlight any requirement for additional financial resources.

CONSULTEES:

Head of Strategic Partnerships, Improvement Support Officer.

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:

Alan Burkitt Policy Officer Equality and Welsh Language

CONTACT DETAILS:

Tel: 01633 644010

E-mail: alanburkitt@monmouthshire.gov.uk

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: SALE OF LAND AT MYNYDDBACH TO MHA

DIVISION//WARD AFFECTED: SHIRENEWTON

PURPOSE:

To seek approval for the sale of approximately 0.12 hectares of Council owned land at Mynydd bach at less than best consideration to enable the provision of affordable housing.

DECISION:

To agree to the sale of land at Mynyddbach to Monmouthshire Housing at less than best consideration, using the powers provided via the General Disposal Consent Order (Wales)2003.

REASONS:

1. There are currently 3479 households on Monmouthshire's Housing Register. In 2012/13 63 affordable homes were provided and this year's total currently stands at 23.
2. Peter, Davies, Sustainable Futures Commissioner for Wales has been looking for an RSL to undertake a pilot project using a Welsh timber frame construction and has been talking to Rural Housing Enablers around Wales to identify a suitable site. The Senior Strategy & Policy Officer in Housing and Regeneration put forward the Mynyddbach site and this has been supported by WAG.
3. The sale of this land will enable the provision of a small number of sympathetically designed affordable homes in a rural area of Monmouthshire.

RESOURCE IMPLICATIONS:

The loss of a part capital receipt in the region of 20k to support affordable housing instead of achieving a full receipt which would then be invested in 21st century schools.

CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer
Cllr Down

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:

Debra Hill-Howells Estates & Sustainability Manager
Shirley Wiggam Senior Strategy & Policy Officer

CONTACT DETAILS:

Tel: 01633 644281

E-mail: debrahill-howells@monmouthshire.gov.uk

Tel: 01633 644474

E-mail: shirleywiggam@monmouthshire.gov.uk

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: EMPLOYEE PERFORMANCE ASSESSMENT

DIVISION//WARD AFFECTED: ALL

PURPOSE:

To introduce a clear and effective whole-authority Employee Performance Assessment System that aligns with the purpose and valueset of the Council.

DECISION:

That Cabinet approves the introduction of the system and endorses its roll-out, adaptation and evolution in order to ensure it remains responsive in the light of changing external conditions and to ensure the achievement of a culture of empowerment.

REASONS:

1. The simple system proposed is a value-based performance assessment approach. It enables individuals and teams to outline the values and performance that is relevant in their role. In relation to the areas of the organisation where large teams exist, for example, the outside workforce and social care, it is intended for the team to self assess against the values and measures that have been agreed. In view of their direct knowledge of 'what matters' most to communities, they will develop the values and measures that specifically relate to their

role, rather than being told by the manager. The manager's role is to help demonstrate and exemplify the links between and across the values, aims and goals of the organisation and the contribution and role of the individual. In this way, the system is intended to be empowering and will help us move away from a more traditional "top down" approach.

2. Training and guidance will be provided, especially in relation to the development of measures in each service or team. This process will be facilitated by the Employee Services and Training Team and will help align the overall value set of the organisation and maintain the focus on what matters to our communities.
3. The simplicity of the proposed approach is grounded in our People Strategy and our overall approach to organisational development. It underlines a core tenet of effective organisational development: "high performance people are generally self-improving". The approach, whilst aiming to systematise Employee Performance assessment, does not look to be onerous or overly-prescriptive – it simply provides the parameters for an open, probing and meaningful conversation about the contribution individuals make to purpose, mission and objectives. This framework is a response to changing conditions and it is imperative that we provide a platform for individuals to be inspired to give of their best because they understand their fit and importance of shared purpose. This framework also seeks to empower people, it is an important first step to giving them the space and permission to test new ways of working because we know from experience that when people understand purpose, they feel less inclined to check in and seek permission to act – they get on and do what needs to be done.
4. Performance assessment is important, but it is not a means to an end. We understand that it is difficult to measure in exact terms, passion, talent, energy and ideas – but without these – performance becomes lacklustre and productivity declines. By providing the workforce with a self-assessment tool, we will learn through practice and experience. Moreover we will demonstrate that our desire to genuinely empower people is a reality.
5. A simple format Employee Performance Assessment framework is provided in Appendix I. Whilst this approach provides the foundation of a framework for assessment, the detail that accompanies this will be provided through guided application, training, facilitation and practice. For the purposes of this report, some narrative explanation has been included on the form for illustration.
6. Identification of specific skills and talents, in addition to development needs will be captured through discussion and recorded in order to feed into the Council's training plan, which will seek contributions from individuals to share their skill sets and learning as much as it will seek to teach, train and guide.
7. This simple one page format is the first step in the rollout of an effective employee performance framework. Its' effectiveness will be measured both in qualitative and quantitative terms. The target is for 25% of the workforce to have completed the assessment process within the first three months of introduction. In addition, engagement and feedback on the process will be tested as part of the employee survey. The implementation plan is currently being finalised and will be shared with senior leadership team.
8. In the pursuit of a process fit for purpose, a wide range of staff have worked tirelessly to provide the building blocks for the development of this final simple process. The work of the following is recognised with thanks: Sian Hayward, Claire Robins, Sue Caswell, Lisa Gribben, Julie Anthony, John McConnachie, Lisa Knight Davies, Employee Services. The final format was developed with the assistance of Rachel Jowitt.

RESOURCE IMPLICATIONS:

None

CONSULTEES:

Senior Leadership Team, Operations Dept, Shire Hall, Head of Legal, Trades Unions Building Control. Consultees have been asked whether they feel they could implement this system

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR

Final Author: Marilyn Maidment – People Services Manager

CONTACT DETAILS

marilynmaidment@monmouthshire.gov.uk 07770 680423

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: PROPOSED FUNDING TO CALDICOT TOWN TEAM

DIVISION//WARD AFFECTED: GREEN LANE

PURPOSE:

To consider providing up to £10,000 advance funding to Caldicot Town Team in advance of the payment of S106 contributions from Asda.

DECISION:

1. To agree the loan of 5k to Caldicot Town Team to enable the sponsorship of the Fortress Wales event at Caldicot Castle after the Town Team has evidenced that they have entered into a satisfactory legal constitution and held an AGM.
2. That Cabinet agreed that up to a further 5k of loan funding can be made available to the Town Team to fund town centre improvement projects which have been agreed by the Severnside Programme Board.
3. To incur this £10,000 as a temporary capital programme cost in 2014-15 in the form of an interim payment to the Town team in advance of the Council actually receiving S106 resource from Asda. The balance of monies due to the Town team would be adjusted for this advance payment to result in no net cost to the Council.

REASONS:

1. The Town Team is a community based organisation set up to accomplish the aims outlined in the Means Report. . Given that they will have the ability to access significant sums of S106 funding, it is vital that they are legally constituted and that their decision making process is transparent and based on evidenced local need, hence the requirement to have a legal constitution and an AGM
2. As with any new organisation or process the TT has been met with a level of concern by some members of the community as to where they sit within the democratic process and how they will be accountable for their actions. The TT is not intended to replace or duplicate any of the roles or functions undertaken by either Town or County Councils. Instead they are there to support a partnership approach between the public sector and local businesses and work specifically on improving the town centre environment and work with businesses to address specific concerns around training, web presence, liaison with landlords etc.
3. When the TT wishes to access public funding they are required to present a report to the Severnside Programme Board (SPB) outlining the request and provide supporting evidence. If the SPB agree to the proposal the report will then be discussed by this Council's Place Programme Board and if they too are agreeable to the proposal then the request for funding will then be directed through the appropriate channels. New terms of reference are being prepared for the Place Programme Board which will be considered by Cabinet in May, therefore on this occasion the request has been directed straight to Cabinet.
4. The TT have made a number of proposals as to the management of the Fortress Wales event which will directly encourage footfall into the town centre, this includes the provision for selling tickets in the centre, a souvenir programme, presence on discount voucher sites and promotional activities. All of these are designed to promote the presence of the town centre, encourage link trips and would not have been developed without the work of the TT. The report presented to the SPB is included in Appendix 1 which provides greater detail.

RESOURCE IMPLICATIONS:

S106 funding from the Asda development is due in May prior to the commencement of construction. The Council will receive S106 funding during 2014-15, and this will be significantly in excess of the amount recommended to be paid in advance.

The Town team, being a very young entity, has no other funding sources at present or ability to source traditional funding e.g. loan, to finance its activities in the interim of receiving its S106 award.

The proposal in essence is one of timing, for the Council to provide a short term injection from the S106 award in advance of being in receipt of the monies from Asda.

Such an arrangement should be conditional to the Council being satisfied about the robustness of Town team's financial administration.

CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer
Cllr John Marshall

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:

Debra Hill-Howells Estates & Sustainability Manager

CONTACT DETAILS:

Tel: 01633 644281 or 07775851405

email: debrahill-howells@monmouthshire.gov.uk

**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: PROPOSED TRANSFER OF THE ADULT EDUCATION SERVICE FROM CHILDREN AND YOUNG PEOPLES DIRECTORATE TO ENTERPRISE

DIVISION//WARD AFFECTED: ALL

PURPOSE:

To consider transferring the Councils Adult Education Service from the Children and Young People's Directorate (CYP) to the Community Delivery Service within the Enterprise Directorate.

DECISION:

To agree to the transfer of the Adult Education Service from CYP to Enterprise.

REASONS:

1. The service is funded through external franchise agreements, grants and income. From 14/15 there will be no MCC core funding.
2. Given that the target audience for the Adult Education Service is over 16's, the existing management arrangements through CYP do not provide the same synergies as could be obtained through the Enterprise Directorate.

3. It is intended that a review of the existing structure will be undertaken following the transfer of the service in common with all other Services within the new Community Delivery Service and to meet the outcomes of the agreed project mandate.
4. Given the current reliance on WAG funding it is intended to develop a programme of income generation activities outside of the franchise to future proof the service through increased financial independence.

RESOURCE IMPLICATIONS:

The transfer of the Adult Education Service will be cost neutral as the funding of the service from 14/15 is predicated on external funding and income generation.

CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:

Debra Hill-Howells Estates & Sustainability Manager

CONTACT DETAILS:

Tel: 01633 644281 or 07775851405

email: debrahill-howells@monmouthshire.gov.uk



**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 2nd APRIL 2014

DECISION WILL COME INTO EFFECT ON: 11th APRIL 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: RESTRUCTURE OF THE PARTERSHIP AND ENAGEMENT, IMPROVEMENT AND COMMUNICATIONS TEAM

DIVISION//WARD AFFECTED: ALL

PURPOSE:

1. To agree the structure of the new Partnership and Policy team; including the deletion of posts within the existing structures and to seek approval to create new roles in the three strands of the team and to progress to the appointment of these posts. Specifically to agree:
 - 1.1.1 Within the Partnership Strand to delete the roles of Project Officer (x2), Data and Needs Assessment Officer; Project Support Officer, one Business Support Officer and one modern apprentice. To then create the roles of Partnership Manger, LSB Development Officer and a part-time Business Support Officer (0.6).
 - 1.1.2 Within the Policy and Performance strand to delete one Improvement Officer post. Then creation of a Policy and Performance Manager, a new Data Management Officer, and Data and Information Systems Officer.
 - 1.1.3 Within the Engagement and Communications strand the deletion of the Communications Assistant post; and the Communications Manager post. Then to create the roles of Engagement and Communications Manager, a second Communications Officer and a new Engagement Officer.

1.1.4 There will be a reduction in the number of Area Service Officers from three to two and these roles will transfer into the newly created Enterprise Directorate where they will work within the Community Led Delivery Team.

1.1.5 This report also formally deletes the post of deputy Chief Executive and the Business Support Officer associated with that team.

DECISION:

- 1 To agree the proposed structure, the establishment of the posts and resultant deletion of those posts no longer required in the new structure resulting in savings of £135,645.
- 2 To agree that the remainder of the savings of £39,395 be achieved through income and fee generation from Communication and Engagement (£20,000) and through reduced supplies and services costs (£19,395).

REASONS:

- 1 The proposed new structure within the Partnerships and Policy Team creates a high quality flexible and agile resource within the corporate centre of the organisation that will enable Monmouthshire meet its future challenges in an effective manner. There are changes within each of the three 'legacy' areas designed to strengthen existing provision and to re-focus the work around the core purpose of:
 - supporting transformation;
 - mobilising partners to exploit service design and delivery linkages;
 - understand and evaluating impact;
 - supporting the whole organisation communicate and engage with our communities; and
 - effectively managing the regulatory interface to ensure public accountability.
- 2 In order to deliver the vision for the County, articulated in the Single Integrated Plan and support the County Council work successfully towards the three priorities of the Partnership Administration, an effective centre is a necessity.
- 3 Within each of the proposed service strands, the changes, and the rationale behind them, are as follows:

Partnerships

- 4 There has been significant change in the partnership agenda in Wales over the last three years. The Welsh Government's guidance for Local Service Boards (LSB), entitled *Shared Purpose; Shared Delivery* strongly advocated that LSBs move away from large

freestanding partnerships e.g. Children's and Young People Partnership, Health Social Care and Well-being Partnership and the Community Safety Partnership to a single integrated structure. We have readily embraced this approach in Monmouthshire and the refreshed LSB has made progress in its first full year.

5 However, in our current staffing structures we do not have sufficient resource to actually undertake partnership work. Monmouthshire does not receive funding from some of the Welsh Government's key funding streams such as Communities First and this does impact upon the way that the team works. Rather than having a partnership team to do the doing (which in real terms runs contrary to the very nature of partnerships) we need to evolve the team to include high calibre officers who can influence and shape the partnership agenda and where appropriate commission interventions with our partners.

6 Whilst the team has worked with great purpose over the past period there is a sense that both Council staff and, critically, our partners have struggled to come to terms with the team's necessary development from partnership administrators to enablers in a shared leadership space such as the LSB.

7 In order to effectively support this development to an enabling and commissioning resource we propose the deletion of the tiers of generic Project Officers and Project Support Officers and introduce two new roles; a senior Partnership Manager and LSB Development Officer

8 Monmouthshire does receive a substantial amount of funding from the Families First programme, approximately £737,000 this year. A central part of this funding and of the Families First agenda is the introduction and embedding of the Joint Assessment Families Framework (JAFF) and the Team around the Family (TAF). These are fundamentally multi-agency, partnership approaches to early intervention and preventative activities to protect children, particularly those at risk from suffering the consequences of poverty. Through discussions with the Chief Officer, Social Care and Health and the relevant Heads of Service we agreed that the responsibility for the JAFF/TAF resources will transfer to the Partnership team. This is a critical development both in terms of its on-going operational management responsibility but also in developing effective evaluative frameworks that understand the 'distance travelled' by families involved with the JAFF/TAF. This additional service delivery responsibility also requires the development of an additional managerial resource within the team – the Partnership Manager will take on this role in the new structure.

9 The restructure also sees the deletion of the current role of Project Officer: Data and Needs Assessment some of this functionality is transferred to a new data resource within the Policy and Performance strand of the team which compliments their work more closely.

Performance and Policy

10 The performance and policy strand will have a critical role in the new team and its expansion recognises the need to focus attention on this area. Firstly, there is the creation of a 'policy' element that will provide intelligence to both the corporate centre and service areas to develop new interventions and approaches to drive improvements in the way they work and deliver services to communities. Secondly, the team will support all areas of the organisation to ensure there is strong strategic alignment and that key planning, monitoring and evaluative activities are undertaken in a thorough and robust manner and that effective challenge exists within our organisational culture. Thirdly, it will support the workings of the Senior Leadership Team and Senior Management Team.

11 In order to facilitate this work there are some key changes. The introduction of Policy and Performance Manager is to provide additional resource to move beyond the compliance agenda and to support the dynamic developments in organisational development that are required. There will also be a re-focusing of the current Improvement officers to Improvement and Policy

Officers, this subtle shift is to recognise the advice they will be able to provide service departments and support developments in evaluative practice as well as performance management.

- 12 One area that will see more substantive change is within the data management area. Data and the information it provides both qualitative and quantitative is increasingly important. However, given our position in the strategic planning cycle; the County's adopted Single Integrated Plan (SIP) lasts until 2017 and the requirement to undertake a Strategic Needs Assessment (SNA) every 3 years there is an opportunity to change the working focus around data. The Project Officer; Data and Needs Assessment will be deleted and in its place a new Data Development Officer created to work alongside a 0.8 Data and Systems Support Officer. This new resource will work closely with service departments and the Improvement and Policy Officers to secure improved data flows and maximise the use of the new SharePoint performance management structure.

Communications and Engagement

- 13 Engagement is critical to achieving the vision of 'sustainable and resilient communities' for the County and the priorities of the administration. The last twelve months have demonstrated the very real benefit of early and open engagement with our communities. In order to sustain and enhance this agenda the existing Communication Manager's post becomes an Engagement and Communication Manager. This provides engagement with the necessary permanent focus as we develop more varied and sophisticated methods. There will also be the introduction of an Engagement Officer to work across communities to ensure that not only large scale, countywide engagement events are effective but also the increasing amount of on-going service specific design engagement is well structured and gains the results that services require.
- 14 We have revised the existing structure of a Communication Officer and Communications Assistant and in the new structure have two Communications Officers. This change has arisen following extensive consultation with existing team members. There was a clear recognition that our communication work to date has focused on external audiences and that there is work to do to ensure that our internal audiences are well communicated with; this is particularly important in a period of change. There is an expectation that the new Engagement and Communication team will be more commercially astute and seek to develop income streams. This will be in areas such as cost recovery for work undertaken for partners and external bodies. A part of this work will be to explore the potential to establish a joint venture with Sea Communications to develop the digital engagement platform '*Shaped by Us*'.

Area Service Officers

- 15 The reduction in Area Service Officers (ASO) is in line with previous decisions made by the County Council in respect of the role and frequency of Area Committees and the emergence of Whole Place as our default means of local planning and service delivery. Two ASOs will be transferred to the new Enterprise Directorate where they will work on the Whole Place agenda, there will be an equal distribution of responsibility with each taking on two areas.

RESOURCE IMPLICATIONS:

- 1 The new Partnership and Policy Team is required to deliver £175,000 of the £595,000 savings required for the Chief Executive's directorate as part of the 2014/15 budget.

- 2 The cost of the new structure amount to £725,538 – see table at Appendix 2. The deletion of management posts described above will generate savings of £446,313 whilst new roles will cost £310,669 – a net saving on staff costs of £135,645.
- 3 The savings target has been achieved through a thorough and rigorous examination of the supplies and services budget (£19,355) and a further saving of £20,000 will be realised through income and fee generation from Communications and Engagement strand of the new team. Through working in a more commercial way the team will seek to generate income for work it undertakes for partnerships and specific projects. Income and fee generation is an opportunity to exploit the external market, and to recover costs for specialist support that is provided to services that consequently yields cashable savings and efficiencies.

Summary Of Savings

Staff Savings (from above) 135,645

Communications Income Target 20,000

Use of existing supplies and services budgets 19,355

Total 175,000

5.4 Whilst every effort will be made to redeploy staff within the organisation there may be potential redundancy costs which if cannot be met from within the existing services budgets will need to be reserve funded.

CONSULTEES:

Cabinet Members

Senior Leadership Team

Trade Unions

Affected Officers

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hackett Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:

Will McLean, Head of Partnerships and Policy

CONTACT DETAILS:

E-mail: willmclean@monmouthshire.gov.uk

Tel: 07834 435934

