

County Hall
Rhadyr
Usk
NP15 1GA

14th November 2014

Notice of Special Meeting:

Strong Communities Select Committee

Monday 24th November 2014 at 10.00am*
The Conference Room, County Hall, Usk, NP15 1GA

*** There will be a pre meeting for Committee Members in the Council Chamber at 9.30am**

AGENDA

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.

| Item No | Item |
|---------|--|
| 1. | Apologies for absence. |
| 2. | Declarations of Interest. |
| 3. | To consider a call-in in relation to the Cabinet report dated 5 th November 2014 'Building the Establishment and Capacity for Enterprise'. The following papers are attached for Members' consideration: (i) A copy of the call-in request. (ii) A copy of the Decision Log and Cabinet report. (iii) A copy of the call-in mechanism. |

Paul Matthews

Chief Executive

Strong Communities Select Committee Membership

Councillors: D.L.S. Dovey
R. Edwards
A. Easson
S.G.M. Howarth
S. Jones
R.P. Jordan
V.E. Smith
K. Williams
S. White

Aims and Values of Monmouthshire County Council

Building 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

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.

CALL IN REQUEST

1. SUBJECT:

Building the Establishment and capability for Interpol

2. DATE OF CABINET MEETING:

November 5TH 2014

3. CABINET DECISION:

To Support "Building the Establishment and capability for Interpol"

4. REASON(S) FOR CALL- IN:

Reasons for the restructuring are flawed. No on the emphasis is made to retain/improve front line service offered to a heavy reliance on creating a top level management structure

5. DATE RECEIVED:

6. MEMBERS CALLING-IN:

(The Chairman of a Select Committee or any three non-executive members)

| Name | Ward |
|------------------|------------------|
| Paul Gully | St. Mary's |
| Dimitri Batrouni | St Christopher's |
| Ngiam | Croesnewydd |
| Rasool | Jewstons |

Please identify which Select Committee should hear the call in based on the reasons for the call in request

Strong Communities

CALL IN REQUEST

1. SUBJECT:

Building the Establishment and Capacity for Enterprise.

2. DATE OF CABINET MEETING:

November 5th 2014

3. CABINET DECISION:

To support Building the Establishment and Capacity for Enterprise.

4. REASON(S) FOR CALL- IN:

Reasons for the restructure are flawed. No or little emphasis is made to retain/improve front line resource, opposed to a heavy reliance on creating a top level management structure.

5. DATE RECEIVED:

11th November 2014

6. MEMBERS CALLING-IN:

(The Chairman of a Select Committee or any three non-executive members)

| Name | Ward |
|-------------|------------------|
| P. Farley | St Mary's |
| D. Batrouni | St Christopher's |
| R. Harris | Croesonen |
| A. Easson | Dewstow |

Please identify which Select Committee should hear the call in based on the reasons for the call in request

Strong Communities



**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: 5th NOVEMBER 2014

DECISION WILL COME INTO EFFECT ON: 14th NOVEMBER 2014
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: BUILDING THE ESTABLISHMENT AND CAPACITY FOR ENTERPRISE

DIVISION//WARD AFFECTED: ALL

PURPOSE:

To build the establishment and capacity for the Enterprise directorate, both in terms of the management structure and where appropriate the relevant services' staffing structures.

DECISION:

To agree to the establishment of the proposed management and staff structures for the Enterprise directorate, recognising that ongoing service reviews will result in further reports needing to be subsequently brought forward.

To agree to the creation and deletion of posts contained within 3.5 of this report.

To agree that any amendments to the structure that may arise through the consultation exercise (currently underway) be approved by the Chief Officer for Enterprise in consultation with the relevant cabinet members subject to any alternations continuing to provide the savings required in the approved budgets.

REASONS:

This is not a restructure report. This report allows for the Enterprise directorate to ensure that it has the management and leadership capacity in place to allow the directorate to move forward and manage the significant challenges ahead. In order to successfully navigate the next few years the directorate needs to ensure that it has the optimum capacity to deliver the required savings, as well as enabling its three customers: staff, communities and businesses, to successfully navigate the challenges ahead.

The management structures that have been inherited following the creation of the Enterprise directorate are not fit for purpose in allowing for effective and effective decision making. This report will allow Heads of Service to be able to more effectively manage and lead their service portfolios through a rationalised leadership and management structure.

RESOURCE IMPLICATIONS:

The proposed structure for Community Led delivery will result in a combined saving of £303,404, necessary to deliver savings required from budget mandates being considered separately by Cabinet on this agenda. The proposals include the creation of a one-year fixed term Project Manager post to oversee a pilot property development. It is intended that this post will be funded through capital as a result of an anticipated enhanced capital value.

The proposed structure for Tourism, Leisure and Culture will result in a combined cost of £40,418. These costs will be met by savings generated from within the Museum, Leisure and Countryside budgets, and that are separate to savings to be achieved in 2014/15 and being proposed within budget mandates for 2015/16.

The proposed structure for Commercial and People Development will result in a net cost of £169,935. The proposals include the deletion of a Senior Innovation Officer that is currently being funded from earmarked reserves (£44,000). These proposals remove the need to draw on such reserve funding. The net cost of £169,935 is being met by savings resulting from a fundamental overhaul of departmental non-pay budgets (£144,935), combined with targeted savings from a pending review of Human Resources (£25,000).

Costs associated with redundancies are reliant upon the implementation of the Council's employment protection policy. To the extent that any costs associated with redundancy cannot be managed within existing revenue budgets, a further report will be brought back to Cabinet to secure the necessary reserve funding.

It is anticipated further to this report, and adjacent to developing budget proposals for 2015/16 to 2018/19, that a case will need to be put forward for any specific skills and expertise that will need to be secured to ensure that budget mandates are delivered successfully, on time and to budget. Any request for further funding for additional posts will be subsequently considered alongside the developing budget proposals.

CONSULTEES:

Cabinet
Senior Leadership Team
People Development Manager
Head of Legal Services

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hacket Pain, G. Howard and P. Murphy

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Batrouni, R. Harris and M. Powell.

INTEREST DECLARED:

None

AUTHORS:

Debra Hill Howells – Head of Community Led Delivery

Ian Saunders – Head of Tourism, Leisure and Culture

Peter Davies – Head of Commercial and People Development

CONTACT DETAILS:

Debra Hill Howells

Tel: 01633 644281

E-mail: DebraHill-Howells@monmouthshire.gov.uk

Ian Saunders

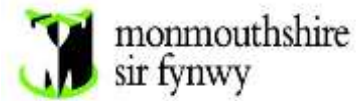
Tel: 01633 644499

E-mail: IanSaunders@monmouthshire.gov.uk

Peter Davies

Tel: 01633 644294

E-mail: peterdavies@monmouthshire.gov.uk

**SUBJECT: BUILDING THE ESTABLISHMENT AND CAPACITY FOR ENTERPRISE****MEETING: Cabinet****DATE: 5TH November 2014****DIVISION/WARDS AFFECTED: Countywide****1. PURPOSE:**

- 1.1 To build the establishment and capacity for the Enterprise directorate, both in terms of the management structure and where appropriate the relevant services' staffing structures.

2. RECOMMENDATIONS:

- 2.1 Cabinet agree to the establishment of the proposed management and staff structures for the Enterprise directorate, recognising that ongoing service reviews will result in further reports needing to be subsequently brought forward.
- 2.2 Cabinet agree to the creation and deletion of posts contained within 3.5 of this report.
- 2.3 That any amendments to the structure that may arise through the consultation exercise (currently underway) be approved by the Chief Officer for Enterprise in consultation with the relevant cabinet members subject to any alternations continuing to provide the savings required in the approved budgets.

3. KEY ISSUES:

- 3.1 Following the report of the Chief Officer for Enterprise to Cabinet on [19th March 2014](#) which established the top-line leadership structure of the Enterprise Directorate and saw the creation of four Head of Service posts covering:
 - Community Led Delivery

- Tourism, Leisure and Culture
- Commercial and People Development
- Development Planning

- 3.2 The services that comprise Enterprise are mainly non-statutory and 'discretionary' and are therefore some of the most vulnerable and potentially, contentious functions we operate. However, these services hold the key in enabling our workforce and our communities to face the challenges ahead. We need to begin to shift these services away from a dependency on public funding to more self-sustaining formats; in-building resilience and resourcefulness.
- 3.3 The proposals contained in this report allow the Enterprise directorate to consolidate its management and relevant staffing structures such as to build the capacity to deliver the significant challenges faced. Based on the draft budget proposals separately considered on this agenda, the Enterprise directorate will potentially need to generate savings amounting to 20% of its existing budget, in addition to the significant savings that the directorate is committed to delivering in 2014/15. It is critical that the Directorate both consolidates and rationalises its leadership capacity to allow there to be a managed strategic reduction in services.
- 3.4 This report also brings forward more detailed staffing structure proposals for the Estates and Place teams, the latter including the realignment of the library and one stop shop services. These proposals will align the services to the key delivery themes and enable the services to more effectively manage the necessary changes to service delivery models required to meet the financial challenges ahead.
- 3.5 In order to achieve a management and staffing structure which is considered fit for future purpose it will be necessary to delete a number of posts that exist within the existing structures and to create new posts that provide the necessary capacity to deliver going forward. It is proposed that there are 12 new posts created and 24.5 posts deleted, as listed below:
- a) The creation of a Place Manager and Estates Manager post;
 - b) The creation of a one year fixed term Project Manager post, funded from capital resources
 - c) The creation a Sports, Community Development and Events Manager post, a Business Manager (Tourism, Leisure & Culture) post and a Green Infrastructure and Countryside Manager post;
 - d) The creation of a Museums Manager post, subject to the outcome of the Museums review;
 - e) The creation of a Business Insight Manager post, a Business Enterprise Manager post, a Digital Project Delivery post, a Human Resources Manager post and an Organisational Development Manager post;
 - f) A reduction of 13 FTEs resulting from the integration of the library and one stop shop service;
 - g) A reduction in the libraries management team from 4 FTE's to 2.5 FTE's and a reduction in 1 FTE support staff post;

- h) The deletion of a Technical Assistant post and a Cleaner post
- i) The deletion of a Sports Development Manager post and Assistant Manager Business Development post;
- j) The deletion of 2 museum curator posts, subject to the outcome of the Museums review;
- k) The deletion of the Existing Business Manager post and Information Management Officer post; and
- l) The deletion of the reserve funded Senior Innovation Officer post

- 3.5 Further information on the proposed structures, together with existing and proposed structures and costings are provided in appendices 1 and 2 to this report.
- 3.6 It should be noted that a number of service areas remain subject to service reviews, and upon their conclusion it is anticipated that further staffing changes will be subsequently brought forward alongside their respective budget proposals and mandates.
- 3.7 Staff are being advised of the proposed structures and consultation is underway with the unions. It is quite possible that the structures will remain unchanged. However the implementation of such extensive changes might require some amendment to the structures but rather than return to cabinet for further approval of any amendment to the detail of the structures the Chief Officer for Enterprise can implement such changes subject to the necessary savings being achieved (the authority's constitution allows for this).

4. REASONS:

- 4.1 This is not a restructure report. This report allows for the Enterprise directorate to ensure that it has the management and leadership capacity in place to allow the directorate to move forward and manage the significant challenges ahead. In order to successfully navigate the next few years the directorate needs to ensure that it has the optimum capacity to deliver the required savings, as well as enabling its three customers: staff, communities and businesses, to successfully navigate the challenges ahead.
- 4.2 The management structures that have been inherited following the creation of the Enterprise directorate are not fit for purpose in allowing for effective and effective decision making. This report will allow Heads of Service to be able to more effectively manage and lead their service portfolios through a rationalised leadership and management structure.

5. RESOURCE IMPLICATIONS:

- 5.1 The proposed structure for Community Led delivery will result in a combined saving of £303,404, necessary to deliver savings required from budget mandates being considered separately by Cabinet on this agenda. The proposals include the creation of a

one-year fixed term Project Manager post to oversee a pilot property development. It is intended that this post will be funded through capital as a result of an anticipated enhanced capital value.

- 5.2 The proposed structure for Tourism, Leisure and Culture will result in a combined cost of £40,418. These costs will be met by savings generated from within the Museum, Leisure and Countryside budgets, and that are separate to savings to be achieved in 2014/15 and being proposed within budget mandates for 2015/16.
- 5.3 The proposed structure for Commercial and People Development will result in a net cost of £169,935. The proposals include the deletion of a Senior Innovation Officer that is currently being funded from earmarked reserves (£44,000). These proposals remove the need to draw on such reserve funding. The net cost of £169,935 is being met by savings resulting from a fundamental overhaul of departmental non-pay budgets (£144,935), combined with targeted savings from a pending review of Human Resources (£25,000).
- 5.4 Costs associated with redundancies are reliant upon the implementation of the Council's employment protection policy. To the extent that any costs associated with redundancy cannot be managed within existing revenue budgets, a further report will be brought back to Cabinet to secure the necessary reserve funding.
- 5.5 It is anticipated further to this report, and adjacent to developing budget proposals for 2015/16 to 2018/19, that a case will need to be put forward for any specific skills and expertise that will need to be secured to ensure that budget mandates are delivered successfully, on time and to budget. Any request for further funding for additional posts will be subsequently considered alongside the developing budget proposals.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 There are potential negative equality impacts resulting from the reduced / changed opening hours within the community hubs and that may result in reduced service provision. If this impact materialised then mitigation steps include working with colleagues to offer satellite services from other locations and customers being encouraged to access Council services through other mediums of communication.
- 6.2 All other equality impacts were identified as either positive or neutral and the sustainability challenges identify only positive impacts. The equality impact and sustainability challenge is attached (appendix 3).

7. CONSULTEES:

Cabinet
Senior Leadership Team
People Development Manager
Head of Legal Services
Union representatives

8. BACKGROUND PAPERS:

Appendix 1 – Structure reports
Appendix 2 – Existing and proposed costing and structures
Appendix 3 – Equality Impact Assessment & Sustainability Challenge

9. AUTHORS:

Debra Hill Howells – Head of Community Led Delivery
Ian Saunders – Head of Tourism, Leisure and Culture
Peter Davies – Head of Commercial and People Development

10. CONTACT DETAILS:

Debra Hill Howells
Tel: 01633 644281
E-mail: DebraHill-Howells@monmouthshire.gov.uk

Ian Saunders
Tel: 01633 644499
E-mail: IanSaunders@monmouthshire.gov.uk

Peter Davies
Tel: 01633 644294
E-mail: peterdavies@monmouthshire.gov.uk

Appendix 1a – Community Delivery Structure

- 1.1 The Community Delivery Service was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in March of this year.
- 1.2 The Service is varied covering Housing, Libraries, Community Learning, Estates, Whole Place, Markets and Cemeteries. This report proposes the implementation of a new structure that will achieve £355,000 savings as identified in the approved 14/15 budget and proposed savings for 15/16.
- 1.3 The Service will see a new management structure made up as follows:

Community Learning Manager

Housing Manager

Estates Manager

Place Manager

Both the Place and Estates Managers are new roles which are being funded through the service re-designs as outlined in the detail in Appendix 2.

- 1.4 The management structure of the Community Learning Team has been subject to a separate Individual Cabinet report in [August](#) of this year, which is currently in the process of implementation.
- 1.5 The Housing Service is currently in the process of undertaking a collaboration agreement with Torfaen which will result in a change to the team structure as approved by Cabinet in [October](#) this year. The alterations are necessary to support an approved budget mandate that identifies additional savings / income to the authority amounting to £55,000 in 15/16. The proposed budget mandate identifies the deletion of the Senior Housing Officer Options Post and the creation of a Housing Support post and a fixed term part time post to add additional capacity to the Shared Housing and Lodging scheme generating a net saving / income of £19,856.
- 1.6 The role of Cemeteries and Markets will transfer to the Estates team and a new structure has been developed as illustrated in Appendix 2. The team are not required to generate any staffing savings within the approved and proposed budget mandates however they will be required to generate £100,000 of savings through the property rationalisation mandate, £34,000 additional sustainability income and £50,000 of increased income from the markets. The Estates Manager role will be achieved through staff savings.

- 1.7 Cemeteries are currently managed through the one stop shops, Whole Place Officers and a job share post in Abergavenny. It is proposed to centralise this service through the creation of one designated post to ensure a consistent approach, albeit that initial bookings will continue to be taken through either the hub or contact centre.
- 1.8 A new role of project manager has been created to oversee a pilot property development. This will involve developing / refurbishing a Council owned property asset and realising an enhanced capital value. It is intended that this will be a fixed term post funded through capital to test the concept. If it proves successful the post will be made permanent following a twelve month review, subject to it funding itself and being cost neutral to the authority.
- 1.9 The approved 14/15 Budget contains a mandate for the integration of the library and one stop service. There is a further mandate proposed for 15/16 that seeks to make £300,000 worth of staff savings as a result of this integration. The structure proposed in Appendix 2, identifies how the re-alignment of these services will result in a continuation of both the libraries and one stop shop services, albeit that there may be a reduction in the offer and opening hours. It is intended that the communities will be asked to support the hubs through volunteers and that the services provided through the hub can be where possible provided through other Council building e.g. leisure centres. There will be the loss of 13 FTE to generate this saving.
- 1.10 The creation of the Place Manager post will be funded through the wider management and supporting staff re-structures.
- 1.11 It is intended to reduce the libraries management team from 4 FTE's to 2.5 FTE's and the support staff will be reduced by 1. This is in line with the removal of buildings and line management responsibilities to enable the librarians to concentrate on strategy and resources (books and digital media).
- 1.12 The delivery of Whole Place will be formalised through the creation of a team of 4 officers responsible for delivery within our communities. Two of these posts are funded, the remaining costs are met through the savings identified elsewhere within the re-alignment of the staffing structure within the Community Delivery Service.
- 1.13 The proposed structure will result in a combined saving of £303,404 (excluding Housing and Community Learning teams that have been reported separately). The proposed structure will align the Service to the key delivery themes and enable the Service to more effectively manage the necessary changes to service delivery models required to meet the financial challenges ahead.

Appendix 1b – Tourism Leisure & Culture Management Structure

- 1.1 The Tourism Leisure & Culture Service was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in March of this year.
- 1.2 The Service is varied covering Tourism, Leisure, Sports Development, Outdoor Education, Countryside and Play. This report proposes the implementation of a new structure that will realign the management of the services and enable the services to be ready and prepared to deliver existing savings for 14/15 and proposed savings of £610k for 15/16. The total cost of implementing the new structure will be £40,418. Services, such as Countryside, have already identified savings to ensure this new structure is met within existing resources so cost neutral to the authority. Each service area has also put forward mandates to make savings for 2015/16 which the new managers will embrace. It will also be the responsibility of each manager to bring forward revised structures as the second phase of this realignment to ensure delivery of the savings identified within the MTFP for 15/16 onwards. For example the Leisure Services business mandate currently identifies total savings of £420k with staffing savings totalling £180,983.
- 1.3 The Head of Tourism Leisure and Culture currently has 17 Officers reporting directly to him under the existing structure and this is not sustainable to be effective and efficient in managing performance and driving business. As a result of the proposed new structure (shown on chart) the number of officers reporting directly to the Head of Service are reduced and a structure fit for purpose will be in place whilst other reviews within the structure continue.
- 1.4 The Service will see a new management structure made up as follows:
 - Business Manager (Tourism Leisure & Culture)
 - Sport, Community Development and Events Manager
 - Gwent Outdoor Education Manager (existing post)
 - Museums Manager
 - Tourism Manager (existing post)
 - Green Infrastructure & Countryside Manager

To achieve this structure and achieve future savings, jobs in the existing structure will be deleted – the main jobs impacted are listed below as they will be deleted from the structure permanently. Officers in these posts will either be successful in gaining one of the new posts or follow the appropriate HR procedures for redeployment.

- 1 X Sports Development Manager Post SCP 37-41
- 1 X Assistant Manager Business Development SCP 37-41
- 2 X Museum Curators SCP 37-41 & SCP 41-45

- 1.5 Cultural Services and Outdoor Education are currently under review so this structure is an interim arrangement. There will also be an expectation for the newly appointed posts to review their own service needs and also work to help the review process move forward at pace.
- 1.6 As the Enterprise Directorate further establishes itself with this realignment there will be a further review of posts across other Directorates/Services to ensure they are not duplicating or conflicting ongoing work.

Business Manager Grade L SCP 49-53

This new post will head up the business development and performance of the Tourism Leisure & Cultural offer ensuring a stronger commercial drive and ensuring the offer is coordinated. The main responsibilities being managing the Leisure Centres, marketing Tourism Leisure Culture and delivering the efficiency savings for Leisure inside the MTFP. The post will manage the Leisure Centre Managers and other posts such as Assistant Manager Fitness and Assistant Manager Marketing. In the interim period the attraction managers from Shire Hall, Old Station Tintern and Caldicot Castle will report to this post until future plans for the review of Cultural Service is complete.

The Leisure Service savings plan for 2015/16 includes savings of £180,983 in a remodelling exercise. This will see the deletion of leisure management posts. There will also be further efficiencies in clerical and finance posts which will carry redundancy costs if the displaced staff are not redeployed.

Countryside & Green Infrastructure Manager Grade L SCP 49-53

This new post will be responsible for managing the green infrastructure plans including biodiversity and landscaping, active play & recreation and environment and landscape partnerships. The post will also manage Countryside access including Rights Of Way, Countryside Sites, Wales Coastal Path, Volunteering and Community Engagement. The post will be responsible for the Wye Valley AONB (joint unit) and involving management planning, implementation and projects. The post will deliver a further structural change of existing posts and efficiencies will be made to fund the post and ensure budgets are met.

Sport, Community Development and Events Manager Grade L SCP 49-53

The current post of Sports Development Manager will be deleted and replaced with the new post focused on wider aspects of sports development and managing the Development Team helping to deliver the local plan for sport including physical literacy, positive futures and workforce development. The post will also be responsible for the delivery of the Exercise Referral Scheme, the Aquatic Plan and play a key role in supporting the events team. The role will coordinate Community Chest & Section 106 in conjunction with National Governing Bodies', Sport Wales and key partners. The Swimming Development Officer, Sport & Fitness Officer and Community Infrastructure Manager will report to this post.

Gwent Outdoor Education Manager

The service is under review however existing responsibilities for the post holder include management of Gilwern, Hilston Park and Talybont sites, planning and delivering the outdoor education activities for Gwent. The service also has responsibilities for trips and visits advice and training. The review will include discussion with neighbouring authorities and also developing a sustainable delivery model for service. Expectations for 2015/16 are to make savings of £25k and mandates for these savings are in place.

Tourism Manager Grade I SCP 37-41

The role will manage a comprehensive range of Tourism services, including visitor information with the aim of strengthening the county's economy. Priorities include revising the destination plan in conjunction with partners. The post will ensure savings are in line with MTFP especially with a remit for remodelling of TIC's into community hubs where possible. There is a demand to continue to grow and coordinate

the ambassador programme across MCC, improve the digital tourism offer, and work with community hubs whilst developing stronger networks with key partners. The role will sit on the South East Wales Destination Managers group and similar partnership forum/ meetings and will report directly to Head of Tourism Leisure & Culture.

Museum Manager Grade J SCP 41-45

The two current posts of curators at Abergavenny & Chesptow/Monmouth will be deleted replaced by a Museum Manager who will work across the service to ensure the current review of cultural service moves forward whilst delivering the service and savings plans consistently across MCC. This post will report directly to the Head of Tourism, Leisure & Culture whilst the review continues.

Appendix 1c – Commercial and People Development Management Structure

1. Background and Context

1.1 The Commercial and People Development was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in [March](#) of this year.

1.2 The service portfolio is varied covering:

- Monmouthshire Business and Enterprise, the Authority’s economic development function
- Management and delivery of the Rural Development Programme
- Strategic responsibility for ICT
- Strategic responsibility for CMC2
- Human resources and payroll
- Corporate training
- Organisational development

1.3 This is not a restructure report. This report allows for the Enterprise directorate to ensure that it has the management and leadership capacity in place to allow Commercial and People Development to move forward and manage the significant challenges ahead. In order to successfully navigate the next few years the directorate needs to ensure that it has the optimum capacity to deliver, as well as enabling its three customers: staff, communities and businesses, to successfully navigate the challenges ahead.

1.4 The management structure that had been inherited following the creation of the Enterprise directorate is not fit for purpose in allowing for effective and effective management and decision making. This report will allow the Chief Officer for Enterprise and the Head of Commercial and People Development to be able to more effectively manage and lead their service portfolios through a rationalised leadership and management structure.

1.5 The division will see a new management structure made up as follows:

- Business Growth & Enterprise Manager
- Digital & Technology Manager
- People & Organisational Development Manager

2. Business Growth and Enterprise

- 2.1 The Economy and Enterprise Manager post has more appropriately been named the Business Growth and Enterprise Manager. This post will be responsible for orchestrating delivery of:
- Business Growth and Enterprise Strategy – final strategy being presented to the Special Cabinet on 19th November 2014. The draft strategy was released for consultation via Individual Cabinet Member decision on [23rd July 2014](#).
 - Vale of Usk Local Development Strategy – draft strategy submitted to WG and subsequently considered by Cabinet on [15th October 2015](#).
- 2.2 One of Monmouthshire County Council’s three core strategic priorities is ‘Supporting Enterprise, Entrepreneurship and Job Creation’. It has been recognised that there is a need to ensure that there is a lean but appropriate staff complement in place to deliver on this strategic commitment.
- 2.3 It is proposed that the management team is increased from 2 FTE to 3 FTE, with the post of Existing Business Manager deleted and replaced by a Business Insight Manager and a Business Enterprise Manager. These posts will also be responsible for managing the Rural Development Programme (RDP) team that will be re-established when the final Vale of Usk Local Development Strategy is brought back to Cabinet in the New Year.
- 2.4 This results in a net increase in salary costs of £50,216.

3. Digital and Technology

- 3.1 The Programme Manager post, which has to date been responsible for delivery of agile working and ICT, has been more appropriately named the Digital & Technology Manager.
- 3.2 This post will be responsible for orchestrating delivery of the iCounty Strategy that was presented to Cabinet on [17th June 2014](#). Whilst it is accepted that other departments will be responsible for delivering specific outcomes (e.g. Digital Inclusion being overseen by Adult Education) this role will for responsible for orchestrating delivery and there hold strategic oversight of progress.

- 3.3 The post is key in that it acts as both a relationship manager and account manager role for the Authority's two key ICT delivery partners, the Shared Resource Service (SRS) and CMC2.
- 3.4 The proposals will also see the deletion of the Information Manager post, replaced with a Digital Project Delivery Manager post. The Digital Project Delivery Manager post holds a wider remit for project and programme management, ensuring that staff have the right tools to do their jobs, that data is secure and systems are effective and robust.
- 3.5 Business cases will be brought through Digital Board and Cabinet to secure additional resources as necessary where projects cannot be delivered from within the limited capacity of the team.
- 3.6 The proposals for this team result in a net increase in salary costs of £9,441.

4. People and Commercial Development

- 4.1 The existing People Development Manager post has been more appropriately named the People and Organisational Development Manager. This post has an extensive brief and is responsible for orchestrating delivery of the People and Organisational Development Strategy. The draft strategy was released for consultation via Cabinet on [15th October 2015](#).
- 4.2 The People and Organisational Development Manager will hold a portfolio of services that includes Human Resources, Payroll and Systems, Training (People Development) and Organisational Development. These services provide some of the most important business support functions and ensures that the Authority has a high performing workforce.
- 4.3 The proposals see the deletion of the Senior Innovation Officer post, which is currently being funded from earmarked reserves.
- 4.4 Two new posts are being created:
- Organisational Development Manager post – this post will lead on organisational development and provide ongoing support to the wider team as well as across the Authority and beyond.
 - Human Resources Manager post – it is recognised that the current structure of the team is not fit for purpose. This post, together with the People and

Organisational Development Manager, will be responsible for undertaking a review of the HR team and subsequently bringing forward proposals.

4.5 The proposals for this team result in a net increase in salary costs of £110,278.

5. Conclusion

5.1 The proposals see a net increase in 2 FTE posts, with 3 posts being deleted and 5 posts being created. The net cost of the proposals amount to £169,935.

5.2 The proposals include the deletion of a Senior Innovation Officer that is currently being funded from earmarked reserves (£44,000). These proposals remove the need to draw on such future reserve funding.

5.3 The net cost of £169,935 is being met by savings resulting from a fundamental overhaul of departmental non-pay budgets (£144,935), combined with targeted savings from a pending review of Human Resources (£25,000).

6. Next steps

6.1 Subsequent to these proposals being approved staff and union consultation will be concluded, after which the staff structure will be swiftly implemented.

6.2 The Business Growth and Enterprise Manager, Digital Technology Manager and People & Organisational Development Manager will each be tasked with reviewing their respective staffing structures. Of specific note:

- A service review will be undertaken of HR;
- The staffing structure for the Rural Development Programme will be confirmed when the final Vale of Usk Local Development Strategy is brought back to Cabinet in the New Year.

Appendix 2a - Existing & Proposed Community Delivery Structure, (where defined)

| Estates & Sustainability | Grade | Salary | | Grade | Salary |
|-------------------------------------|-------|--------|--|-------|--------|
| Principal Valuer | J | 38,422 | Estates Manager | L | 45,627 |
| Sustainability Surveyor | J | 38,422 | Principal Valuer | J | 38,422 |
| Management Surveyor | I | 34,894 | Estates Officer | I | 34,894 |
| Management Surveyor | I | 34,894 | Estates Officer | I | 34,894 |
| Graduate Surveyor | F | 24,892 | Estates Officer | I | 34,894 |
| Energy Officer | H | 31,160 | Graduate Surveyor | G | 28,127 |
| Sustainability Project Officer | F | 24,892 | Energy Officer | H | 31,160 |
| Community Officer - 60% | G | 16,876 | Community Development (60%) | G | 16,876 |
| Community Officer - 40% | G | 11,251 | Cemeteries Officer | G | 28,127 |
| Technical Assistant | D | 19,317 | Estates Technician | E | 21,734 |
| Estates Support Officer | E | 21,734 | Support Officer | D | 19,317 |
| Admin Post | C | 16,998 | Project Officer (capital funded) | J | 38,422 |
| Markets & Facilities | | | | | |
| Markets Supervisor | E | 21,734 | Markets & Facilities Supervisor | G | 28,127 |
| Assistant Market Officer | D | 19,317 | Market Assistant | D | 19,317 |
| Assistant Market Officer (41%) | D | 7,289 | Market Assistant (41%) | D | 7,289 |
| Assistant Market Officer (43%) | D | 8,353 | Market Assistant (43%) | D | 8,353 |
| | | | Facilities Assistant (73%) | D | 14,101 |
| Facilities Assistant (73%) | D | 14,101 | Facilities Assistant (73%) | D | 14,101 |
| Facilities Assistant (73%) | D | 14,101 | Facilities Assistant (73%) | D | 14,101 |
| Cleaner (73%) | D | 14,101 | Shopmobility Co-ordinator (68%) | D | 13,316 |
| Facilities Assistant (73%) | D | 14,101 | | | |
| Facilities Officer (51%) | G | 14,345 | Community Officer (40%) to be transferred to Policy Team | G | 11,251 |

| | | |
|--------------------------------|---|--------|
| Facilities Officer (49%) | G | 13,782 |
| Shopmobility Coordinator (68%) | D | 13,136 |

| | | |
|----------------|--|---------|
| Subtotal | | 468,112 |
| On costs @ 30% | | 140,434 |

| | |
|-----------------------|----------|
| Sub total | 502,450 |
| On costs @30% | 150,735 |
| Less: capital funding | (49,949) |

Total Employers Salary Costs (Existing) 608,543

Total Employers Salary Costs (Proposed) 603,236

Strategic Library Management

| | | |
|-------------------------------|---|--------|
| Abergavenny Library Manager | I | 34,894 |
| Caldicot Library Manager | I | 34,894 |
| Chepstow LM (J/S) | I | 34,894 |
| Monmouth LM (J/S) | I | 34,894 |
| Prisons Librarian | H | 23,581 |
| Libraries ICT support officer | E | 21,734 |
| SLA - resources mgt | F | 24,892 |
| Admin & Support Officer | F | 24,892 |
| Home Delivery Officer | D | 19,317 |

| | | |
|----------------|--|---------|
| Sub Total | | 253,992 |
| On costs @ 30% | | 76,198 |

Total Employers Salary Costs (Existing) 330,190

| | | |
|---------------------------|---|--------|
| Place Manager | L | 45,627 |
| Lead Librarian | J | 38,422 |
| Librarian | I | 34,894 |
| Librarian (P/T) | I | 17,447 |
| Prisons Librarian | H | 23,581 |
| Digital Support Officer | E | 21,734 |
| Resources Support Officer | F | 24,892 |
| Home Delivery Officer | D | 19,317 |

| | |
|----------------|---------|
| Sub Total | 225,914 |
| On costs @ 30% | 67,774 |

Total Employers Salary Costs (Proposed) 293,688

Hubs Model

Abergavenny One Stop Shop

| | | |
|-----------------------------------|---|--------|
| Customer Services Team Leader J/S | H | 18,949 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor (P/T) | E | 10,867 |
| Customer Service Advisor (P/T) | E | 10,867 |
| Customer Service Advisor | E | 19,817 |
| Customer Service Advisor | E | 21,734 |
| Receptionist | D | 19,317 |
| Administrative Officer | D | 19,317 |

Caldicot One Stop Shop

| | | |
|--------------------------------|---|--------|
| Team Leader J/S | H | 12,211 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor (P/T) | E | 10,720 |
| Customer Service Advisor (P/T) | E | 19,678 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor (P/T) | E | 12,629 |
| Customer Service Advisor | E | 19,817 |
| Administrative Officer | D | 19,317 |

Chepstow One Stop Shop

| | | |
|--------------------------------|---|--------|
| Team Manager | H | 15,580 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor (P/T) | E | 13,040 |
| Customer Service Advisor | E | 21,734 |
| Customer Service Advisor (P/T) | E | 17,387 |
| Customer Service Advisor (P/T) | E | 13,070 |

Abergavenny Community Hub

| | | |
|------------------------------------|---|--------|
| Hub Manager | H | 31,160 |
| Information Officer (Library Lead) | F | 24892 |
| Information Assistant | E | 21734 |
| Information Assistant | E | 21734 |
| Information Assistant | E | 21734 |
| Information Assistant (P/T) | E | 10867 |
| Information Assistant (P/T) | E | 10867 |

Chepstow Community Hub

| | | |
|------------------------------------|---|--------|
| Hub Manager | H | 31,160 |
| Information Officer (Library Lead) | F | 24892 |
| Information Assistant | E | 21734 |
| Information Assistant | E | 21734 |
| Information Assistant | E | 21734 |
| Information Assistant (P/T) | E | 10867 |
| Information Assistant (P/T) | E | 10867 |

Caldicot Community Hub

| | | |
|------------------------------------|---|--------|
| Hub Manager | H | 31,160 |
| Information Officer (Library Lead) | F | 24892 |
| Information Assistant | E | 21734 |
| Information Assistant | E | 21734 |
| Information Assistant (P/T) | E | 10867 |
| Information Assistant (P/T) | E | 10867 |

Customer Service Advisor (P/T) E 11,890

Caldicot One Stop Shop

Team Manager H 15,580

Customer Service Advisor E 21,734

Customer Service Advisor E 21,734

Customer Service Advisor E 21,734

Customer Service Advisor E 20,400

Administrative Officer D 19,317

Abergavenny Library (exc Manager)

Library & Information Assistant (95%) D 18,273

Library & Information Assistant (P/T) D 11,486

Library Assistant (P/T) D 9,136

Library Assistant (P/T) D 9,136

Library & Information Assistant (95%) D 18,273

Senior Library Assistant F 24,892

Caldicot Library (exc Manager)

Senior Library Assistant F 24,892

Library & Information Assistant (P/T) D 9,233

Library & Information Assistant (P/T) D 10,964

Library Assistant (P/T) D 10,442

Library Assistant (P/T) D 15,401

Library Assistant (P/T) D 8,563

Chepstow Library (exc Manager)

Library & Information Assistant (95%) D 18,273

Senior Library Assistant F 24,892

Monmouth Community Hub

Hub Manager H 31,160

Information Officer (Library Lead) F 24892

Information Assistant E 21734

Information Assistant E 21734

Information Assistant E 10867

Information Assistant E 10867

Usk Community Hub

Information Officer (Library Lead) F 24892

Information Assistant (P/T) E 21734

Gilwern

Information Officer (Library Lead) D 9,920

| | | |
|---------------------------------------|---|--------|
| Library & Information Assistant (95%) | D | 18,273 |
| Library & Information Assistant(P/T) | D | 13,052 |
| Library & Information Assistant (P/T) | D | 10,964 |
| Library & Information Assistant (P/T) | D | 6,787 |
| Library & Information Assistant (P/T) | D | 5,743 |
| Monmouth Library (exc Manager) | | |
| Library & Information Assistant (95%) | D | 18,273 |
| Library & Information Assistant (95%) | D | 18,273 |
| Library & Information Assistant (P/T) | D | 8,504 |
| Library & Information Assistant (P/T) | D | 9,136 |
| Library Assistant (P/T) | D | 9,136 |
| Senior Library Assistant | F | 24,892 |
| Usk Library | | |
| Library & Information Assistant (P/T) | D | 2,088 |
| Senior Library & Infor Assistant | F | 24,892 |
| Library Assistant (P/T) | D | 13,121 |
| Gilwern Library | | |
| Library Assistant (P/T) | D | 9,920 |

Subtotal 965,754
 On costs @ 30% 289,726

Subtotal 585,030
 On costs @ 30% 175,509
 Transfer of 8 staff to contact centre) 200,000

Total Employers Salary Costs (Existing) 1,255,480

Total Employers Salary Costs (Proposed) 960,538

Whole Place

| | | |
|----------------------------|---|--------|
| Whole Place Officer | J | 38,422 |
| Whole Place Officer | J | 38,422 |
| Special Projects Manager | I | 34,894 |
| Place Officer (secondment) | E | 21,734 |

| | | |
|---------------------|---|--------|
| Whole Place Manager | K | 42,032 |
| Whole Place Officer | J | 38,422 |
| Whole Place Officer | j | 38,422 |
| Whole Place Officer | J | 38,422 |

133,472

157,298

On costs @30% 40,042

On costs @ 30% 47,189

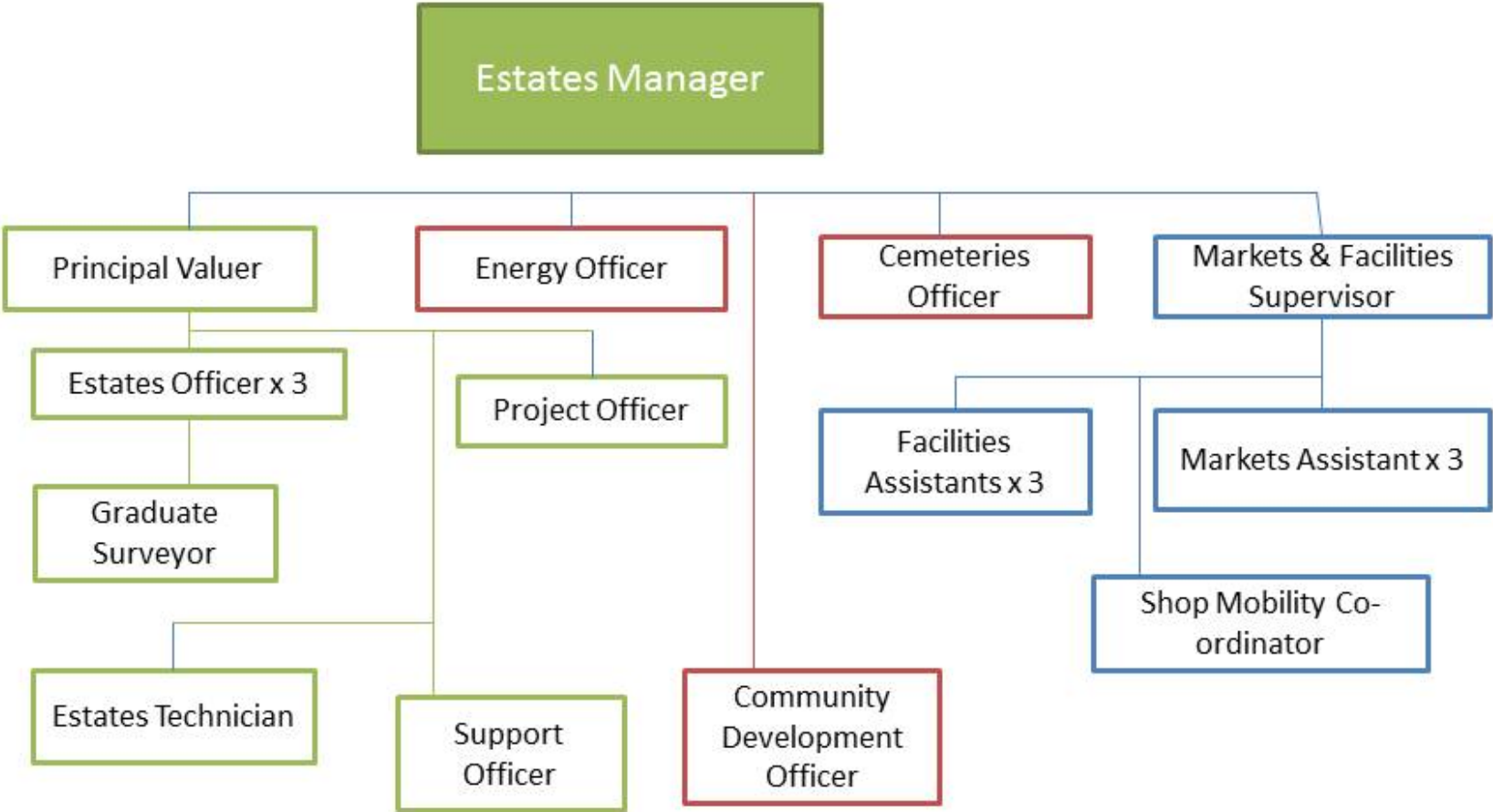
Total Employers Salary Costs (Existing) 173,514

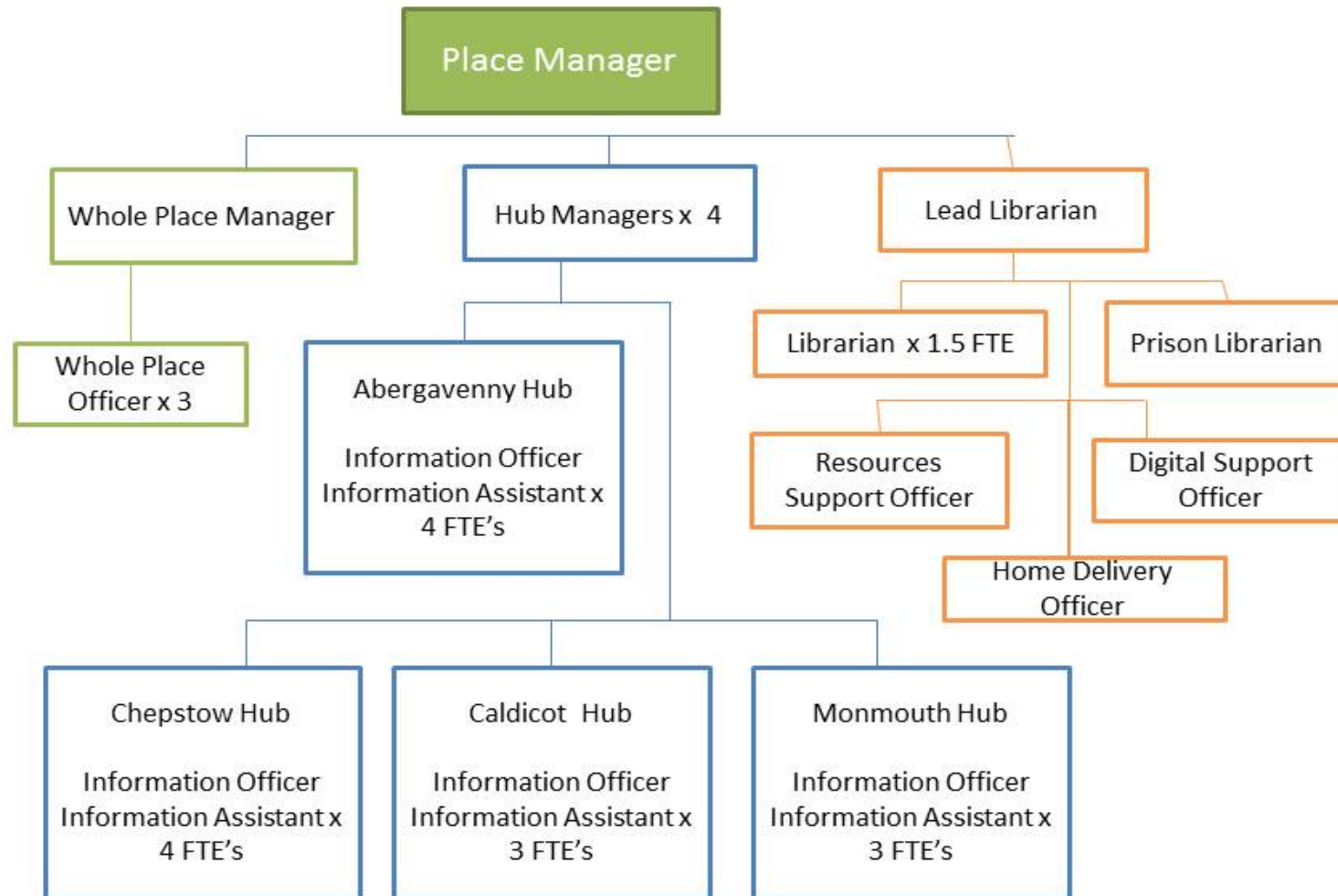
Total Employers Salary Costs (Proposed) 204,487

| | | | |
|---|-----------------------------------|---------------------------------------|--------------|
| Total Employers Salary Costs (Existing) | 2,367,729 | Total Employers Salary Costs Proposed | 2,061,950 |
| | Proposed | | 2,061,950 |
| | Savings | | 305,778 |
| | Restructure Mandate Savings 15/16 | | |
| | Community Hub Savings | | 300,000 |
| | Savings Remaining | | 5,778 |

Proposed Management Structure







Appendix 2b**Tourism, Leisure & Culture Proposed Management Structure****Current Structure for impacted posts**

| Job Title | Grade | Top of Grade | Incl Oncosts |
|---|--------------|---------------------|---------------------|
| Assistant Manager Business Development | Band I | 34894 | 44664 |
| Sports Development Manager | Band I | 34894 | 44664 |
| Curator - Abergavenny Museum | Band I | 34894 | 45463 |
| Curator/Deputy Museums Officer - Chepstow | Band J | 38422 | 45119 |
| Countryside Manager – Post deleted | | 0 | 0 |
| | Soulbury | | |
| Head of Gwent Outdoor Centres | SCP14 | 47742 | 61110 |
| Food & Tourism Strategic Manager | Band I | 34894 | 44664 |
| Total | | 225740 | £285,684 |

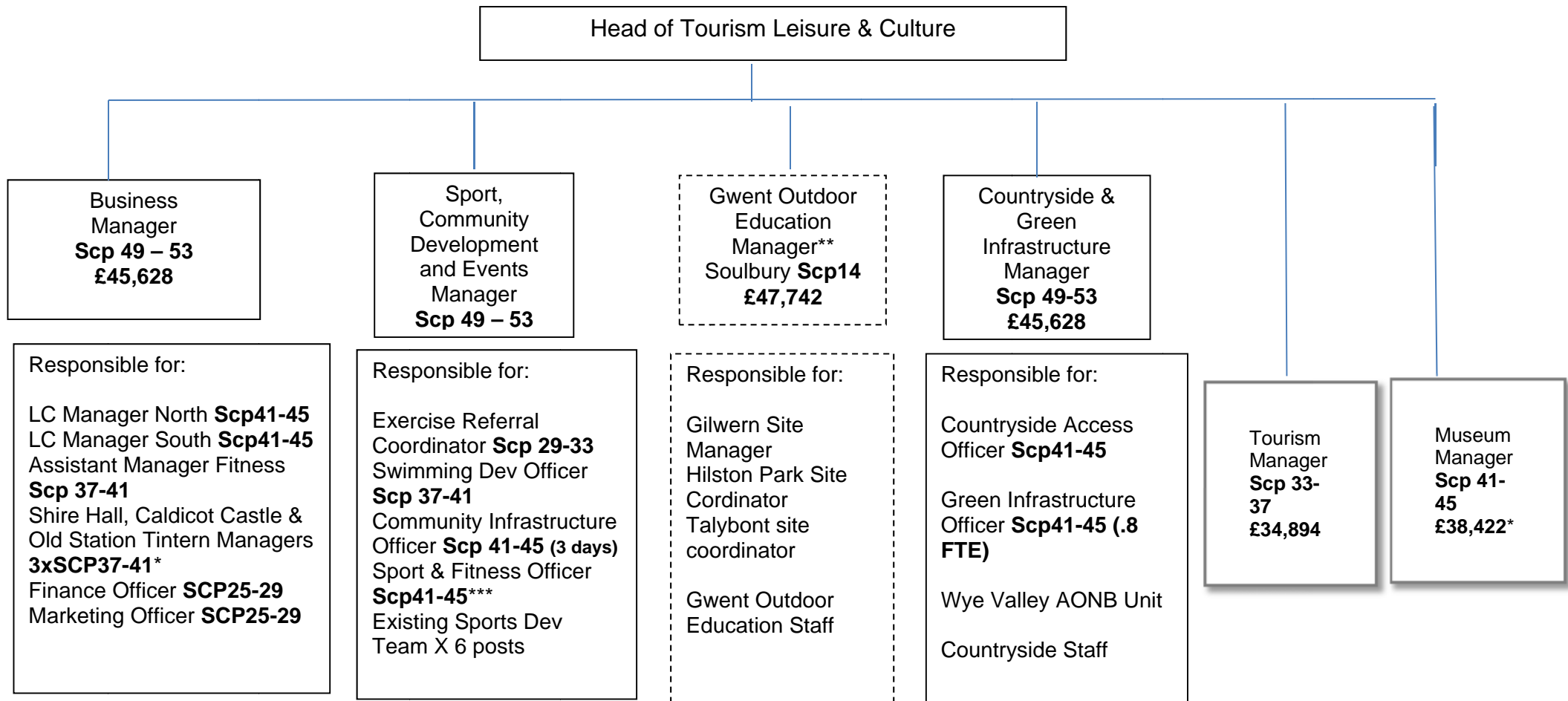
New Structure - Subject to Job Evaluation

| Job Title | Grade | Top of Grade | Incl Oncosts |
|---|------------------|---------------------|---------------------|
| Business Manager | Band L | 45627 | 58403 |
| Countryside & Green Infrastructure Manager | Band L | 45627 | 58403 |
| Museums Manager (under review) | Band J | 38422 | 45119 |
| Sport, Community Development and Events Manager | Band L | 45627 | 58403 |
| Gwent Outdoor Education Manager (under review) | Soulbury SCP1 | 47742 | 61110 |
| Tourism Manager | Band I | 34894 | 44664 |
| Total | | £257,939 | £326,102 |

Total Additional Cost:**-£40,418**

The cost of £40,418 will be met by Museum, Leisure and Countryside budgets on top of the expected savings for 2015/16. These savings have been identified.

Proposed Structure



*The Cultural Services components of the realignment consisting of Museums, Shire Hall, Caldicot Castle and Old Tintern Station are currently under review so aspects of service maybe reconfigured further.
 **Outdoor Education Service is currently under review so aspects of service maybe reconfigured further

Appendix 2c - Existing & Proposed Commercial and People Development Structure

| Existing Structure | | | | Proposed Structure | | | |
|---|------|--------------------|----------------|---|------|--------------------|----------------|
| Post Title | FTE | Grade | Salary | Post Title | FTE | Grade | Salary |
| <u>Business Growth and Enterprise</u> | | | | | | | |
| Economy and Enterprise Manager | 1.00 | Band M (SCP 53-57) | 49,525 | Business Growth and Enterprise Manager | 1.00 | Band M (SCP 53-57) | 49,525 |
| Existing Business Manager | 1.00 | Band H (SCP 33-37) | 31,160 | Business Insight Manager | 1.00 | Band I (SCP 37-41) | 34,894 |
| | | | | Business Enterprise Manager | 1.00 | Band I (SCP 37-41) | 34,894 |
| | | Subtotal | 80,685 | | | Subtotal | 119,313 |
| | | On costs @ 30% | 24,206 | | | On costs @ 30% | 35,794 |
| Total Employers Salary Costs (Existing) | | | <u>104,891</u> | Total Employers Salary Costs (Proposed) | | | <u>155,107</u> |
| | | | | Net cost/(saving) | | | 50,216 |
| <u>Digital and Technology</u> | | | | | | | |
| Programme Manager | 1.00 | Band M (SCP 53-57) | 49,525 | Digital and Technology Manager | 1.00 | Band M (SCP 53-57) | 49,525 |
| Information Management Officer | 1.00 | Band H (SCP 33-37) | 31,160 | Digital Project Delivery Manager | 1.00 | Band J (SCP 41-45) | 38,422 |
| | | Subtotal | 80,685 | | | Subtotal | 87,947 |
| | | On costs @ 30% | 24,206 | | | On costs @ 30% | 26,384 |
| Total Employers Salary Costs (Existing) | | | <u>104,891</u> | Total Employers Salary Costs (Proposed) | | | <u>114,331</u> |
| | | | | Net cost/(saving) | | | 9,441 |
| <u>People and Organisational Development</u> | | | | | | | |
| People Development Manager | 1.00 | Band M (SCP 53-57) | 49,525 | People and Organisational Development Manager | 1.00 | Band M (SCP 53-57) | 49,525 |
| System and Support Lead | 1.00 | Band J (SCP 41-45) | 38,422 | Human Resources Manager | 1.00 | Band L (SCP 49-53) | 45,627 |
| Training Lead | 1.00 | Band K (SCP 45-49) | 42,032 | Payroll and Systems Manager | 1.00 | Band J (SCP 41-45) | 38,422 |
| | | | | People Development Manager | 1.00 | Band K (SCP 45-49) | 42,032 |

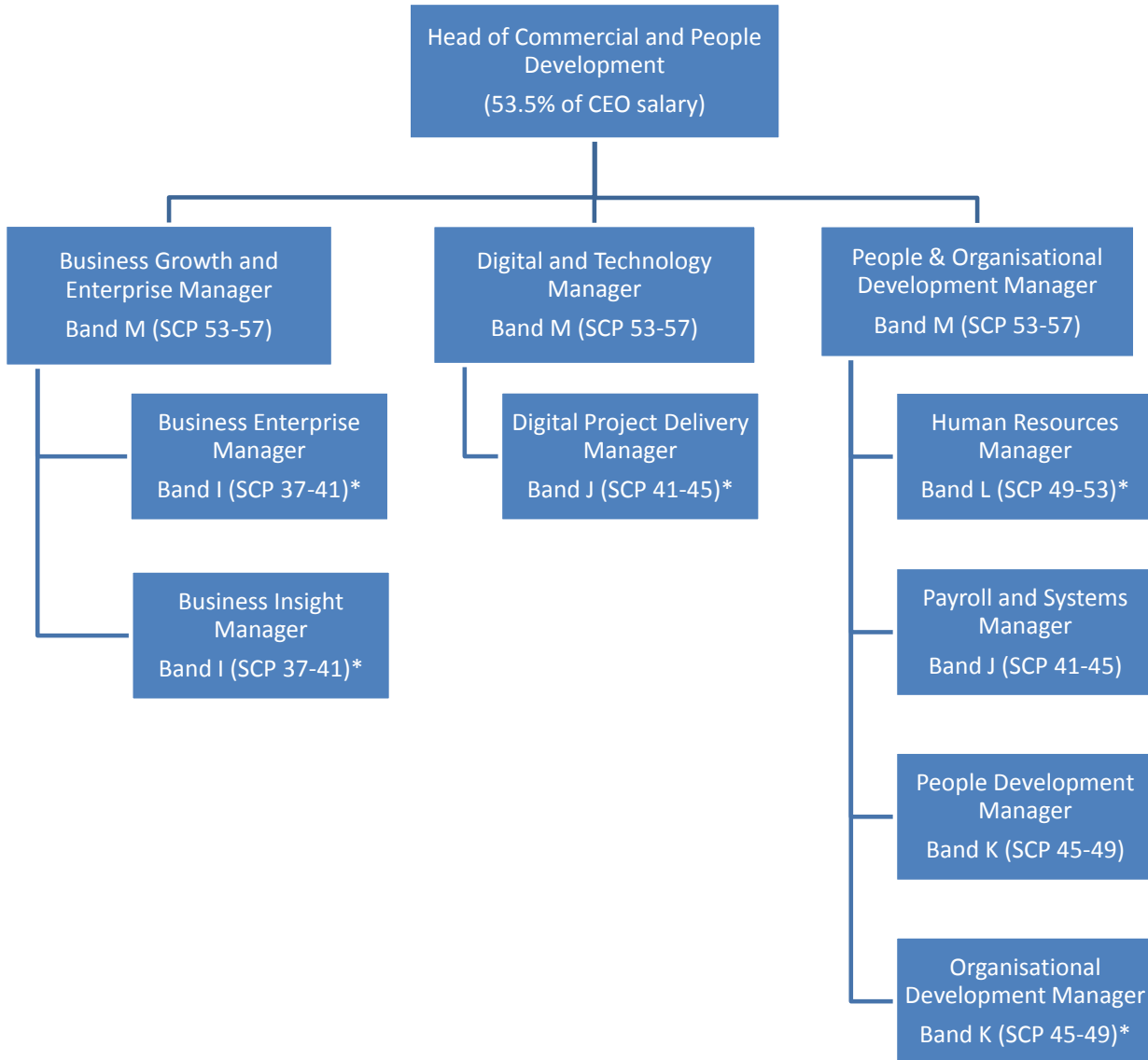
Agenda item 3ii

| | | | | | | | |
|---------------------------|------|---|----------------|------------------------------------|------|---|-----------------|
| Senior Innovation Officer | 1.00 | Fixed point (SCP 43) | 36,676 | Organisational Development Manager | 1.00 | Band K (SCP 45-49) | 42,032 |
| | | | | | | | |
| | | Subtotal | <u>166,655</u> | | | Subtotal | <u>217,638</u> |
| | | On costs @ 30% | 49,997 | | | On costs @ 30% | 65,291 |
| Reserve funded post | | | -44,000 | | | | |
| | | Total Employers Salary Costs (Existing) | <u>172,652</u> | | | Total Employers Salary Costs (Proposed) | <u>282,929</u> |
| | | | | | | Net cost/(saving) | 110,278 |
| | | | | | | Total net cost/ (saving) | <u>169,935</u> |
| | | | | | | Savings: | |
| | | | | | | CEDs budget (N717) | -20,663 |
| | | | | | | Special projects (N164) | -3,427 |
| | | | | | | RDP saving (new programme) | -9,095 |
| | | | | | | Corporate training (S216) | -25,000 |
| | | | | | | Information Management | -35,270 |
| | | | | | | HR & payroll review | -25,000 |
| | | | | | | Other supplies and services | -51,480 |
| | | | | | | | <u>-169,935</u> |

Notes

1. Salary taken at top of grade.
2. All new posts subject to job evaluation

Appendix 2c - Proposed Commercial and People Development Structure



* Posts subject to job evaluation

Appendix B

The “Equality Challenge” (Screening document)

| | | | |
|--|---|---|--|
| Name of the Officer completing “the Equality challenge” Debra Hill-Howells | | Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Community Delivery Service to achieve budget mandate savings and achieve a continuation of the services provided albeit through a reduced staff base which may result in reduced opening hours or activities | |
| Name of the Division or service area Community Learning | | Date “Challenge” form completed 21.10.14 | |
| 0Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Disability | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Marriage + Civil Partnership | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Pregnancy and maternity | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Race | Reduced / changed opening hours within the hubs may result | | |

| | | | |
|--------------------|---|--|--|
| | in reduced service provision | | |
| Religion or Belief | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Sex (was Gender) | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Sexual Orientation | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Transgender | Reduced / changed opening hours within the hubs may result in reduced service provision | | |
| Welsh Language | | | |

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|---|---|
| ➤ <i>The development of the hub model may result in reduced operating hours which may impact on access to library and one stop services</i> | ➤ Opening hours of the proposed hubs are not yet determined however we will seek to minimize any impact on service delivery by developing a volunteer programme and identifying opportunities for opportunities to access services from other locations e.g. leisure centres. |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

We will work with colleagues to offer satellite services from other locations e.g. Leisure Centres when the hub model is implemented. Customers will also be encouraged to access Council services through other mediums e.g. telephone or digital services.

Signed

Designation

Dated



Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|---|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Proposed re-alignment of the Community Delivery Service | Enterprise | Community Delivery |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Debra Hill-Howells | Debra Hill-Howells | 21.10.14 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

The proposed re-design of the Community Delivery Service will enable us to maintain service provision against reducing budgets over the medium term. The re-alignment of team structures will allow colleagues to focus on income generation and service efficiencies whilst maintaining service provision for Monmouthshire communities.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|---|--------------------|----------|
| Age | x | Race | x |
| Disability | x | Religion or Belief | x |
| Gender reassignment | x | Sex | x |
| Marriage or civil partnership | x | Sexual Orientation | x |
| Pregnancy and maternity | x | Welsh Language | x |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

To date the community hub concept has only been developed in Usk. A community consultation exercise was undertaken which involved open days and a questionnaire to explain the rationale behind the changes.

If the structure is adopted and the budget mandate is agreed by Cabinet (300k saving for the implementation of community hubs) local engagement will be undertaken within the localities to advise them of the proposed changes and how to access Council services in different ways.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

Financial data

Usk Community Hub consultation survey responses

6. As a result did you take any actions to mitigate your proposal? Please give details below.

We have a local community group working with MCC on the development of the Usk hub proposal. The group remain concerned that the space available will result in a reduced library provision. The local offer will be enhanced through the introduction of one stop services as colleagues are up skilled. Internal configuration and space management will be crucial in the success of this project.

If the hub concept is agreed by members each community will be given the opportunity to feed in and inform the process.

7. Final stage – What was decided?

•No change made to proposal/s – please give details

•Slight changes made to proposal/s – please give details

• Major changes made to the proposal/s to mitigate any significant negative impact – please give details

The proposal to relocate the Usk library and community learning services will be re-located into the hub. The original mandate (14/15) proposed the closure of the libraries in Usk and Gilwern. The Usk library will continue with the potential introduction of one stop services. The building that Gilwern library is situated in is in the process of being transferred to the local community council so that they can continue the facility and the Council has committed to retain the existing library provision for a period of 5 years.

Signed.....Designation.....Dated.....

Appendix A

The “Sustainability Challenge”

| | | | |
|--|--|---|---|
| Name of the Officer completing “the Sustainability challenge” Debra Hill-Howells | | Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Community Delivery Service to reducing budgets and evolving service delivery models. | |
| Name of the Division or service area Community Delivery Service | | Date “Challenge” form completed 21.10.14 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | The proposed Service re-alignment will have a neutral impact | |
| Improve housing quality and provision | | | The proposed appointment of a fixed term officer to increase capacity within the Shared Housing & Lodging Scheme will increase the availability of shared accommodation within Monmouthshire. |
| Reduce ill health and improve healthcare provision | | As above | |
| Promote independence | | The service will continue to support community members with | |

| | | | |
|---|--|---|--|
| | | independent living. | |
| Encourage community participation/action and voluntary work | | | A volunteer scheme is developed to encourage community members to help deliver library and sign posting services within the hub. |
| Targets socially excluded | | As above | |
| Help reduce crime and fear of crime | | As above | |
| Improve access to education and training | | As above | |
| Have a positive impact on people and places in other countries | | The proposal will not impact in this area | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | No impact either way | |
| Reduce carbon dioxide emissions | | | The proposal should result in a reduced property stock that will reduce the Councils energy consumption. |
| Prevent or reduce pollution of the air, land and water | | No impact either way | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | No impact either way | |

| | | | |
|--|---|--|--|
| Protect or enhance visual appearance of environment | | No impact either way | |
| PROFIT | | | |
| Protect local shops and services | | The community hub proposal will result in the continuation of local services, albeit that they will be delivered through a different model | |
| Link local production with local consumption | | No impact either way | |
| Improve environmental awareness of local businesses | | No impact either way | |
| Increase employment for local people | The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base. | | |
| Preserve and enhance local identity and culture | | No impact either way | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | No impact either way | |
| Increase and improve access to leisure, recreation or cultural facilities | Services will continue to be provided albeit that there may be a reduction in opening hours to meet reducing budgets | | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base. | ➤ Given the reducing revenue budget we will be unable to retain the existing staffing structure. |
| ➤ Services will continue to be provided albeit that there may be a reduction in opening hours to meet reducing budgets | ➤ A volunteer scheme will be developed to maximize service provision. Customers will be encouraged to access services through other channels e.g. telephones and digital media. Opportunities for service to be provided through other buildings and providers will be explored |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

We will work with colleagues to offer satellite services from other locations e.g. Leisure Centres when the hub model is implemented. Customers will also be encouraged to access Council services through other mediums e.g. telephone or digital services. A volunteer scheme will be developed to enhance to services.

Signed

Dated

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

Appendix B

The “Equality Challenge” (Screening document)

| | | | |
|--|--|--|--|
| Name of the Officer completing “the Equality challenge” Ian Saunders | | Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Tourism Leisure & Culture Service to ensure the service has necessary structure and management capacity to deliver future budget mandate savings and continue to deliver services and outcomes as highlighted in service plans. | |
| Name of the Division or service area Tourism Leisure & Culture | | Date “Challenge” form completed 21.10.14 | |
| 0Protected characteristic affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| Age | | X | |
| Disability | | X | |
| Marriage + Civil Partnership | | X | |
| Pregnancy and maternity | | X | |
| Race | | X | |
| Religion or Belief | | X | |
| Sex (was Gender) | | X | |
| Sexual Orientation | | X | |
| Transgender | | X | |

| | | | |
|----------------|--|---|--|
| Welsh Language | | X | |
|----------------|--|---|--|

| What are the potential negative Impacts. | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties). |
|--|--|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed

Designation

Dated

Agenda item 3ii



Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

| | | |
|--|-------------------------|----------------------------|
| Name of policy or change to service (Proposal) | Directorate: | Department: |
| Proposed re-alignment of the Tourism Leisure & Culture Service | Enterprise | Tourism Leisure & Culture |
| Policy author / service lead | Name of assessor | Date of assessment: |
| Ian Saunders | Ian Saunders | 21.10.14 |

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

The proposed realignment of the senior management structure will improve capacity to monitor and manage performance across the service and promote better working throughout the department. The structure will also ensure that the service is ready to deliver the savings which are expected over the future years. The re-alignment of team structures will allow colleagues to focus on a more commercial approach, better coordination of key resources and assets.

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

| | | | |
|-------------------------------|---|--------------------|----------|
| Age | x | Race | x |
| Disability | x | Religion or Belief | x |
| Gender reassignment | x | Sex | x |
| Marriage or civil partnership | x | Sexual Orientation | x |
| Pregnancy and maternity | x | Welsh Language | x |

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

The alignment has been discussed in team meetings especially at departmental management meetings. Budget situation have been discussed with staff involved. As two services namely Cultural Services and Outdoor Education are currently starting a review the staff will have opportunity to further shape their services

If the structure is agreed future budget mandate will be produced and additional consultation through the process will be organized.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

Financial data

Current MCC budgets and structure documents.

6. As a result did you take any actions to mitigate your proposal? Please give details below.

At first after reviewing available budgets a slightly different structure was considered however that was updated to ensure the structure was achievable inside financial parameters

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

• **Slight changes made to proposal/s – please give details**

One post was slightly changed to ensure the final structure was within resources available

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed...Ian Saunders Designation...Head of Tourism Leisure & Culture.....Dated...21.10.14.....

Appendix A The “Sustainability Challenge”

| | | | |
|--|--|--|---|
| Name of the Officer completing “the Sustainability challenge” Ian Saunders | | Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Tourism Leisure & Culture Service to reducing budgets and evolving service delivery models. | |
| Name of the Division or service area Tourism Leisure & Culture | | Date “Challenge” form completed 21.10.14 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | The proposed Service re-alignment will have a neutral impact | |
| Improve housing quality and provision | | | |
| Reduce ill health and improve healthcare provision | | As above | It is hoped that the new structure will be more efficient in marketing leisure and activities – more people, more active more often improving health of communities |
| Promote independence | | | Many of the schemes and outcomes of TLC encourage independent lifestyles and independence |
| Encourage community participation/action and | | | Many of the schemes and outcomes of TLC encourage community |

| | | | |
|---|--|---|---|
| voluntary work | | | participation and cohesion eg leisure centre clubs and societies A volunteer schemes are developed through all TLC services. These will be driven by the new management structure |
| Targets socially excluded | | | As above |
| Help reduce crime and fear of crime | | | As above |
| Improve access to education and training | | | As above |
| Have a positive impact on people and places in other countries | | The proposal will not impact in this area | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | No impact either way | |
| Reduce carbon dioxide emissions | | No impact either way | |
| Prevent or reduce pollution of the air, land and water | | | The proposed new post of Green Infrastructure manager should have a positive impact on some aspects of protecting the countryside |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | | As above |

| | | | |
|--|---|----------------------|---|
| Protect or enhance visual appearance of environment | | No impact either way | |
| PROFIT | | | |
| Protect local shops and services | | | Tourism manager post will endeavor to help local economies through increased tourism |
| Link local production with local consumption | | No impact either way | |
| Improve environmental awareness of local businesses | | No impact either way | |
| Increase employment for local people | The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base. | | |
| Preserve and enhance local identity and culture | | No impact either way | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | No impact either way | |
| Increase and improve access to leisure, recreation or cultural facilities | | | Should see increased participation in Leisure & Culture via driving better use of facilities and more activities and better publicity |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base. | ➤ Given the reducing revenue budget we will be unable to retain the existing staffing structures so need to build in efficiencies |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed Ian Saunders

Dated 21.10.14

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

The “Equality Initial Challenge”

| Name: Peter Davies Service area: Commercial & People Development, Enterprise Directorate Date completed: 21st October 2014 | | Please give a brief description of what you are aiming to do. Creation of the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate | |
|---|---|---|---|
| Protected characteristic | Potential Negative impact Please give details | Potential Neutral impact Please give details | Potential Positive Impact Please give details |
| Age | | | The increased capacity in the Business Growth and Enterprise team is likely to have a positive impact as resources target entrepreneurs from all ages, encourages mentors from the older age group whilst also encouraging young entrepreneurs. |
| Disability | | | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses. |
| Marriage + Civil Partnership | | No impact | |
| Pregnancy and maternity | | No impact | |
| Race | | | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected |

| | | | |
|--------------------|--|-----------|--|
| | | | characteristic who wish to start their own businesses. |
| Religion or Belief | | No impact | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses. |
| Sex (was Gender) | | No impact | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses. |
| Sexual Orientation | | No impact | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses. |
| Transgender | | No impact | The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses. |
| Welsh Language | | No impact | |

| Please give details about any potential negative Impacts . | How do you propose to MITIGATE these negative impacts |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

Signed: Peter W Davies

Designation: Head of Commercial and People Development

Dated: 21st October 2014

EQUALITY IMPACT ASSESSMENT FORM

| What are you impact assessing | Service area |
|---|---|
| Creation of the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate | Commercial & People Development, Enterprise Directorate |
| Policy author / service lead | Name of assessor and date |
| Peter Davies | Kellie Beirne, Chief Officer |

1. What are you proposing to do?

Create the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

| | | | |
|-------------------------------|----|--------------------|----|
| Age | No | Race | No |
| Disability | No | Religion or Belief | No |
| Gender reassignment | No | Sex | No |
| Marriage or civil partnership | No | Sexual Orientation | No |
| Pregnancy and maternity | No | Welsh Language | No |

3. Please give details of the negative impact

N/A

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

N/A

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Reference to staff personnel data.

Signed: Peter W Davies
Designation: Head of Commercial and People Development
Dated: 21st October 2014

The “Sustainability Challenge”

| | | | |
|---|---|--|--|
| Name of the Officer: Peter Davies | | Please give a brief description of the aims proposed policy or service reconfiguration: Creation of the establishment and capacity for the Commercial and People Development division of the Enterprise Directorate | |
| Name of the Division or service area: Commercial and People Development, Enterprise Directorate | | Date “Challenge” form completed: 22 nd October 2014 | |
| Aspect of sustainability affected | Negative impact Please give details | Neutral impact Please give details | Positive Impact Please give details |
| PEOPLE | | | |
| Ensure that more people have access to healthy food | | No impact | |
| Improve housing quality and provision | | No impact | |
| Reduce ill health and improve healthcare provision | | | Aiming to positively support staff and effectively manage sickness absence, through increased HR leadership capacity |
| Promote independence | | No impact | |
| Encourage community | | | Increased organizational development capacity will include |

| | | | |
|---|--|-----------|---|
| participation/action and voluntary work | | | focus on volunteering and staff and community engagement |
| Targets socially excluded | | No impact | |
| Help reduce crime and fear of crime | | No impact | |
| Improve access to education and training | | | Capacity around people and organizational development and business growth and enterprise allows for focus on training and people development for communities and businesses |
| Have a positive impact on people and places in other countries | | No impact | |
| PLANET | | | |
| Reduce, reuse and recycle waste and water | | No impact | |
| Reduce carbon dioxide emissions | | No impact | |
| Prevent or reduce pollution of the air, land and water | | No impact | |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) | | No impact | |
| Protect or enhance visual | | No impact | |

| | | | |
|--|--|-----------|---|
| appearance of environment | | | |
| PROFIT | | | |
| Protect local shops and services | | No impact | |
| Link local production with local consumption | | No impact | |
| Improve environmental awareness of local businesses | | No impact | |
| Increase employment for local people | | | Capacity introduced will allow for enhanced support provided to existing businesses, entrepreneurs and start-ups as well as the introduction of formal work experience and apprenticeship programmes. |
| Preserve and enhance local identity and culture | | No impact | |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc | | No impact | |
| Increase and improve access to leisure, recreation or cultural facilities | | No impact | |

| What are the potential negative Impacts | Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments) |
|---|---|
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |
| ➤ | ➤ |

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

Details provided above.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed: Peter W Davies

Dated: 22nd October 2014



CALL-IN MECHANISM

Call-in

(a) When a decision is made by the executive, an individual member of the executive or a committee of the executive or an area committee or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two days of being made. All members will be sent copies of the records of all such decisions within the same timescale, by the person responsible for publishing the decision.

(b) That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of five clear working days after the publication of the decision, unless a select committee objects to it and calls it in.

(c) During that period, the proper officer shall call-in a decision for scrutiny by the committee if so requested by the chairman or any three non-executive members and shall then notify the decision-taker of the call-in. He/she shall call a meeting of the committee on such date as he/she may determine, where possible after consultation with the chairman of the committee, and in any case within fifteen working days of the publication of the decision.

(d) If, having considered the decision, the select committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. If referred to the decision maker they shall then reconsider, amending the decision or not, before adopting a final decision.

(e) If following an objection to the decision, the select committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the select meeting, or the expiry fifteen working days, from the publication of the decision, whichever is the earlier.

(f) If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decision to which it objects back to the decision making person or body, together with the Council's views on the decision. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the executive as a whole or a committee of it, a meeting will be convened to reconsider within ten clear working days of the Council request. Where the decision was made by an individual, the individual will reconsider within ten clear working days of the Council request.

(g) If the Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

EXCEPTIONS

(h) In order to ensure that call-in is not abused, nor causes unreasonable delay, certain limitations are to be placed on its use. These are:

- i) only decisions involving expenditure or reductions in service over a value of £10,000 may be called in;
- ii) three members of the council are needed for a decision to be called in;

CALL-IN AND URGENCY

(i) The call-in procedure set out above shall not apply where the decision being taken by the executive is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Head of Paid Service or his/her nominee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

(j) The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.