

13th March 2014

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Wednesday, 19th March 2014, at 2.00 p.m.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (copies attached):
 - (i) **INTERMEDIATE CARE FUND**
Division/Wards Affected: All of County
Purpose: To inform Cabinet of the recent submission to the Welsh Government's Intermediate Care Fund (ICF) and seek their endorsement for the portfolio of projects.
Author: Will McLean, Head of Policy and Partnerships, Monmouthshire County Council
Contact Details: willmclean@monmouthshire.gov.uk
 - (ii) **REVIEW OF CARELINE POLICY**
Division/Wards Affected: All
Purpose: To approve changes to the Careline Policy. The proposal supports the implementation of the Housing & Regeneration Medium Term Financial Plan project mandate, as agreed by Cabinet on 10th October 2013
Author: Ian Bakewell, Housing & Regeneration Manager
Contact Details: ianbakewell@monmouthshire.gov.uk

(iii) **PROPOSED DISPOSAL OF GILWERN CEC BUILDING**

Division/Wards Affected: Llanelly Hill

Purpose: To consider the proposed transfer of Gilwern Community Education Centre to Llanelly Community Council at nil cost to enable the ongoing provision of a library service and the development of the building for community activities.

Authors: Debra Hill-Howells, Estates & Sustainability Manager / Ann Jones Libraries, Museums & Arts Manager

Contact Details: debrahill-howells@monmouthshire.gov.uk / annjones@monmouthshire.gov.uk

(iv) **PROPOSED POLLINATOR POLICY**

Division/Wards Affected: All

Purpose: To consider the proposed Pollinator Policy that promotes the creation of pollinator friendly habitats on land owned by Monmouthshire County Council.

Author: Alison Howard, Sustainability Community Officer

Contact Details: alisonhoward@monmouthshire.gov.uk

(v) **IMPLEMENTING STAFFING STRUCTURES FOR THE OPERATIONS DEPARTMENT AND FULFILLING BUDGET PROPOSALS**

Division/Wards Affected: N/A

Purpose: To approve a staff establishment for the Operations department that provides the reduction of salary costs approved through the 2013/14 and 2014/15 budgets (as detailed in the various mandates of the approved budget).

Author: Roger Hoggins, Head of Operations

Contact Details: rogerhoggins@monmouthshire.gov.uk

(vi) **ENTERPRISE DIRECTORATE STRUCTURE**

Division/Wards Affected: All

Purpose: To agree the leadership structure of the new Enterprise Directorate; deletion of managerial posts within the existing structures pass-ported across to Enterprise and to seek approval to progress appointment of the senior leadership posts.

Author: Kellie Beirne, Chief Officer, Enterprise

Contact Details: kelliebeirne@monmouthshire.gov.uk

(vii) **THE EQUAL PAY AUDIT**

Division/Wards Affected: None

Purpose: To inform Members of the Equal Pay Audit and its findings. The purpose of the Equal Pay audit is to scrutinise the Council's compliance with the various legal requirements and to detect any areas of discrepancy within the Council's pay policies, practices and systems.

Author: Sian Hayward, Employee Services Lead

Contact Details: sianhayward@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2013

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy.	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hacket Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Howard	Environment, Public Services & Housing Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.	SEWTA SEWSPG	Llanelly Hill
G. Burrows	Social Care & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending, Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr

Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will:*

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

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.

SUBJECT: Intermediate Care Fund
MEETING: Cabinet
DATE: 19th March 2014
DIVISION/WARDS AFFECTED: All of County

1. PURPOSE:

The purpose of this paper is to inform Cabinet of the recent submission to the Welsh Government's Intermediate Care Fund (ICF) and seek their endorsement for the portfolio of projects.

2. RECOMMENDATIONS:

Cabinet endorse the submission to the Welsh Government Intermediate Care Fund.

3. KEY ISSUES

The ICF is available to Welsh Government funded public service organisations to support the introduction of new and / or proven ways of working. £50million is available for funding for the 2014-15 financial year. The indicative value to Monmouthshire is £1.285m.

Its aim is to achieve greater integration of social services, health and housing services to deliver lasting and sustainable change. The purpose is to support people to maintain their independence and remain at home. This is highly aligned to the aspirations of Monmouthshire County Council as expressed through the Single Integrated Plan (SIP) and the Partnership Agreement.

North Abergavenny Profile

The fund will seek to prevent unnecessary hospital admissions or inappropriate admission to residential care and to prevent delayed discharges from hospital. The fund will target strategic projects that:

- improve care co-ordination between social services, health and housing to prevent hospital admission and delayed discharge for older people;
- promote and maximise independent living opportunities in response to referrals from health and care services;
- support recovery and recuperation at home or through the provision of convalescence beds in the community setting.

The five Social Care directors across Gwent and colleagues from Aneurin Bevan University Health Board (ABUHB) have been developing a suite of projects that address the aims of the fund. They have ensured that the programme is coherent and resonates with the challenging service needs in the diverse communities across Gwent.

However, the nature of the funding and the timeline of a single year has meant that this package of projects potentially lacks some of the strategic impact that longer term funding would have allowed. The considerable amount of funding that has been located in the ICF for a single year means that there are very real concerns at a regional level about this achieving the very best outcomes for people in Monmouthshire and more broadly in Gwent.

The timetable for creating and submitting these bids has been challenging for all parties, this is in part down to the Welsh Government's wish to ensure a prompt start to project delivery through effective grant management. The Leader of Torfaen County Borough Council, Cllr. Bob Wellington, and the Chief Executive of Monmouthshire County Council, Paul Matthews, have written to both Gwenda Thomas AM and Lesley Griffiths AM in their roles as the Chair and Lead Chief Executive of the G7 offering both their support for the proposals but also highlighting the drawbacks of the funding mechanism.

A key issue, in particular, is that whilst regional collaboration can bring benefits there are no formal, proper decision making powers at a regional level. The G7 has no formal decision making powers, nor can it be accountable for the delivery of projects that will remain the preserve of the sovereign local authorities.

North Abergavenny Profile

4. REASONS:

Because the value of the ICF to Monmouthshire (indicative allocation is £1.285m) is such a significant amount Cabinet are asked to endorse the submission to ensure appropriate democratic oversight.

5. RESOURCE IMPLICATIONS:

There are no negative resource implications; this is additional resource specifically allocated to projects. The indicative funds available to Monmouthshire were £857,000 for revenue expenditure and £428,000 for capital expenditure, totalling £1.285m.

The five social services leads developed the bids across Gwent in conjunction with ABUHB. They adopted a collegiate approach, working within the funding envelope to secure both regional and local outcomes. As a consequence the Monmouthshire specific projects are weighted towards capital expenditure rather than revenue.

ICF Project	Revenue £'000	Capital £'000
Careline	20	0
Mardy Park Integrated Intermediate Care Home	213	302
Raglan Project	75	0
Disable Facilities Grants	0	400
New Assessment Model	160	0
Total	468	702

The total of these projects is £1,170m, which is less than the indicative allocation. The balance of funds is concentrated on regional projects where other local authorities have taken the lead.

The projects supported by the ICF were selected in such a way to ensure that there is no revenue consequence after the end of the funding. This mitigates some of the risk of a single year funding pot.

North Abergavenny Profile

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no significant equality impacts identified in the assessment (Appendix 1). The actual impacts from this report's recommendations will be reviewed every year.

7. BACKGROUND PAPERS:

Appendix 2 a & b – Covering submission to the Welsh Government's ICF

Appendix 3 – Letter to Welsh Government from Cllr. Bob Wellington, Chair Greater Gwent Collaboration Group and Paul Matthews, Lead Chief Executive, Greater Gwent Collaboration Fund.

8. CONSULTEES

Senior Leadership Team

Cabinet

9. AUTHOR:

Will McLean, Head of Policy and Partnerships, Monmouthshire County Council

10. CONTACT DETAILS:

Tel: 07834435934

E-mail: willmclean@monmouthshire.gov.uk

Appendix

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Will McLean		Please give a brief description of the aims proposed policy or service reconfiguration To support the strategic integration of Health and Social Services	
Name of the Division or service area		Date “Challenge” form completed	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age			X – The Projects being developed will are explicitly designed to enable older people to live independent lives in their home.
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



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Will McLean	Chief Executives	Policy and Partnerships
Policy author / service lead	Name of assessor	Date of assessment:
Simon Burch / Julie Boothroyd	Will McLean	10/3/2014

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 fund supports the introduction of new and/or proven ways of working so that public services become more efficient and effective.

£50million is available for funding for the 2014-15 financial year. It will be used to achieve greater integration of social services, health and housing services delivering lasting and sustainable change. The purpose is to support people to maintain their independence and remain at home. The fund will help prevent unnecessary hospital admissions or inappropriate admission to residential care and to prevent delayed discharges from hospital.

The fund will target strategic projects, in particular those that:

- improve care co-ordination between social services, health and housing to prevent hospital admission and delayed discharge for older people;
- promote and maximise independent living opportunities in response to referrals from health and care services;
- support recovery and recuperation at home or through the provision of convalescence beds in the community setting.

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

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

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.

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

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**

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

Appendix

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Name of the Division or service area		Date “Challenge” form completed	
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		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and voluntary work		X	
Targets socially excluded		X	

Help reduce crime and fear of crime		X	
Improve access to education and training		X	
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and services		X	
Link local production with local consumption		X	

Improve environmental awareness of local businesses		X	
Increase employment for local people		X	
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

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

- 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

Dated

Submission from Gwent region to Welsh Government for the Intermediate Care fund, March 2014

The five Gwent local authorities (Blaenau Gwent, Caerphilly, Monmouthshire, Torfaen and Newport) and Aneurin Bevan Healthboard have a history of close collaborative working and integrated services delivery. This is evidenced by the existence of three section 33 agreements (Health Act 1999) for Frailty, GWICES and Monnow Vale; successful bids to the Welsh Government Collaboration fund (Mental Health and Learning Disability partnership, "In One Place", South East Wales Safeguarding Children Board; Missing Persons Project) and a number of integrated posts between local authority social services teams and ABHB.

The announcement of the Intermediate Care Fund by Welsh Government with the intention of building on and further developing integrated services between health and social care reflects the ongoing vision and purpose of the five local authorities, the health board and their partners, which was reflected in a total of 69 proposals being received in developing the bid which is being presented to Welsh Government. The final list demonstrates partnership working between the statutory authorities, voluntary organisations, independent providers and Registered Social Care Landlords.

The guidance provided by Welsh Government focused specified that bids should:

- Improve Care Coordination to focus on preventative care and avoid hospital admissions/delayed transfers of care
- Promote and maximise independent living for older people
- Increase provision of reablement and step up/step down provision
- Build on frailty services
- Increase access to adaptations

These are very much the focus of current joint working between partners, as demonstrated by the well established Gwent Frailty Programme, and the bid developed will use Frailty as the central focus, and the governance arrangements in place for this will provide the overview and monitoring arrangements for the agreed proposals.

A total of 14 proposals are being included in the bid from the Gwent region. The bids are all cognisant of the fixed term funding for ICF, and the uncertainty of resource availability for future years. They therefore provide the opportunity to test services that may potentially improve outcomes for service users.

The table (appendix 1) provides an outline and costs of each of the proposals, but they can be grouped as follows into the purpose of the fund as outlined in the Guidance provided:

Proposals	Improve Care Coordination to focus on preventative care and avoid hospital admissions/DToC	Promote and maximise independent living for older people	Increase provision of reablement and step up/step down provision	Build on frailty services	Increase access to adaptations
1. Step up/step down services	√	√	√	√	√
2. Community Connectors	√	√			
3.GWICES	√	√	√	√	√
4.Care and Repair	√	√	√	√	√
5. Medication Management	√	√		√	
6. Telecare/telehealth	√	√	√	√	√
7.Disabled Facilities Grants	√	√	√	√	√
8. Sensory Impairment support to RSLs	√	√		√	

Proposals	Improve Care Coordination to focus on preventative care and avoid hospital admissions/ DToC	Promote and maximise independent living for older people	Increase provision of reablement and step up/step down provision	Build on frailty services	Increase access to adaptations
9. Stroke support to CRTs	√	√	√	√	
10. Enhanced Dementia Care services	√	√		√	
11. 7 day social work support	√	√	√	√	√
13. Complex Care Team	√		√	√	
14. Older People Mental Health Support to CRTs (RAID)	√	√		√	
15. Shared Lives	√	√	√	√	

It can be seen from the preceding table that although a number of proposals have been put forward, they are interrelated and provide an overarching vision and model of service delivery building on the Gwent Frailty model. Some of the proposals are building on established practice, whilst others are providing an opportunity to trial new approaches on a time limited basis. All the proposals have taken account of the short term nature of the funding, although it is hoped that they can be extended should further funding be made available for following years.

For clarification, more detail is provided below and bids have been grouped where appropriate:

1. **Step up/step down services** – this is a major focus for the five local authorities and includes both services within people's own homes and the provision of beds in care homes/sheltered or extra housing to provide an alternative to hospital or long term care for frail older people.
2. **Community Connectors** – these are new posts very much influenced by the Social Services and Well Being Bill focus on developing community services which will prevent reliance on statutory services. The bid has used the Neighbourhood Care Networks (primary care led community networks) as the base for these posts, which will work with the community, specifically voluntary sector organisations. Although fixed term it is hoped these will be self-sustaining into the future.
3. **Aids to Daily Living** – this encompasses the bids relation to equipment (GWICES) and adaptations (DFGs and Care and Repair, telecare and telehealth) all of which are already in existence but the proposals aim to provide an integrated approach to prevent hospital admission or support timely hospital discharge (when DToCs result from the need for adaptations hospital stays can be extended many weeks/months).
4. **Dementia Care** – the numbers of people with dementia is increasing (as a result of an ageing population) and increasingly this is becoming a significant pressure area for both health and social care. The **Enhanced Dementia Care** service is building on a successful service organised by Alzheimer's Society which provide support to both service users and carers and demonstrates that timely support can help reduce the need for reliance on statutory services. The **RAID** bid is to provide rapid specialist intervention which will integrate with the community Frailty Services, again with the intention of preventing hospital admission or premature placement in a care home setting. Over the year there will be an opportunity to test the success of these services and if necessary allow the reconfiguration of other services to continue. The Shared Lives Development worker aims to extend the scope of the successful adult placement scheme to the needs of people with dementia to provide a real alternative to institutional care.
5. **Stroke Support** – very similar to the RAID bid but this will provide specialist clinical support to community services (Frailty) to support people who have suffered a stroke in their own homes.
6. **7 day social work support** – Blaenau Gwent intend to test whether the availability of social workers at weekends will facilitate more timely hospital discharge, or enable people to remain at home with appropriate support. These posts will be fixed term but if successful the department will review how it can provide more flexible working.
7. **Complex Care Team** - Welsh Government has recently reviewed Continuing Healthcare Guidance which requires joint assessments by both health and social care staff. As there can be delays in providing appropriate care for people

as a result of long assessment processes (sometimes resulting in DToCs) it is essential staff are skilled in undertaking these assessments. This bid aims to provide fixed term nursing and social work posts who will support or train staff across the region in the new guidance and result in a more skilled workforce as a result.

8. Sensory Impairment Support -

This scheme will provide, through the voluntary sector , assessment support for those with sensory impairment particularly in relation to minor adaptations. A key partner will be the RSLs

Welsh Government is asked to consider and approve the proposals accompanying this submission, which the five local authorities and Aneurin Bevan Healthboard are confident will contribute to our ongoing commitment to further integrate and rationalise service delivery in the Gwent region.

E.Majer

5th March 2014

Intermediate Care Fund Bids, ABHB and 5 LAS

Capital: 2,698,000 (£2,530,600 submitted)

Revenue: 5,397,000 (£4,499,692 submitted)

Title of Bid	Submitting Organisation	BG	Caer	Mon	New	Tor	ABHB	Other partners	Capital	Revenue	Notes
1.Step up-step down beds		√						Linc Cymru, nursing home, UWHA	£67,000	£152,860	Each LA has developed different approaches but all based on same principles
			√						£10,000	£499,000	
				√					£302,000	£448,000	
					√				£500,000	£750,000	
						√		Nursing home provider	£15,000	£246,000	
2. Community Connectors(one per NCN)	Caerphilly CBC	√	√	√	√	√	√	GAVO, TAVO		£480,000	To work with community groups on preventative services
3. GWICES	Torfaen CBC	√	√	√	√	√	√			£350,000	
4. Care and Repair	C+R	√	√	√	√	√	√		£750,000	£112,000	

Title of Bid	Submitting Organisation	BG	Caer	Mon	New	Tor	ABHB	Other partners	Capital	Revenue	Notes
5. Medication Management	Torfaen					√	√		£5,000	£170,000	To be trialled – potential expansion
6. Telehealth/telecare						√			£42,000	£21,000	
				√				Additional bid from Mon	£20,000		
7. Disabled Facility Grants/Loans			√	√	√	√			£400,000		Additional resources to expedite hospital discharge
						√			£50,000		Provide a pilot for loans to support DFGs
8. Sensory Impairment support to RSLs	Action on hearing loss Cymru, RNIB				√			Linc Cymru	£600	£50,600	Trial in one LA but can work in all Linc properties across region
9. Stroke support to CRTs	ABHB	√	√	√	√	√	√		£317,000	£596,000	Specialist support to be incorporated in CRTs
10. Enhanced Dementia Care Services	ABHB	√	√	√	√	√	√	Alzheimers		£120,000	Support to carers and service users
11. Social work support to CTR at	Blaenau Gwent	√					√		£2000	£78,232	2 SW posts to work flexibly

weekends											within CRT for 7 day cover
12. Improved Wireless connectivity to improve integrated working	ABHB	√	√	√	√	√	√		£50,000		To allow flexible working between ABHB and partners

Title of Bid	Submitting Organisation	BG	Caer	Mon	New	Tor	ABHB	Other partners	Capital	Revenue	Notes
13. Complex Care Team	ABHB	√	√	√	√	√	√			£120,000	2 SW and 2 nursing posts
14. Dementia Care support to Frailty (RAID)	ABHB	√	√	√	√	√	√			£250,000	Specialist support to provide early intervention in the community
15. Shared Lives	Caerphilly	√	√	√	√	√				£56,000	

LEADER OF THE COUNCIL
ARWEINYDD Y CYNGOR
Councillor/Cynghorwr Robert G Wellington



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10th March 2014

Gwenda Thomas AC/AM
Deputy Minister for Social Services

Lesley Griffiths AC/AM
Minister for Local Government and Government Business
Welsh Government
Cardiff Bay
CF99 1NA

Dear Ministers

Gwent Regional Intermediate Care Fund Submission

We are writing to you in our capacity as the Chair and Lead Chief Executive of the Gwent collaboration group (G7) to confirm our support for a programme of projects to be considered for funding through the Intermediate Care Fund (ICF).

We are grateful for the hard work that our colleagues across the five Gwent authorities and Aneurin Bevan University Health Board have applied to this endeavour; ensuring that the programme is coherent and resonates with the challenging service needs in the diverse communities across Gwent. However, the nature of the funding and the timeline of a single year has meant that this package of projects potentially lacks some of the strategic impact that longer term funding would have allowed. The considerable amount of funding that has been located in the ICF for a single year means that there are very real concerns at a regional level about this achieving the very best outcomes for people in Gwent.

Cont/....

-2-

10 March 2014

Gwenda Thomas AM

Lesley Griffiths AM

The timetable for creating and submitting these bids has been challenging for all parties and we are conscious of your wish to ensure a prompt start to project delivery through effective grant management.

Furthermore, whilst we are fully supportive of the programme of projects that have been developed you will be aware that the G7 has no formal decision making powers, nor can it be accountable for the delivery of projects that will remain the preserve of the sovereign local authorities. We are able to endorse the work of our colleagues but there may be a need, in some individual settings, to take these proposals through proper local democratic decision making channels.

Yours sincerely

Councillor Bob Wellington
LEADER OF TORFAEN COUNTY BOROUGH COUNCIL

Paul Matthews
LEAD CHIEF EXECUTIVE, G7

SUBJECT:	Housing & Regeneration - Medium Term Financial Plan Project Mandate: Review of Careline Policy
DIRECTORATE:	Regeneration & Culture
MEETING:	Cabinet
DATE:	19th March 2014

1. PURPOSE

- 1.1 To approve changes to the Careline Policy. The proposal supports the implementation of the Housing & Regeneration Medium Term Financial Plan project mandate, as agreed by Cabinet on 10th October 2013.

2. RECOMMENDATION

- 2.1 To adopt the attached draft policy. **(See Appendix 1)**

3. KEY ISSUES

- 3.1 The Cabinet is aware of the Careline Medium Term Financial Plan project mandate, which aims to optimise the business potential of the Service. The main focus is to apply a more commercial approach to marketing. It is also proposed to streamline the delivery of telecare and review the pricing structure. The policy has, therefore, been reviewed. This has included consultation with users, carers and stakeholders. **See Appendix 2, 3 & 4.** The proposal aims to simplify the provision of telecare based on the provision of a defined suite of sensors and to ensure financial sustainability. The main proposals are:

3.2 Telecare Provision

- 3.2.1 At present, there is an open-ended approach to the provision of telecare. After assessment, the Telecare Co-Ordinator seeks to identify solutions to individual needs and can access a wide range of equipment. Some equipment can be complex, costly to buy, maintain and install. As complex equipment is infrequently installed, feedback received is that practitioners are less confident or reassured about the benefits and reliability of some equipment. It is, therefore, proposed that the Council ceases the routine provision of complex equipment and centres future provision around a defined list of 'tried and tested' sensors which are, reliable, easy to install and maintain.

3.2.2 Nevertheless, it is proposed, that the service will still continue to support the provision of complex telecare if required. This will be delivered through bespoke tailored packages and a separate financial quote. In cases where specialist provision is required, referrers will be sign-posted to individual manufacturers.

3.3 Pricing Structure

3.3.1 The main pricing change relates to the provision of telecare equipment. The current charge for telecare is £5.00 for up to three sensors and £5.50 for four or more. These prices do not cover the actual cost of provision, particularly if installation and maintenance is involved. Also, some clients may only utilise telecare for a short period of time. It is, therefore, proposed that additional non-complex alerts will be charged at £1 per week per sensor. Other proposals are:

- To increase the weekly basic provision from £4.15 to £4.50 per week. The charge has remained static at £4.15 for several years now.
- Increase the installation charge from £35 to £40
- In the event of maintenance call outs that discover no fault to the equipment, the ability to charge a £40 call out fee, but to be applied with discretion.
- As an incentive to recommend the service, clients referring new clients into the service will be eligible for a charge-free period to the value of £25

3.4 Service Standards

3.4.1 It is proposed that the target times to install equipment are increased. In reality, it is not anticipated that the actual time to respond will be significantly lower (currently over 90% installed within target times) but it provides greater flexibility to manage workloads and particularly, to plan visits. These are:

- Lifeline only – increase from 3 working days to 4 working days for urgent cases and 7 working days to 15 working days
- Telecare – increase from 4 working days to 10 working days for urgent cases and 11 working days to 20 working days.

4 REASONS:

4.1 This proposal contributes towards the Council's Medium Term Financial Plan.

5. RESOURCE IMPLICATIONS:

5.1 The monetary targets relating to the Careline Service is £50,000 additional income respectively over the next 3 years. The price changes proposed would help meet the Year 1 target of £15,000. Achieving Year 2 and 3 targets will rely on attracting a sufficient number of new clients into the service.

5.2 It is relevant that the Cabinet is aware that in expanding the customer base, there are up-front costs that will be incurred when providing equipment. It takes a number of months to recover the associated costs. For example, Lifeline unit (with pendent) £125, travel to install £14.40 for a 32 mile round trip and for an additional sensor, £40 (smoke detector).

6. SUSTAINABLE DEVELOPMENT & EQUALITIES IMPLICATIONS

6.1 Implications have been identified in respect of this proposal. The Equalities Impact Screening is appended to this report. See **Appendix 5.**

7. **CONSULTEES:** Cabinet; Senior Leadership Team; Housing Management Team; Chair of Adults Select Committee. See **Appendix 6.**

8. BACKGROUND PAPERS:

“Marketing the Careline Service” – Cardiff Business School, September 2013

9. **AUTHOR:** Ian Bakewell, Housing & Regeneration Manager

10. CONTACT DETAILS:

Tel: 01633 644479 **E-mail:** ianbakewell@monmouthshire.gov.uk

Appendix 1

Careline Policy

Background

The 2011 Census confirms the percentage of the population in Wales aged over 65 is the highest seen in any census at over 18 percent, a total of 563,000 people. Locally within Monmouthshire there are 19,860 people that are aged over 65 which at 27% of the Welsh population is 3% higher than the national average and this figure is predicted to rise to 32% of the population by 2020.

Increasing age is generally associated with increasing disability and function impairments such as the loss of mobility and sight ensure that the risk of falls is particularly prevalent within the older age group. In 2013 it was predicted that 538 people aged 65 and over would be admitted to hospital within Monmouthshire following a fall with evidence suggesting that this figure is set to increase a further 29% by 2020.

An aging population will result in increased demand on long term services. The shift in the provision of domiciliary care away from traditional institutional settings can be further supported by technology remotely monitoring people's wellbeing and enables a new approach of managing risk in a less intrusive manner. The provision of community alarms and telecare can be regarded as a cost effective, flexible and practical way of providing support which will enable individuals to remain living at home safely and independently and whilst technology can never replace the personal involvement of social care it can however provide a fuller assessment of an individual's needs and help to manage the associated risks in both an effective and affordable way.

Policy Context

This policy seeks to contribute towards the vision, outcomes and priorities for Monmouthshire, set out in the Single Integrated Plan 2013-17

The policy works towards the vision of the Single Integrated Plan – Sustainable & Resilient Communities.

Three themes have been established as the basis of seeking to achieve this vision:

- **Nobody is Left Behind:** we want to be a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.
- **People are Confident, Capable and Involved:** we want Monmouthshire to feel safe and people to be confident. We want to create a place where people want to be involved; they are confident in themselves and their abilities and what they contribute to their own community.

- **Our County Thrives:** we want our county to thrive which includes the economy that supports our communities and families to live a good life. It also means that our environment, its range of habitats and biodiversity thrives.

Policy Aims

This policy aims to:

- Enable citizens of Monmouthshire to live at home, in an independent and safe way protected from harm
- Support other agencies, such as social care and health, to manage their priorities through the availability of an additional cost effective and value for money option that provides practical solutions for both practitioners and residents
- Increase value for money in delivering services with high user satisfaction
- Meet minimum standards of service
- Achieve a financially sustainable service

Description of Service

The service can be best described as having three levels:

Level One – basic “lifeline” base unit with self activated alert

Level Two – as Level One plus the provision of regularly prescribed monitors and alerts

Level Three – as Level One plus the provision of complex telecare monitors and controls

Levels 1 is a low technology service that will be self-assessed by the client.

Level 2 is a low-mid technology service that which requires assessment by the Careline team.

Level 3, the highest level of technology provision, is specialist equipment that requires individual assessment of the client and their property by the Council's Careline Co-ordinator, in liaison with social care practitioners. Any equipment prescribed will not be provided directly by the service and will need to be commissioned by either the referring agency or individual directly from a specialist service provider. Existing Telecare clients will continue to be supported by the Careline Team.

The Careline Service will assess for all equipment. Levels 1 & 2 will be provided by the Careline service. However, Level 3 requires equipment that the Council does not supply, there will be a need to sign-post referrers to specialist external providers.

Eligibility:

Careline Level One and Two:

There is no eligibility criteria for accessing the Careline alarm service at these levels although it is anticipated that all clients will be vulnerable in some way and therefore in need of service.

Level Three:

This level of service provision will not be delivered directly by the Careline Team. The Council will, however, provide advice and assistance with regards to accessing Level 3 telecare. There are a number of private and public sector providers available to anyone who is referred by a social work practitioner, occupational therapist, health care practitioner. Contracts for this level of service provision will need to be made directly between the service provider and the client and/or their commissioning agency.

Referral:

Access to Careline service at Levels 1 and 2 will be open to any applicant. Both self-referrals and referrals from any other source such as family and friends, practitioners or support agencies will be accepted.

Referrals for a Specialist Assessment from social care practitioners will be requested in writing to help inform an assessment, informing basic identifying details in order that assessment can be arranged directly with the client. It may be that as a result of the assessment, Level 1 or 2 services would be offered, or the client and agency are sign-posted to an external specialist providers for complex Telecare provision.

On occasions, it may be necessary for Careline to carry out a joint assessment with the referring practitioner which will be discussed at the initial referral stage.

Referrals will be categorised as urgent or standard dependent on identified need and circumstances. All referrals from the client directly are categorised as standard and are responded to in chronological order. Referrals from social care practitioners can be classified as urgent where the following has been identified:

- Hospital discharge at short notice
- Prevention of hospital admission
- Terminal illness
- Critical need

Whilst all urgent referrals will be considered as early as possible it is not always feasible to install the equipment within the timescales set out within this policy due to issues such as the timeliness of referrals, needs and expectations of the individual client, the ability to secure access to the clients homes and technical issues, such as the need to provide additional electrical sockets or telephone connections. In such instances, officers will liaise closely with practitioners.

Installation:

Level 1 and 2

The fitting of Careline level 1 and 2 will be arranged by the Careline team.

Consent forms will be signed by the client upon installation and where necessary a client's representative will also need to attend the installation process in order that agreement can be fully sought with regards to the use of the equipment and the charging process. In addition and where appropriate the service will work with involved support agencies and the professional referrers.

At the point of installation, the equipment will be tested to ensure working properly and clients will be shown how to use the equipment and provided with a customer user booklet.

At the point of installation, clients will also be advised to test their equipment every calendar month and will be provided with a test card to maintain a record of tests.

Level 3

This level will require the involvement of third party suppliers who will contract directly with the client and/or commissioning agency and the only involvement of the careline service will be the provision of Level 1 equipment and Level 2 where this is also required.

Alarm Monitoring and Response:

Monmouthshire County Council does not have its own alarm monitoring centre and will contract provision out to an external provider, which will preferably have obtained TSA Accreditation - which is seen as the industry standard Code of Practice. This service provides assistance 24 hours a day and 365 days of the year in the form of remote monitoring.

Through the alarm monitoring arrangements, each client will be contacted on an annual basis in order to check both the equipment is working and client personal information is accurate. The call whenever possible will be made to the client on their birthday which allows the call to be more personalised. The Control Centre will provide information regarding any equipment failure and informs the service of any necessary maintenance requests and removals of the equipment.

Charging Policy:

All new installations will be subject to a minimum one off installation fee payable prior to installation wherever possible. The applicant may be invoiced following installation where circumstances necessitate. An upgrade from an existing lifeline to additional sensor equipment will also attract the installation charge upon every additional installation (changes to timings and location will not be chargeable and as such are classified as maintenance and included in the weekly cost).

Weekly fees for Level 1 and 2 services will be subject to annual review and from the 1st of April 2014 will be detailed as a separate appendix to this policy. Payment by direct debit is used by the majority of clients and all new clients will be requested and encouraged to use this payment method.

Where installations provide support and solutions for support agencies such as social services and health, the service will work in partnership with practitioners to propose packages that may offer an alternative to other traditional forms of care.

All charges are subject to VAT unless the client confirms that they are exempt on the installation agreement with supporting declaration.

The Careline Team will assist clients to access Supporting People Benefit where and if applicable with regards to monitoring costs. The level of financial support available is subject to change and the decision of the Council.

Periodically, the Council may temporarily vary the prices charged and may run one-off promotions in agreement with the relevant Cabinet Member, to encourage and attract new clients and additional take-up. Such variations will be agreed by the Housing and Regeneration Manager following consultation with the relevant cabinet Member.

Charges for all levels of service will be reviewed annually by the Housing and Regeneration Manager in consultation with the Cabinet Member for Housing.

Table A

Level One: Lifeline	
Installation Charge	£40.00
Single Applicant	£ 4.50 per week
Joint Applicants	£ 5.50 per week
Level Two: Additional Sensors	All specified sensors are charged at £1.00 each per week
Installation charge per completed referral	£40
Smoke	Minuet Watch
Falls Detector (New Type)	Bed Sensors & Pressure Mats
Flood	Carbon Monoxide
Additional Pendants	Bogus Caller
Other sensors	Tailored weekly quote

Marketing of the service is seen as vital to the development of the service, the maximisation of benefits to the community and individuals and minimisation of unit costs of service provision. A marketing plan will be maintained to promote the availability and benefits of the service.

Income collection is managed by the Council's central finance team and as such debt recovery follows Monmouthshire County Council procedures based on best practice and are as set out below:

TABLE B

Documentation	Frequency
1 st reminder sent	28 days after invoice date
2 nd reminder sent	14 days following 1 st reminder
Letter before action	Notice of legal proceedings follows 28 days after the 2 nd reminder. Clients are given a further 7 days to make payment or to inform the council as to the reason for non-payment
Legal proceedings commence	Notice of County Court Action if the debt is over £500 or passed to debt collection agency if the debt is below £500 is notified 28 days following letter before action

It is recognised that Careline clients are vulnerable and may be on a low income. In all cases where it is appropriate clients will be offered the services of third sector agencies which can carry out benefits screening to ensure that the client is receiving the maximum possible benefits. Legal action for non-payment of charges is an absolute last resort and all efforts will be made to avoid this course of action. The Careline Team will be sympathetic to the circumstances of clients and will work closely with individual clients and support agencies to resolve any issues (such as arranging repayment plans) relating to arrears of charges.

Client Review of Service Provision:

Clients will be invited to provide feedback through satisfaction survey which reviews the process from application through to service delivery. Clients are able to complete at leisure and return to Careline using a free post envelope provided. Clients will also be offered the opportunity to complete a satisfaction survey when maintenance is completed. These responses will be monitored on a quarterly basis and form part of key performance indicators and will be used to improve service delivery.

In addition to the annual birthday call made by the control centre all clients will be written to on an annual basis to in order to prompt clients to check the information provided at installation remains accurate. These checks will be made by either the service directly or the alarm control centre and are a requirement of Accreditation to the Telecare Services Association (TSA) Code of Practice.

Monmouthshire County Council also contacts the clients directly on a periodic basis. Such contact personalises the service and works towards the aim of increasing user satisfaction as set out in the Council's vision for Monmouthshire.

Accreditation:

The service will aim to acquire a level of (TSA) accreditation for all or part of the service where appropriate.

Ethical considerations:

Careline equipment will only be provided where it is expected to be of direct benefit to the client or the carer. The wishes of the client remain paramount although assessment and provision can be carried out according to the client's best interests where capacity is limited. In cases where capacity has been assessed by a social care practitioner as reduced the practitioner is able to provide consent and can make judgements regarding the benefits of equipment. Careline will form part of a holistic service based around the needs of the client and work in conjunction with existing care and support needs. A consent form will be signed by the client or their carer where appropriate which provides agreement for the technology to be installed on the understanding that it is there to support their independence and well being and that permission can be withdrawn should they wish.

All data will be stored and accessed in accordance with both the Data Protection Act and Freedom of Information Act. Clients will be made aware of what the information is used for, where it will be kept and who will have access to it.

The effectiveness of the technology will be measured on an ongoing basis and alterations to the equipment will be made where appropriate following discussion with the client or their carer.

Service Standards:

Referrals will be categorised as standard or urgent upon identified need and circumstances. The timescales for taking a completed application to installation will be as follows:

TABLE C

Initial Installation of Equipment	Urgent	Standard
Level one	4 working days	15 working days
Level two	10 working days	20 working days

The timescales for responding to equipment faults and maintenance will be as follows:

TABLE D

	Critical 2 – 4 days	Non Critical 15-20 days
Lifeline Level one	Failure of alarm which prevents contact to alarm monitoring centre (exception of fault of Telephone line) also loud vibration or flashing lights	Reduce or limit the functioning of the alarm Routine battery management
Lifeline Level two and existing Telecare clients	As above or necessary changes in timings for some specialist equipment	As above

As per accreditation to the TSA Code of Practice all call response times are recorded to ensure that compliance. An analysis is provided by the control centre on a monthly and quarterly basis and includes information of Annual Check Calls and Customer Satisfaction Survey responses. This forms part of the key performance indicators for the service

TABLE E.

Call Response Monitoring Times	
< 00.00.30 seconds	98.5%
> 00.30.00 seconds – 03.00 minutes	99.0%
Annual Check Calls	
100% requirement to complete Annual checks for all clients	
Customer Survey Satisfaction	
5% requirement to provide a customer satisfaction survey with a rate of 90% satisfaction required	

Telecare Office Management System

The Council will maintain a Careline data-base which provides information on individual clients; charges; payment methods; repairs; equipment inventory and details of responders.

The data-base will also be used to support staff with regards to potentially dangerous clients.

Careline equipment:

All equipment will be stocked and available to install following completed assessment. Careline staff will hold small quantities of lifeline only to ensure timely installation whilst working on an agile basis away from where the stock is held. All Careline equipment is scanned by barcode and listed on TOM a telecare office manager software system.

Equipment for Levels 1 and 2 will be kept in stock at appropriate levels. Equipment required for maintaining existing Telecare equipment will be ordered as necessary.

Repairs and Maintenance are reported daily from the control centre and an appropriate Job Sheet to request a visit is requested the same working day. The timescales for both repairs and maintenance are treated within the necessary timescale as listed previously.

The Lifeline base unit has a lifespan of approximately ten years and individual pendants can be pressed up to 20,000 presses before replacement is necessary however, lack of use can significantly shorten their battery life. A report from the TOM database will provide a maintenance schedule of when stock will need to be replaced.

All equipment failure will be treated as critical and a job sheet is produced following control centre report and work is completed within appropriate timescales. All specialist equipment life span varies to the type of equipment and is costed to reflect this.

TOM is the Telecare Office Manager which runs using a Sage/Crystal database and reporting system. All clients signed agreements and appropriate documentation is available in electronic format and the majority of the client's equipment in the community is listed by serial number which allows planned maintenance and replacements where necessary. All of the remaining Careline stock has a barcode and scanned into the system individually which allows stock reports to be produced.

Monitoring, Consultation and Review:

The Housing Management Team will receive regular reports on the performance against agreed targets and indicators. Key targets and performance indicators for the service are:

- Self referrals

- Social Care Professional referrals
- Careline Coordinator Assessments for specialist provision
- Completed installations
- Average fitting days for Level one urgent referral and % installed to target
- Average fitting days for Level one standard referral and % installed to target
- Average fitting days for level two standard referral and % installed to target
- Average fitting days to level two urgent referral and % installed to target
- Number of complaints and number upheld
- Reviews and outcomes of satisfaction survey
- Clients leaving the service
- Maintenance requests to the service
- Control centre – how alarm calls are answered in relation to TSA accreditation requirements
- Amount of clients using DD Service and reduction of Careline debt

Equality and Diversity:

Careline will ensure that this policy is applied fairly to all of our clients. We will not directly or indirectly discriminate against any person or group of people because of their race, religion, gender, marital status, sexual orientation, disability or other grounds set out in Monmouthshire County Council's Equality and Diversity Policy. When applying this policy we will act sensitively towards the diverse needs of individuals and communities

Sources of Information:

stats.housing@wales.gsi.gov.uk

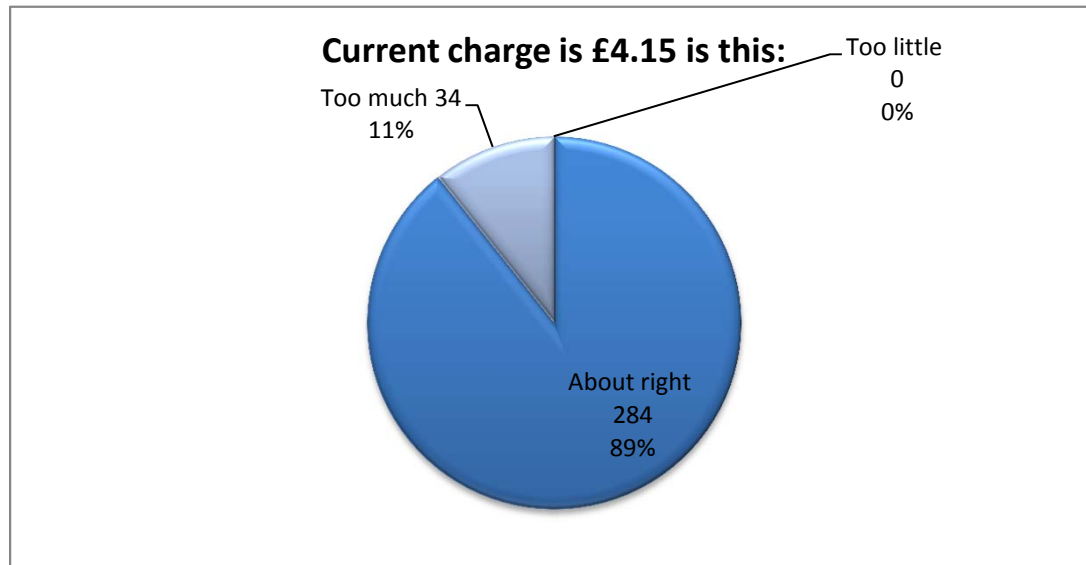
<http://wales.gov.uk/dhss/publications/socialcare/strategies/fulfilledlives/fulfilledlivese.pdf?lang=en>

www.daffodilcymru.org.uk

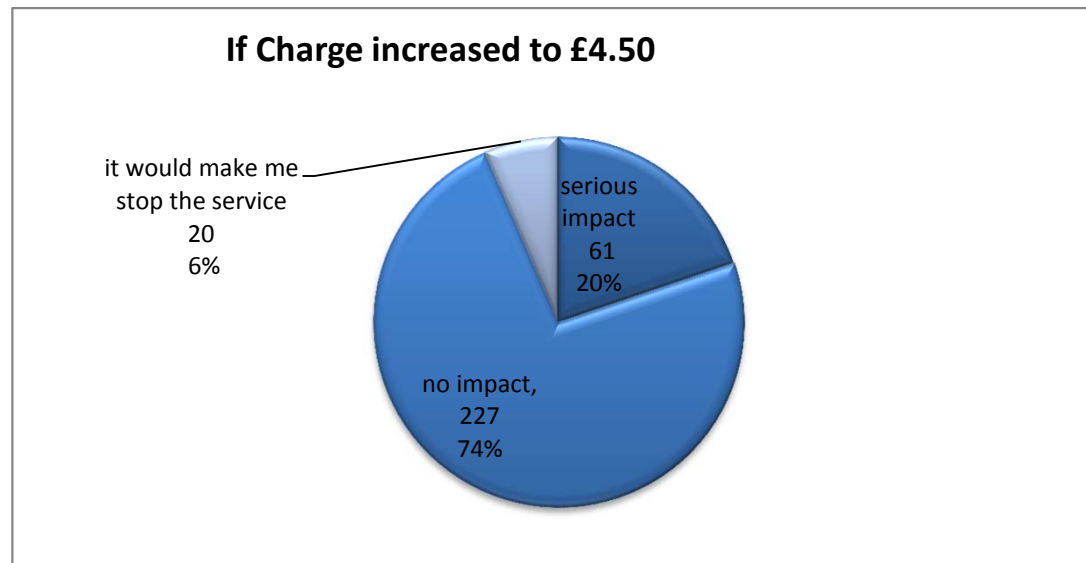
Appendix 2
Careline Client Survey - December 2013

In respect of the Basic Lifeline Service

Too little	About right	Too much
0	284	34

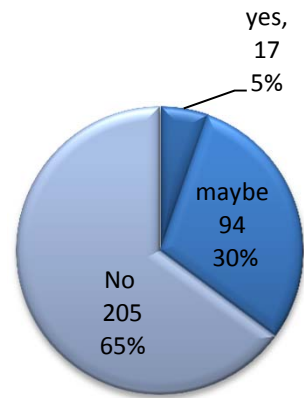


serious impact	no impact	it would make me stop the service
61	227	20



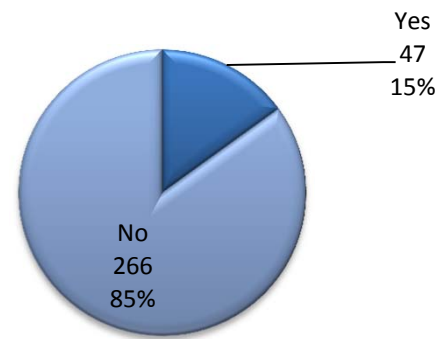
yes maybe No
 17 94 205

If the installation fee had been £40 would it have stopped you having Careline



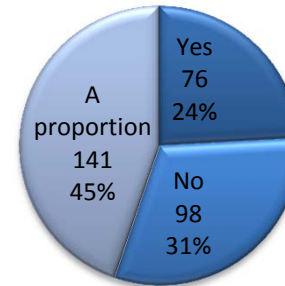
Yes No
 47 266

Do you think that someone who wants to stop the service should pay £35 for removal



Yes No A proportion
 76 98 141

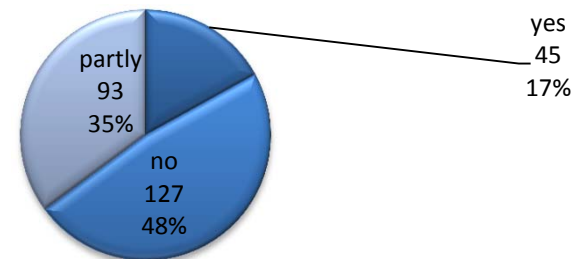
If you lost/damaged pieces of equipment do you think you should pay full cost of replacement



In respect of Telecare Systems

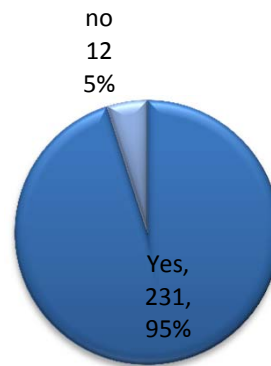
yes no partly 93
 45 127 93

Telecare: Should you have to help pay for the Careline service from the agency or organisation that supports you



Yes no
231 12

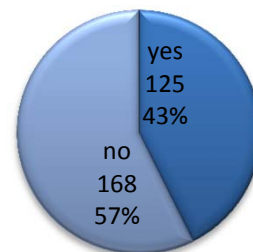
Non-complex Telecare sensors might be £1.00 per week is this enough



In respect of all systems

yes no
125 168

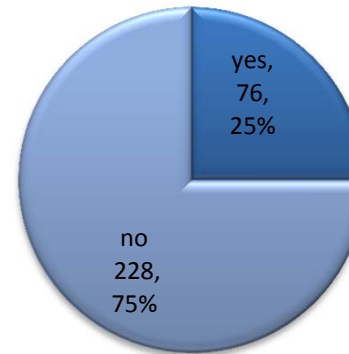
If you called out Careline and the problem was with your own telephone system do you think its reasonable to be charged



yes
76

no
228

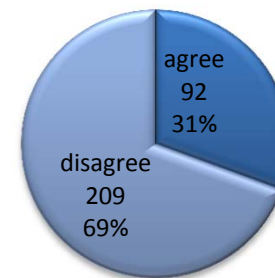
Should all clients be required to pay by Direct Debit



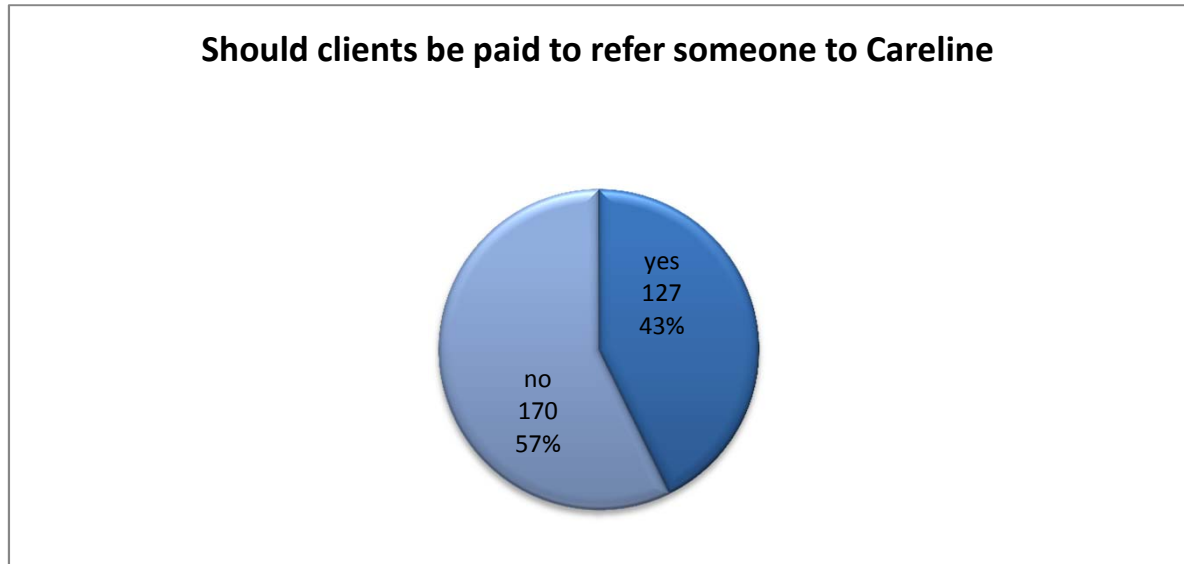
agree
92

disagree
209

If users are unable/unwilling to pay DD could an additional charge for paper invoice be made

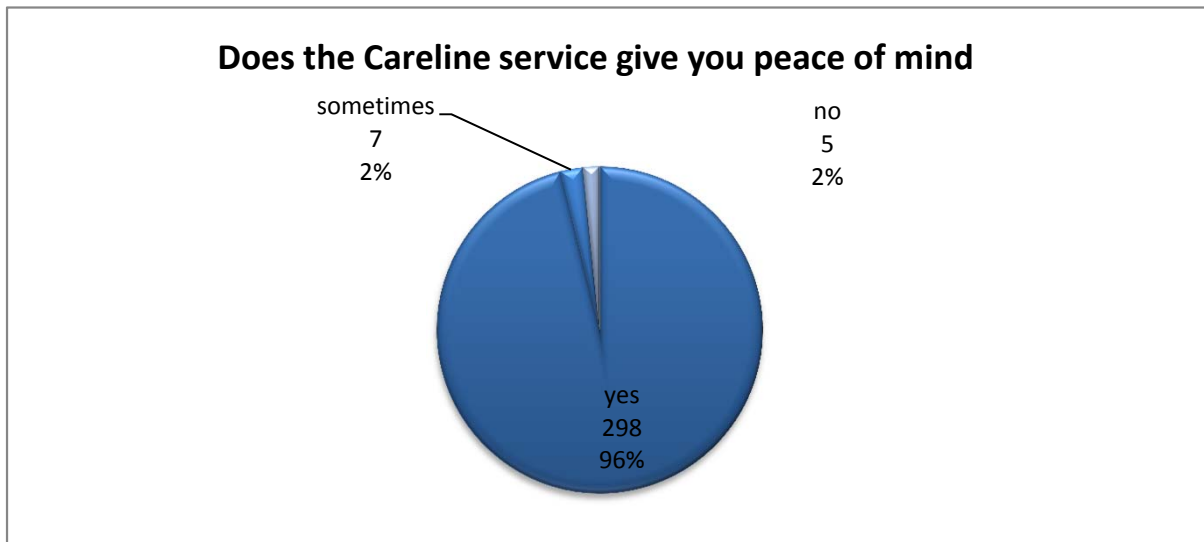


yes	no	
127	170	



Generally

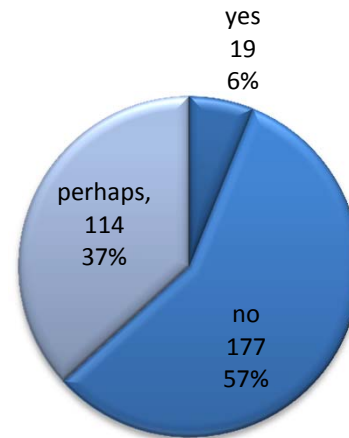
yes	sometimes	no	
298	7	5	5



yes no perhaps

19 177 114

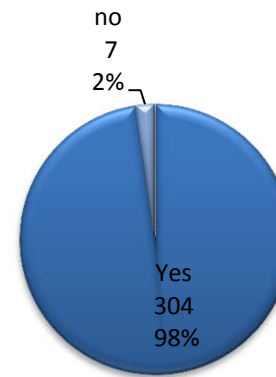
Would any changes to the fees cause you to stop the service



Yes no

304 7

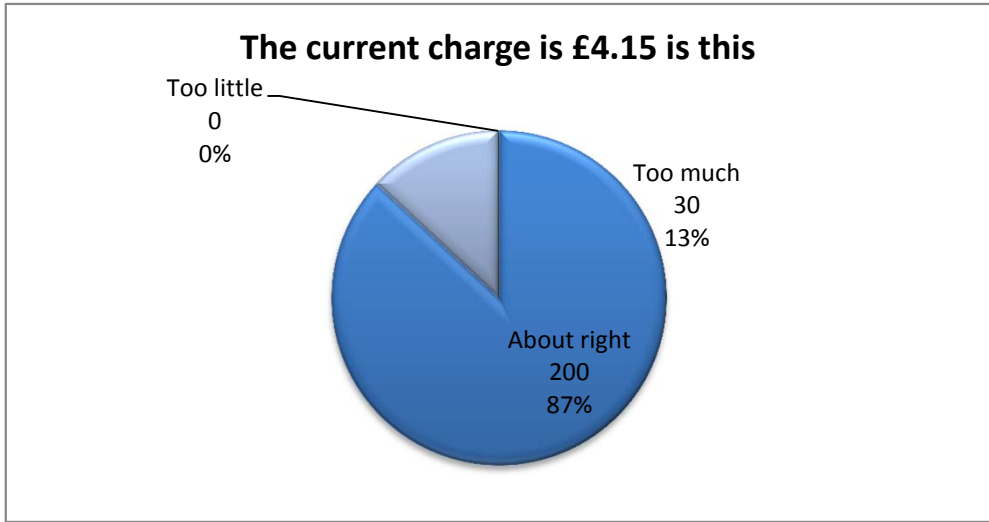
Does having Careline make you feel more safe in your own home



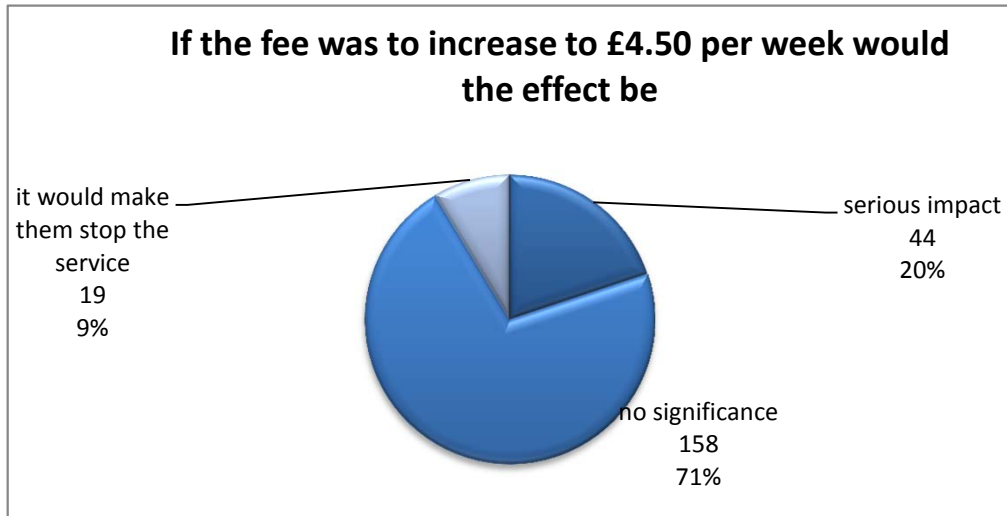
Appendix 3
Careline Carer Survey - December 2013

In respect of the Basic Lifeline Service

Too little	About right	Too much
	0	200
		30

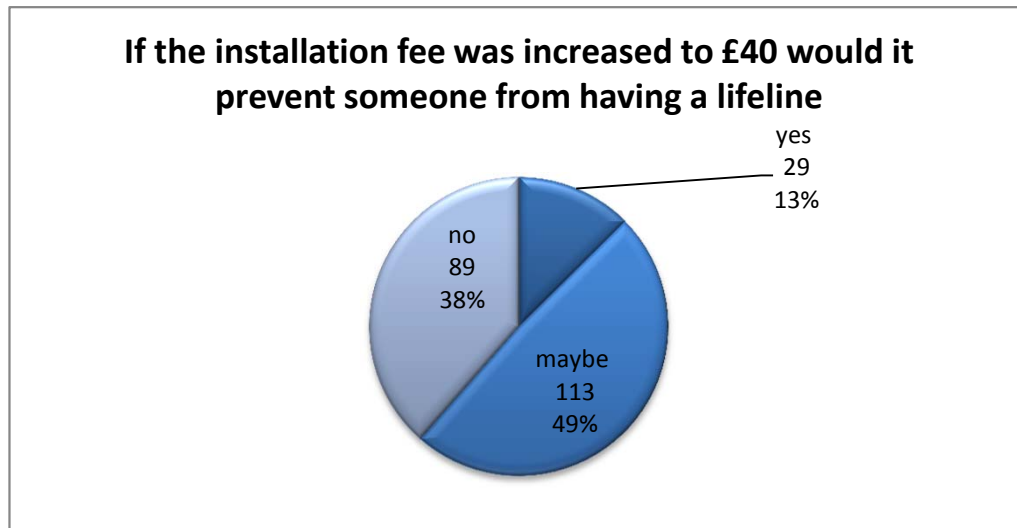


serious impact	no significance	it would make them stop the service
44	158	19



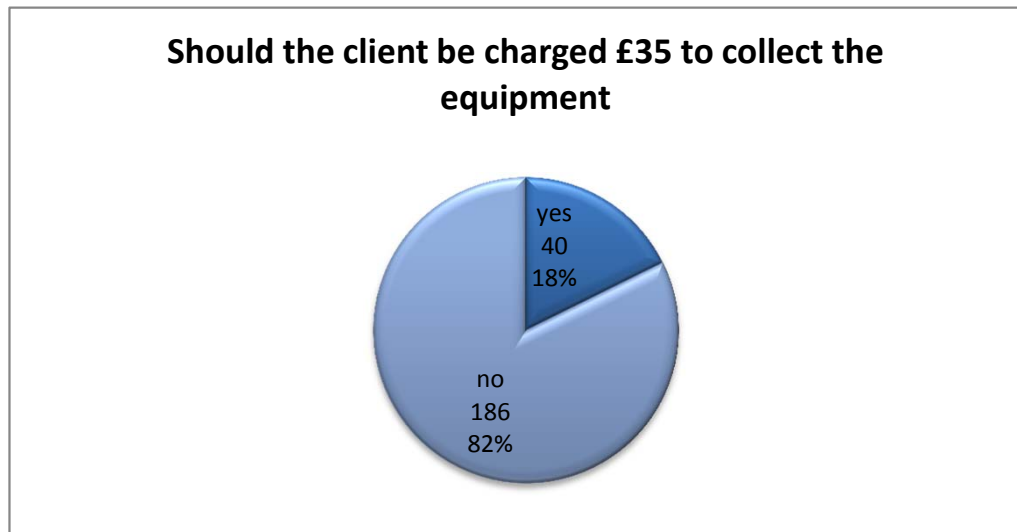
yes maybe no

29 113 89



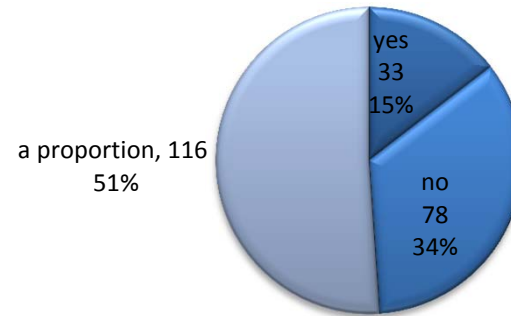
yes no

40 186



yes no a proportion
 33 78 116

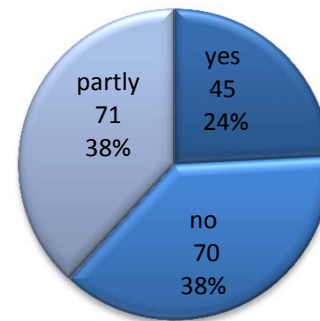
If equipment is lost or damaged should the client be charged the full cost of replacement



In respect of Telecare systems

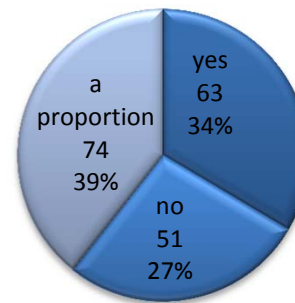
yes no partly
 45 70 71

Should a client have to pay for the Telecare service from the agency or service that supports them



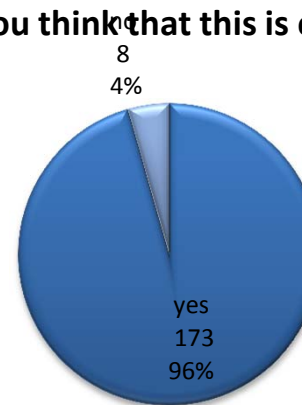
yes 63 no 51 a proportion 74

If the Telecare system is recommended by an agency/organisation should the organisation pay the additional equipment costs



yes 173 no 8

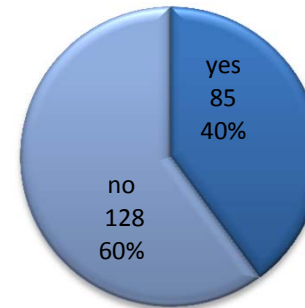
A simple non-complex Telecare Sensor might be £1 per week do you think that this is enough to charge



In respect of all systems

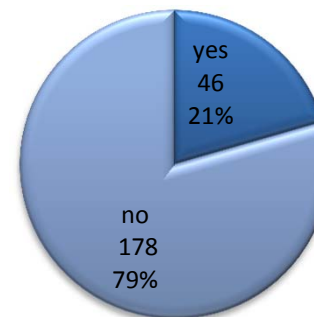
yes	no	
	85	128

If the client called out Careline and the fault was the clients telephone system is it reasonable to make a charge



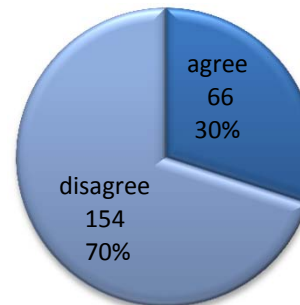
Do you think that clients should be required to pay by DD

yes	no	
	46	178



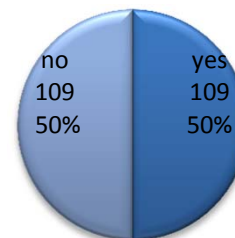
agree 66 disagree 154

If users are unable/unwilling to pay DD could an additional charge for paper invoice be made



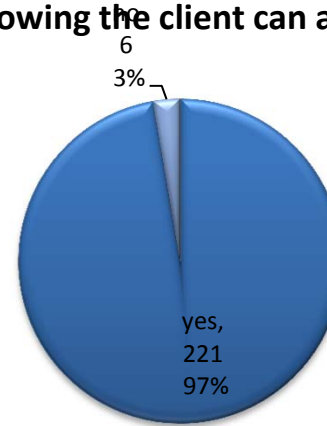
yes 109 no 109

Should clients be paid to refer someone to Careline



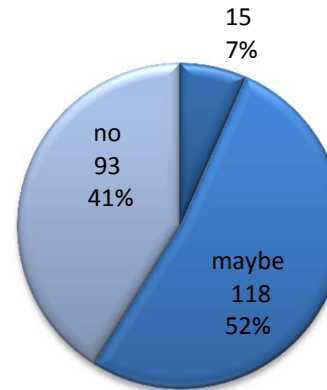
yes no
 221 6

Does the Careline service provide you with peace of mind knowing the client can access help



yes maybe no
 15 118 93

Do you think that any changes to the fees for Careline would cause the client to stop the service



Appendix 4

<u>Stakeholder Consultation</u>
Abergavenny – carers UK
Abergavenny Action 50+
Age Cmyru Gwent
lynda.steiner@alzheimers.org.uk
British Heart Foundation Gwent
Bulwark Senior Citizens Club
Caldicot U3A
CRM
Chepstow Carers Group
Chepstow Mencap
Chepstow U3A
Community Connections - Befriending Scheme
Crossroads Care SE Wales
Monmouth Action 50+
Monmouthshire Young Carers Project
Monmouthshire Carers Project
Monmouth U3A
Monmouthshire carers Strategy Group
Action 50+ Chepstow

Appendix 5

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” John Parfitt		Please give a brief description of the aims proposed policy or service reconfiguration To review the assistive technology services which the Council offers primarily to older residents. The proposed changes include matters relating to process, equipment provided, cost recovery, charges and system scope	
Name of the Division or service area Housing & Regeneration		Date “Challenge” form completed 26 th September 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Primary users are elderly residents		
Disability	There are some users who have disabilities		
Marriage + Civil Partnership			
Pregnancy and maternity			
Race			
Religion or Belief			
Sex (was Gender)			

Sexual Orientation			
Transgender			
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).
➤ Increases in charges	➤ Housing & Regeneration is in discussion with Social services about the cost benefits of telecare equipment in the context of the possibility of Social Services commissioning the provision of telecare to support care packages, which potentially could eliminate direct charging of some clients.
➤ Scope of equipment routinely available will be reduced to set number of sensors	➤ Only reliable and easy to install and maintain equipment will be provided. This provides greater reassurance to clients, stakeholders and carers. It also enables maintenance and installation to be more responsive. Complex telecare will still be available on a full cost recovery basis
➤	➤
➤	➤

The next steps

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

There will be positive impacts due to proposed delivery focusing on a definitive number of sensors being available. The benefits of this is that referrers particularly will have a greater understanding of what the service provides and will have greater clarity and awareness about benefits

Less complex equipment can be more easily installed eg more responsive service

- 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:

All Telecare clients will be surveyed by questionnaire
100% of clients using the basic lifeline service will be surveyed by questionnaire
100% of family carers of all types of clients will be surveyed by questionnaire
SCH Team managers will have the opportunity to input to the draft policy and to advise on its impacts
Eighteen community groups which reflect the interests of older residents will be consulted by questionnaire and/or person to person discussions
SCH DMT will be consulted
Adults Select Committee will be consulted

Signed John Parfitt **Designation** Housing Renewal Manager **Dated** 26th September 13



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Integrated Housing Options Service with TCBC	Regeneration & Culture	People, Places & Enterprise
Policy author / service lead	Name of assessor	Date of assessment:
Ian Bakewell	Ian Bakewell	13.02.14

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

Yes – 26th September 13

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

To review the current Careline policy to streamline the provision of the telecare element of the service and to review the pricing structure

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	√	Race	
Disability	√	Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

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

The following consultation has been undertaken as part of the review of the Careline policy:

1. All clients have been invited to complete and return a survey in October 13 -318 returned
2. All carers have been invited to complete and return a survey in October 13 – 230 returned
3. Reports have been submitted to the Adults Select Committee on 17th September 13 and 5th November 13, the Older Persons Strategy Group in December 13 and the Social Care & Health Departmental Management Team in November 13 and discussions taken place accordingly
4. 18 local stakeholder agencies have been contacted in October 13 and invited to discuss proposals
5. Internal advice note distributed to key staff/teams in January 14
6. Draft policy circulated to key internal staff/teams in February 14
7. Attendance at Social Services Mental Health Team Meeting in February 14
8. Draft policy considered by Adults Select on 24th February 14

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.

Careline service related data; Careline consultation feedback from clients and carers; Feedback from stakeholders

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

Yes. Not charging to collect equipment. The service will collect if can't arrange to return to the Council in the event of a client ending their contract. With regards to direct debit, the Council will not insist that all new clients should pay by direct debit.

List of available routine equipment to be available was increased to include new type falls detectors and bed sensors and pressure mats. In addition, existing telecare clients will continue to be supported with regards to all of the equipment that they currently have installed eg if any equipment fails, it will be replaced even if its equipment that the service no longer provides as a result of this policy change.

In addition and as a result of the consultation feedback received, the circumstances of individuals will be taken full account of and regard taken of extenuating circumstances taken to avoid hardship in the following circumstances the individual proposals:

- Costs incurred as a result of a fault that doesn't relate to the equipment eg a BT telephone line
- Costs incurred to replace lost or damaged equipment

The service will continue to work in partnership and liaise closely with Social Care & Health to promote Careline as an option to support independent living, reduce delays in respect of hospital discharge and support reablement.

Following discussion and advice from the Adults Select Committee on 24th February 2014, it is proposed not to consider making an additional charge for applicants who wish to pay by invoice rather than direct debit.

Following feedback from the Senior Leadership Team on 10th March 2014, the proposal to increase the target timescale for the non-urgent installation from 3 working days to 5 working days was reduced from 3 to 4 working days.

7. Final stage – What was decided?

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

N/A

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

See 6

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

None

Appendix A The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Bakewell		Please give a brief description of the aims proposed policy or service reconfiguration Review of Careline Policy	
Name of the Division or service area Housing & Regeneration Manager		Date “Challenge” form completed 26 th September 2013	
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		x	
Improve housing quality and provision			x
Reduce ill health and improve healthcare provision			X

Promote independence			x
Encourage community participation/action and voluntary work		x	
Targets socially excluded			x
Help reduce crime and fear of crime			x
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	
PLANET			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions			X Reduce the need for services to travel
Prevent or reduce pollution of the air, land and water			X As above
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	

Protect or enhance visual appearance of environment		x	
PROFIT		x	
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	

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

➤ None identified	➤
➤	➤
➤	➤
➤	➤

The next steps

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

The policy will be implemented early in the new financial year 14/15

- 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 Bakewell

Dated 13th February 2014

Appendix 6

Report Circulation – Comments & Responses

Assistant Head of Finance

The Assistant Head of Finance suggested that the report should indicate how much additional income is estimated to come from Careline charges over the three years to achieve the target of £50,000.

The proposed price increase together with other changes to reduce costs, assuming there is no loss of clients will contribute towards meeting the Year 1 target of £15,000. To achieve Year 2 & 3 targets will require an increase of the client base by approximately 150 per year – all of whom would need to subscribe for a complete year.

It was also suggested that the report reflect the upfront costs of providing equipment. The report was amended to reflect this.

A final suggestion was whether the charging arrangements should include the recovery of any initial out-lay costs as an additional regular charge to the weekly rental cost. This is a possible approach that could be adopted. From an administration perspective, this would make charging more involved. There would be additional steps (albeit straight-forward) for staff to set charges up and adjust after the first year and the initial outlay had been recovered. The main issue though would relate to multiple charges having to be administered for individual clients, which reduces the simplicity of charging for clients and increases complexity for staff. The implementation of such a proposal, however, could further reduce risks to the Council of not recovering up-front costs.

It is proposed this idea is given further consideration in the short-term in discussion with Finance staff.

Head of Commercial & People Development

The Head of Commercial & People Development made the comments that target times are doubling which seems to be overly generous. Is this due to a reduction in resources in Careline that is consequently going to impact on the target times going forward?

The rationale behind the proposal for reducing response timescales is because:

1. Most referrals and requests for equipment aren't urgent – most requests are received as a preventative measure/precaution
2. Most maintenance requests aren't urgent – eg a battery change is the most common (which could actually easily be done by the individual), but we have a 2-3 month low-battery warning

3. So it's important the team is able to better plan their work and not feel compelled to be too reactionary
4. There is a capacity issue as well because there is a very small team and the ability to respond to urgent work is difficult, particularly during holiday or sickness periods.

Albeit it is expected that time to complete works may increase, it is not considered there will be an impact in terms of the health and well-being of an individual or the priorities of social care and health (eg hospital discharge) because the better planning of non-urgent work will support being responsive for urgent work – upon which has been consulted about and no adverse comments were received

Also, because telecare work is being streamlined, this will in itself free up more capacity for the team to undertake installations and repairs

It is proposed the turnaround time for both urgent and non-urgent work is extended. As mentioned below, capacity can potentially be an issue for urgent work due to the staffing, albeit the number of jobs currently completed within timescale is around 90%. At the moment the staffing is 2.0 wte through 3 staff, albeit there is one vacancy which is being filled at present, but has been vacant since November 13 to support the budget.

Part of the mitigation against the number of urgent referrals from Social Services is through actual Social Service procedures themselves. The START teams were established to start preparing and planning for hospital discharge when people are admitted to hospital. So the majority of cases from Social Services should be received with good notice by virtue of their pro-active approach and procedures.

In conclusion and in response to concerns about reducing timescales for installation and maintenance, in respect of urgent Lifeline installation, it is proposed this is increased from 3 working days to 4 working days rather than the original proposal of 3 to 5 days.

Head of Finance

The Head of Finance raised a query in respect of the collection rate of Careline debt and whether provision needed to be made in respect of bad debt.

The current situation with regard debt is very good. At April 2011, the debt was in excess of £100,000. In April 2012 this had reduced to £24,827, £12,529 in April 2013 and currently stands at approximately £9,000. So debt is under control and the introduction of direct debit and a few other minor procedures has improved income collection rates and reduced debt. The on-going refinement of procedures will continue to further reduce any risks relating to non-payment of charges.



REPORT

Agenda Item 4(iii)

SUBJECT: Proposed disposal of Gilwern CEC building

MEETING: Cabinet

DATE: 19th March 2014

DIVISION/WARDS AFFECTED: Llanelly Hill

1. PURPOSE:

- 1.1 To consider the proposed transfer of Gilwern Community Education Centre to Llanelly Community Council at nil cost to enable the ongoing provision of a library service and the development of the building for community activities.

2. RECOMMENDATIONS:

- 2.1 To agree to dispose of the Gilwern Community Education Centre to Llanelly Community Council at nil value using the powers provided via the General Disposal Consent Order (Wales) 2003.
- 2.2 That this Council enters into a Service Level Agreement with Llanelly Community Council regarding the provision of the Library Service.

- 2.3 That this Council agrees to the surrender of the existing lease to Llanelly Community Council (LCC) on the Community Building, School Lane without penalty.
- 2.4 That following the surrender of the lease by LCC on the Community Building, the property is disposed of in accordance with this Councils disposal policy.

3. KEY ISSUES:

- 3.1 The Council was approached by representatives of Llanelly Community Council who wished to explore opportunities to maintain and improve the current level of library and community provision within the Gilwern area.
- 3.2 LCC wish this Council to continue funding and managing the library service over an agreed fixed timeframe. This will be undertaken via a comprehensive Service Level Agreement, the terms of which are yet to be agreed.
- 3.3 Currently the library opens 17 hours a week over a 3 day period and is staffed locally by one part time Library and Information Assistant
- 3.4 In addition to the above post the Council also incurs costs through the central purchasing and circulation of library stock; managing all aspects of the service including IT provision. These will need to be factored in to any SLA agreement.
- 3.5 LCC currently lease a building from this Council at School Lane, Gilwern, shown in Appendix A. The lease is for a period of 25 years from 1st January 2010 at an annual rental of £5,000.. It is proposed that this lease would be surrendered without penalty if the Council agrees to the transfer of the Gilwern CEC building to them. It is proposed that this property is subsequently disposed of in accordance with the Disposals Policy.
- 3.6 In order to safeguard the long term future of the Gilwern Community Education Centre (as illustrated in Appendix B), it is intended to include within the conveyance document a right of pre-emption in favour of this Council in the event that the LCC seek to dispose of their interest in the building as well as a clawback option.

4. REASONS:

- 4.1 Following the Your County, Your Way strategy and given the current financial climate, the Council is seeking to develop opportunities to reduce financial pressures whilst developing and supporting community resilience and new ways of delivering services. The proposed transfer of the building to LCC will secure the provision of the existing library service for an agreed period of time, together with the proposed enhancement of the community offer. This will create a positive opportunity to develop a sense of community ownership instead of a negative intervention by simply reducing or cutting a well-regarded service.
- 4.2 At a recent Llanelly Community Council meeting the members of the public in attendance were overwhelmingly in support of the transfer of the asset to LCC and the development of an activities programme that was run by and supported the needs of the local community.

5. RESOURCE IMPLICATIONS:

The surrender of the lease by LCC on the community building will enable this Council to generate a capital receipt through its subsequent disposal.

The transfer of the Gilwern Community Education building will result in the loss of a capital receipt to this Council estimated in the region of £83k, however we will be removing our existing revenue liabilities regarding maintenance and running costs.

The library service will continue to meet the cost of providing the library service over an agreed fixed period. It is proposed that this will be for a period of 5 years. At the end of this period the SLA will be reviewed to reflect prevailing community need, financial circumstances and the needs of the library service.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7. CONSULTEES:

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

Results of Consultation

All responses were in support of the proposal.

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Debra Hill-Howells Estates & Sustainability Manager
Ann Jones Libraries, Museums & Arts Manager

10. CONTACT DETAILS:

Tel: 01633 644281 or 07775851405
email: debrahill-howells@monmouthshire.gov.uk

Tel: 01291636390 or 07500106062
Email: annjones@monmouthshire.gov.uk

Appendix A – Property to be surrendered by LCC



Plan B – Property to be transferred to LCC



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 The report seeks consent to transfer the Gilwern Community Education Building to Llanelly Hill Community Council. This is to enable the local community to develop and extend the existing level of services and safeguard the library provision.	
Name of the Division or service area Estates & Sustainability, RCT		Date “Challenge” form completed 19.02.14	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age			This transfer of the asset will safeguard existing and widen the availability of activities to the whole community.
Disability		Existing provision will be maintained with opportunities for improved service provision	
Marriage + Civil Partnership		Existing provision will be maintained with opportunities for improved service provision.	
Pregnancy and maternity			This transfer of the asset will safeguard existing and widen the availability of activities to the whole community.

Race		Existing provision will be maintained with opportunities for improved service provision.	
Religion or Belief		Existing provision will be maintained with opportunities for improved service provision.	
Sex (was Gender)		Existing provision will be maintained with opportunities for improved service provision.	
Sexual Orientation		Existing provision will be maintained with opportunities for improved service provision.	
Transgender		Existing provision will be maintained with opportunities for improved service provision.	
Welsh Language		Existing provision will be maintained with opportunities for improved service provision.	

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:

The proposed transfer of the Gilwern Community Education centre to Llanelly Hill Community Council will result in the local community taking control of the asset and developing a programme of activities that suit their local needs.

- 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



monmouthshire
sir fynwy

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 transfer of Gilwern Community Education centre to Llanelly Hill Community Council	R&C	Estates & Sustainability
Policy author / service lead	Name of assessor	Date of assessment:
Debra Hill-Howells	Debra Hill-Howells	19.02.14

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 proposal is to transfer the Gilwern Community Education Centre to Llanelly Hill Community Council to safeguard the library provision and enable the development of a programme of activities provided and supported by the local community. It is intended that this Council will enter into an SLA as regards the Library Provision which will safeguard the library provision at its existing level for an agreed minimum period. This will continue to be funded by MCC.

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

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

Attendance at a Llanelly Hill Community Council meeting with members of the public in attendance. The members of the public were overwhelmingly in support of the proposal and the LHCC also voted (with the exception of 2 Councillor's) in support of this proposal.

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.

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

7. Final stage – What was decided?

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

To progress the proposal to transfer the asset to Cabinet for approval.

•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

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 To transfer the Gilwern Community Education Centre to Llanelly Hill Community Council to support and enhance on going service provision.	
Name of the Division or service area Estates & Sustainability		Date “Challenge” form completed 19.02.14	
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 transfer of this community building will have a neutral impact	
Improve housing quality and provision		The transfer of this community building will have a neutral impact	
Reduce ill health and improve healthcare provision		The transfer of this community building will have a neutral impact	
Promote independence			LHCC are seeking to enhance and develop the activities programme so more members of the community will become involved.
Encourage community participation/action and			LHCC are seeking to enhance and develop the activities programme so more members of the community

voluntary work			will become involved.
Targets socially excluded			LHCC are seeking to enhance and develop the activities programme so more members of the community will become involved.
Help reduce crime and fear of crime		The transfer of this community building will have a neutral impact	
Improve access to education and training			LHCC are seeking to enhance and develop the activities programme so more members of the community will become involved.
Have a positive impact on people and places in other countries		LHCC are seeking to enhance and develop the activities programme so more members of the community will become involved.	
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		No impact either way	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact either way	
Protect or enhance visual		No impact either way	

appearance of environment			
PROFIT			
Protect local shops and services			The transfer will safeguard and enhance existing service provision.
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		No impact either way	
Preserve and enhance local identity and culture			The building will be owned and managed by the local community.
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			LHCC are seeking to develop an enhanced programme of activities for the local community

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

The proposal is to transfer a community building to Llanelly Hill Community Council so that they can develop it as a community resource. Activities will be tailored to the local communities needs and the library service will be safeguarded for an agreed period of time.

- 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

Dated



REPORT

Agenda Item 4(iv)

SUBJECT: Proposed Pollinator Policy

MEETING: Cabinet

DATE: 19th March 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To consider the proposed Pollinator Policy that promotes the creation of pollinator friendly habitats on land owned by Monmouthshire County Council.

2. RECOMMENDATIONS:

That Cabinet agrees the proposed policy.

3. KEY ISSUES:

- 3.1 There is a growing recognition that action needs to be undertaken to halt the decline of pollinators, due to the need to safeguard the food chain and local habitats.
- 3.2 In July 2013, Welsh Government launched their Action Plan for Pollinators and Monmouthshire needs to respond positively to this Plan.

- 3.3 Monmouthshire has the ability to make significant changes by altering its planting and grass cutting regimes around roadside verges, amenity space, cemeteries and flower beds.
- 3.4 The proposed policy will result in positive benefits to the local environment and revenue savings.
- 3.5 No changes will be undertaken to grass cutting alongside C & R class highways networks.
- 3.6 Proposed changes to grass cutting alongside A & B class highways routes will be subject to a health and safety assessment to ensure that the proposed changes do not impact negatively on visibility or the safety of users.
- 3.7. All Town and Community Councils will be contacted and advised of the proposed policy. If they consider that this would present a local issue they will be encouraged to contact us so that we can investigate their concerns after the first tailored cut and if appropriate a further cut would be made.

4. REASONS

- 4.1 The National Ecosystem Assessment Survey of 2011 evidenced that pollinators have been declining for 30 years and without changes to our cultivation and planting practices this situation will not improve.
- 4.2 Pollinators are essential to UK agriculture. It is estimated that their value to the agricultural industry is £430 million a year and that twenty percent of the cropped areas are dependent on pollinators.
- 4.3 Councils are under a legal duty via the Natural Environment and Rural Communities Act 2006 to have regard to the conservation of biodiversity in exercising its functions. The proposed changes are fully in accord with this.
- 4.4 A positive consequence of the changes to the management practices will be a reduction in CO2 estimated at 60,000kg and a reduction in methane estimated at 4,200kg.

5. RESOURCE IMPLICATIONS

The savings relating to the implementation of this policy amount to £34,000 and these formed part of the budget mandate relating to Highways operations and Traffic Management which was discussed with the committee at its budget meeting held on 8th November 2013. Members broadly supported the mandate and agreed to discuss the policy in greater depth at its meeting on 23rd January 2014 (Extract of the minutes of 8th November 2013 attached as appendix 1)

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7. CONSULTEES:

The proposed policy has been widely consulted amongst community and stakeholders as follows:

Gwent Wildlife Trust

Bee Friendly Monmouthshire Group

Crick Wildlife & Environment Project

Adventa

Rogiet Allotments and Leisure Garden Society

Keep Wales Tidy

Monmouthshire Meadows Group

Friends of Castle Meadows

Town and Community Councils

Gwent Police

Chepstow Transition

Monmouthshire Housing Association

Aneurin Bevan Health Board

Bristol City Council

South Lanarkshire Council

Results of Consultation

Have been incorporated within the Policy.

A petition has been received in support of the policy with 771 signatories and a petition against the policy with 350 signatories.

8. BACKGROUND PAPERS:

None.

9. AUTHOR:

Alison Howard Sustainability Community Officer

10. CONTACT DETAILS:

Tel: 01633 644844

Email: alisonhoward@monmouthshire.gov.uk

Appendix 1 – Proposed Pollinator Policy

Monmouthshire County Council Pollinator Policy

1. Introduction

It is been widely recognised that pollinators play a vital role in the security of our food supply and the quality of our natural environment. There has been an ongoing decline in the numbers of pollinators and therefore action is being taken by both Welsh Government and Westminster to try and halt this decline.

Welsh Government published their [Action Plan for Pollinators](#) in July 2013, which sets out their strategic vision, outcomes and areas for action to improve conditions for pollinators and halt their decline.

2. Pollinators and their habitats

Pollinators within the Action Plan are defined as:

“all bees, some wasps, butterflies, moths and hoverflies, some beetles and flies”.

Traditionally pollinators rely on habitats made up of meadows, hedgerows, woodland edges, unimproved grasslands, hay meadows, clover rich grasslands, orchards and arable crops. A change to agricultural practices, changing land use and intensification has resulted in a decline in these traditional habitats.

Alternative habitats can be provided in gardens, parks, open spaces and road verges.

3. Monmouthshire County Council’s Legal Responsibilities.

3.1 Natural Environment & Rural Communities Act 2006

This Council has a legal duty under the Natural Environment and Rural Communities Act (NERC) 2006 to have regard to the conservation of biodiversity in exercising its functions.

Section 42 of the Act specifies a list of priority species that should be used to guide decision making in implementing their biodiversity duty. The list is produced by the National Assembly of Wales in conjunction with the Natural Resources Wales and [contains pollinators and their habitats](#)

3.2 Monmouthshire's Local Biodiversity Action Plan (LBAP)

Monmouthshire has produced a [Local Biodiversity Action Plan](#) in partnership with Natural Resources Wales (formerly Countryside Council for Wales) and the Monmouthshire Biodiversity Partnership. This plan provides advice on priority habitats and species and guidance on such considerations within the planning process.

This Plan identifies species rich boundary and linear features within the County and the management of these.

4. Monmouthshire's Approach

4.1 Recognizing the importance of pollinators to our agricultural industry, local biodiversity and food chain, Monmouthshire will where ever possible and reasonable to do so, actively promote the development of pollinator habitats by implement planting and maintenance regimes designed to support and enhance these habitats and encourage pollinators.

4.2 We will do this by:

- Reducing the number of cuts to grassed areas – This will allow a longer growing period, enabling plants to set seeds and encourage greater diversity of plant species.
- Introduce urban annual wildflowers to formal beds and perennial meadow mix (which will include garden species) to urban areas. Planting schemes in all other public areas will directly reflect the policy. *
- On A & B highways routes, where safe to do so, change the time of verge cuts and reduce to 2 cuts per year.
- Identify opportunities for the development of meadow areas within amenity and open spaces.
- Continually review our grass cutting and planting practices ensuring compliance with emerging legislation and best practice.
- Utilise the Bee Friendly Monmouthshire logo to raise awareness of the changes in practice and the underlying reasons
- Monitor the effectiveness of the changing practices. We will visit sites that have been subject to the changes to see if pollinator supporting habitats have been created and sustained.

*This mix will be subject to variation dependent on the success of the varieties, localised growing condition and any health and safety concerns.

Appendix 2: Extract of the minutes of the Special Strong Communities Select Committee held on 8th November 2013

2. PUBLIC OPEN FORUM

Mr David Maddox of Devauden drew attention to a petition which had been submitted by local residents about safety concerns relating to the County Council's new biodiversity policy. In particular, local residents were unhappy that this policy embraced a reduction in verge maintenance and would compromise safety. Indeed, under current verge cutting procedures, there were already concerns about overhanging hedgerows reducing the width of narrow (R and C) country roads and the growth of flowers and vegetation on verges in general was giving rise to visibility issues during peak summer growing periods, particularly in terms of the B4293. In response, the Committee was informed that the County Council's Highways Operation Unit

had met with local residents to discuss their concerns about maintaining verges and it was highlighted how current and proposed procedures were designed to optimise the effectiveness of the maintenance provided, addressing both safety and biodiversity needs. Whilst Mr Maddox acknowledged this liaison activity had been undertaken, he remained deeply concerned about the safety implications of overgrown verges and hedges, particularly in relation to fast growing nettles.

Arising from these references to green initiatives, it was highlighted that the Strong Communities Select Committee would be discussing Pollinators in January 2014.

4 (iii) HIGHWAYS OPERATIONS AND TRAFFIC MANAGEMENT

The business case concerning Highways Operations and Traffic Management Operations set out a range of proposals which targeted savings collectively totaling £430k for 2014/15, which represented an 11% saving on the current year's budget. The breakdown of these savings was detailed as follows:

- A new Biodiversity Policy with reduced verge maintenance, upholding 2 cuts for R and C Routes, but reducing A and B routes to 2 safety cuts only (Visibility Splays). Areas outside these classifications would be left to grow during summer months and would be cut only once (during winter period). County Council staff would undertake cutting work instead of contractors. All Highway horticultural sites would be removed and MCC shrub beds would be replanted in a more sustainable manner – **targeted savings of £34k**;
- ❖ Concern was expressed about the need for provision to carry out extra verge cutting work when particular problems became evident, as highlighted earlier in the meeting by Mr Maddox. Accordingly, it was acknowledged that occasionally such problems did occur and there would continue to be scope for dealing with specific problems.
- ❖ With regard to Pollinators, it was acknowledged with concern that the bee population in the UK had decreased by 60% to 70% in recent years and it was noted that, in some parts of the UK it had been necessary to import bees from the Netherlands to attempt to halt the decline in British bees;
- ❖ Concern was expressed about the cost of implementing the Council's new Biodiversity Policy and it was noted that it was scheduled that a report on this matter would be presented to the January meeting of the committee;

Appendix 3 – Location of yellow rattle planting.

The purpose of this planting strategy is to evaluate the success of this method of preparing the site for urban flowers.

m2	LOCATION
350	A40 L/H from Hardwick Roundabout to Gobannium Way
54	A40 Junction Gobannium Way left to Bus shelter
8300	Open Space at De Cantelupe Close
1300	Swan Meadows between footpath and River Gavenny
220	Junction Old Hereford Road and Llwynu Lane
72	Junction Hillside and Pen-y-pound
102	A40 Brecon Road between "Abergavenny" sign and "Tourist" sign
40	B4246 Llanfoist L/H verge adjacent to Dan-y-Blorenge
340	B4246 Govilon R/H verge at Junction for Lower Cadvor Farm
88	A4042 Llanellen L/H verge entering village over river bridge
102	Near Comeonin Garage verge at Junc. with A40 Dual Carriageway
55	B4293 adjacent to junction with Beech Road
540	Beech Road from footpath near A40 to substation
	Orchard area at St.Dials L/H side Portal Road
616	Portal Road L/H verge heading up from 30mph sign to tunnels
900	Floodbank alongside Sportsground from new bridge down river
374	A466 Hereford Road(Buckholt) R/H verge towards end of 30mph
1062	Castle Dell, Chepstow L/H side main open space
1700	A48 Dual L/H(Chepstow-Caerwent) from bridge to road narrows
1060	A48 Dual L/H(Caerwent-Chepstow) from layby to bridge
660	A48 Junction Merton Green to Junction Dinham Road
648	A48 Junction with Caerwent village L/H verge before junction
665	A48 Junction with Caerwent village L/H verge after junc.to shelter
301	Redwick Road, Magor from junc. with Withy Walk towards car park

Appendix

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Nigel Leaworthy		This policy proposes to support the Welsh Governments Action Plan for Pollinators in Wales by changing the management of the council owned estate in a manner that will attract a greater number of pollinators.	
Name of the Division or service area		Date “Challenge” form completed	
Grounds maintenance/landscape unit		January 13 th 2014	
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:

The benefits of introducing this new management system are positive for all people in any circumstance. It will enhance and create greater biodiversity to the environment that everyone can benefit from both visually and in the knowledge that we are enhancing our natural environment. The environment will become more sustainable and vibrant through providing much needed food and shelter for pollinator species.

- 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 A Howard Designation Sustainability Community Officer Dated 13th January 2014



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Pollinator Policy	R & C	Grounds maintenance/sustainability team
Policy author / service lead	Name of assessor	Date of assessment:
Alison Howard		

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)

This policy proposes to support the Welsh Governments Action Plan for Pollinators in Wales by changing the management of the council owned estate in a manner that will attract a greater number of pollinators.

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

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

Engagement was carried out through consulting with all T&CC followed through with meeting specific community councils to discuss issues within their areas such as Mathern, Pwyllmeric and Mounton CC, Magor and Undy, Shirenewton and Devauden. We also consulted and engaged with the following groups and public bodies :- Crick Wildlife and Environment Project, Rogiet Allotments and Leisure Garden Society, Keep Wales Tidy, Monmouthshire Meadows Group, Friends of Castle Meadows, Usk Town council/Wales Biodiversity, Chepstow Transtion Gwent Police, Monmouthshire Housing Association and Anuerin Bevan Health Board.

We are members of the newly formed initiative Bee Friendly Monmouthshire and feed into their meetings on a regular basis, benefiting from their expert knowledge and advice – MCC have adopted the Bee Friendly Monmouthshire logo to promote the group and the work we are carrying out.

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.

[Action Plan for Pollinators in Wales](#)

[Synthesis of findings from the NEA report - 2011](#)

[Bee Keepers Association UK](#)

[Natural Environment and Rural Communities Act 2006](#)

[Monmouthshire Local Biodiversity Action Plan - Boundary and Linear Features](#)

[Euroflor - sustainable landscapes](#)

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

We met with interested groups on a number of sites to discuss changes to management regimes– resulting with a change of management to improve the natural vegetation and help restore it.

Visiting/ talking to local authorities who have carried out similar work has resulted in our approach being more considered and appropriate for long term benefits.

Discussions and advice received from horticultural experts – Euroflor – reducing the chances to fail.

7. Final stage – What was decided?

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

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

Planning and timing of planting changed due to the new approach.

Changes to management of specific sites due to meeting with groups

Type of flower mixes changed due to visits to other local authorities and knowledge of neighbouring councils planting plus expert advice from horticultural experts and Bee Friendly Monmouthshire

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

Signed Nigel Leaworthy.....**Designation** Grounds maintenance/landscape Manager.....**Dated**...13th January 2014

Appendix

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Alison Howard		Please give a brief description of the aims proposed policy or service reconfiguration This policy proposes to support the Welsh Governments Action Plan for Pollinators in Wales by changing the management of the council owned estate in a manner that will attract a greater number of pollinators.	
Name of the Division or service area Sustainability and Estates Team		Date “Challenge” form completed 13 th January 2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			Greater sense of well-being and connection to the natural environment
Ensure that more people have access to healthy food		x	
Improve housing quality and provision			Change of planting schemes to areas that are highly visible can be considered a benefit.
Reduce ill health and improve healthcare provision		x	
Promote independence		x	

Encourage community participation/action and voluntary work			Yes this policy can actually change the way people interact with their community and encourage participation in schemes to enhance their area.
Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries			Yes through new highly visible planting schemes throughout the county
PLANET			
Reduce, reuse and recycle waste and water			Yes it will reduce water use on all horticultural sites, reduce wastage of plant pots, reduce use of fertilisers and travel to sites.
Reduce carbon dioxide emissions			Yes by not using hot houses for hybrid flower types, reduced travel to maintain sites, reduced travel for delivery of plants, fertilisers, and compost.
Prevent or reduce pollution of the air, land and water			Yes through the planting of native urban species less maintenance will be involved so less travelling to sites and a large reduction in the use of water to maintain the plants

Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			This is the remit of the policy.
Protect or enhance visual appearance of environment			This is the policy's remit
PROFIT			
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses			Possibly through the use of Bee Friendly Monmouthshire and its association with local bee keepers and Bee for development shop in Monmouth
Increase employment for local people		x	
Preserve and enhance local identity and culture			Yes through reduced cutting and allowing habitats to naturalise.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			Yes the change to flowering type – they are now urban mixes of native annual and perennial flower types.
Increase and improve access to leisure, recreation or cultural facilities		x	

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

The positive impacts include a more considered and appropriate management of specific sites, with changes to the frequency and number of cuts on some grassed areas helping to naturalise the environment and encourage greater number of pollinator species.

Change to flowering types will help increase the number of pollinators and provide a unique and interesting landscape beyond the usual green carpet of grass.

- 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 Alison Howard

Dated 13th January 2014



REPORT

Agenda Item 4(v)

SUBJECT: Implementing Staffing structures for the Operations Department and fulfilling budget proposals

MEETING: Cabinet

DATE: 19th March 2014

DIVISION/WARDS AFFECTED: not applicable

1. PURPOSE

To approve a staff establishment for the Operations department that provides the reduction of salary costs approved through the 2013/14 and 2014/15 budgets (as detailed in the various mandates of the approved budget).

2. RECOMMENDATIONS

- 2.1 That members approve the proposed staffing schedule shown in appendix 1 (organizational charts to demonstrate the new structures are provided in appendix 2).
- 2.2 That any amendments to the structure that may arise through the consultation exercise (currently underway) be approved by the chief officer in consultation with the relevant cabinet members (Operations and HR) subject to any alterations continuing to provide the savings required in the approved budgets.
- 2.3 That a new chief officer salary be established at a single point of 50% of Chief Executive salary.

- 2.4 That members include trainee/modern apprentice posts indicated within the establishment schedules but that they only be filled by approval of the chief officer in consultation with the relevant cabinet member and on the basis that officers only fill these posts when they are satisfied they are able to fund these posts from within existing budgets.

3. KEY ISSUES

- 3.1 The revenue budgets for 2013/14 and 2014/15 both include approvals to reduce salary costs in various services areas within the authority. Those relevant to the newly formed Operations department are detailed in the existing and proposed staffing schedule (appendix 1) but in summary they require a reduction in salary costs of £585,000 on a current salary budget of approximately £5.8m (inclusive of employer's on costs estimated at 28%).
- 3.2 The budget proposals have endeavoured to maintain front line staffing budgets but in doing so the new staffing proposals deliver cuts in managers, supervisors and administrative support staff.
- 3.3 There is no establishment for front line staff (e.g. road workers, fitters, cooks, roadsweepers, grounds maintenance operatives etc.) as such their numbers and costs are not included in the schedule and remain unaffected by these proposals.
- 3.4 The new structures will be filled in compliance with the council's employment protection policy. Redundancies will be avoided as far as possible. However it is inevitable that redundancies will be encountered (along with associated costs) but as far as possible these will be voluntary in the first instance.
- 3.5 The proposed structures include salary costs for each post. In the majority of jobs in the proposed structures these grades will be supported by job descriptions and job evaluation. However some jobs have estimated grades and are subject to the preparation of new job descriptions that will be subject to job evaluation. It is possible that the evaluation exercise will bring some amendment to the salary apportioned to a minority of jobs but experience suggests that this will not be material to the overall cost reduction exercise.

4. REASONS

- 4.1 A new staff establishment is necessary to reduce staffing levels overall and upon which to base consultation prior to implementation.

- 4.2 Staff have been 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 can implement such changes subject to the necessary savings being achieved (the authority's constitution allows for this).
- 4.3 The proposals suggest that certain senior officer posts be established on a new chief officer spot grade at 50% of chief executive salary. There are less senior managers in the new structure which has extended their multifunctional responsibilities for front line services. The new spot salary of £55,000 fairly reflects the roles and responsibilities of these posts.
- 4.4 The new structures propose various trainee or modern apprentice posts but they are not included in the funding estimates. The posts are likely to be relatively inexpensive in the first year and in 2015/16 it is proposed that a further senior officer post be deleted the financial benefit of which will largely recompense for the cost of trainees in the second year. The trainee posts offer work experience and training opportunities for new entrants and also provide for continuity in the long term. If members are minded to approve the provisional trainee posts then it will be incumbent upon officers to fund these posts within existing staffing budgets.
- 4.5 The budgets assume a major reduction in salary costs and the schedule assumes a full year benefit from the reduction in salaries. To introduce such a major change in staffing will take significant staff resources and time (at least three to four months). The proposals include for restructuring the complete staffing establishment (reducing from 170 posts to 149 posts) so the report is brought prior to full consultation being completed and without all job descriptions and job evaluations being completed in order that the exercise can commence thereby optimising the opportunity to reduce costs at an early stage but with safeguards in place in order that costs are controlled through the exercise (i.e. through the chief officer in consultation with cabinet member(s) and subject to budget limits).
- 4.6 The report mentions savings associated with the approved budget for 2013/14. These were associated with assumed reductions in senior management and administrative costs. Workloads and other initiatives mean that it has not proven possible to introduce these changes during the year but the further changes approved for 2014/15 make it essential to deliver these reductions so both the 2013/14 and 2014/15 approvals have been brought together in this restructuring exercise.

5. RESOURCE IMPLICATIONS

Salary budget reduction of £585,000.

Costs associated with redundancies and commuted pension costs are reliant upon the implementation of the Council's employment protection policy.

Any costs associated with redundancy or early retirement will fall to be funded from the relevant revenue budgets.

6. SUSTAINABLE DEVELOPMENT and EQUALITY IMPLICATIONS

Eqia and Sustainability assessment are attached – appendix 3

7. CONSULTEES:

SLT
Cabinet members

Results of consultation: Request by Chief Executive that posts titles be reviewed to better reflect job roles. –*This will be done during implementation.*

Head of Finance sought confirmation that 14/15 budget mandates that relate to the R&C directorate are apportioned to the Operations restructure – *This is shown as mandates M28 & M30 on the spreadsheet.*

8. BACKGROUND PAPERS:

New structures and staff schedules are attached – appendices 1 and 2

9. AUTHORS

Roger Hoggins, Head of Operations

CONTACT DETAILS: rogerhoggins@monmouthshire.gov.uk

INS (from R&C directorate) TO OPERATIONS RESTRUCTURE - EXISTING AND PROPOSED TEAMS (where defined)

<u>EXISTING</u>	Grade	Salary	<u>PROPOSED</u>	Grade	Salary
<u>Waste & Recycling</u>			<u>Environment and Customer Contact section</u>		
Highways and Waste Operations Manager	M	49,525	Head of Waste & Street Services	CO	55,000
Waste Strategic and Contracts Manager	M	49,525			
Assistant Operations Manager - cleansing	H	31,160	Recycling Strategy Manager	K	42,032
Waste Supervisor (Monmouth)	G	28,127	senior officer - policy & performance	H	31,160
Assistant Supervisor (Monmouth)	E	21,734	data officer	E	21,734
Waste Supervisor (Abergavenny)	G	28,127	education officer	F	24,892
Assistant Supervisor (Abergavenny)	E	21,734	Education Officer (50%)	F	12,446
Waste Supervisor (Caldicot)	G	23,313			
Assistant Supervisor (Caldicot)	E	21,734	support officer - recycling & education	D	19,317
			senior officer - technical and business	H	31,160
Waste Compliance Supervisor	H	31,160	business support supervisor	G	28,127
Admin Support Officer	D	19,317	business support officer (PT)	D	15,853
Senior Projects Officer	G	28,127	business support officer (PT)	D	11,890
Street scene Officer	F	24,892	business support officer	D	19,317
Education Officer	F	24,892	business support officer (60%)	D	11,590
Education Officer (50%)	F	12,446	tech support & street scene co-ordinator	D	19,317
Admin Supervisor	F	24,892	tidy towns engagement officer (WG funded)	wgovt	
Admin Officer	C (PT)	13,599	trainee	trainee	
Admin Officer	C (PT)	10,199			
Technical waste officer	G	28,127			
<u>Grounds & Facilities Mgt</u>					
Grounds & FM Senior Manager	M	49,525	Operations and Commercial Manager	L	45,627
			commercial and scheduling support officer	G	28,127
Assistant Manager, Facilities	K	42,032	commercial services supervisor	G	28,127
Clientside Services Manager (60%)	J	23,053	area manager/co-ordinator (south)	H	31,160
Primary schools catering manager (60%)	H	18,696	area supervisor (south)	G	28,127
Deputy Operations Manager	G	28,127	area supervisor (south)	G	28,127

Grounds Projects Officer	F	24,892	area manager/co-ordinator (north)	H	31,160
Grounds projects supervisor	G	28,127	area supervisor (north)	G	28,127
Grounds Maintenance Supervisor	F	24,892	area supervisor (north)	G	28,127
Grounds Maintenance Supervisor	F	24,892	area supervisor (north)	G	28,127
Area Supervisor	G	28,127	training officer	H	31,160
Admin Officer	E	21,734	senior admin officer	D	19,317
Business Support Officer	D	19,317	admin assistant	C	16,998
Business Support Officer (60%)	D	11,590	parks, play, leisure officer	I	34,894
parks, play, leisure officer	I	34,894	landscape consultant (60%)	J	23,053
Cleaning supervisor	G	28,127			

Training

Safety And Training Manager	J	38,422
Senior Training Instructor	H	31,160
Senior Admin Officer	D	19,317
Admin Assistant	C	16,998

Highways

Highways and Waste Operations Manager	Incl above	
Area Engineer	J	38,422
Area Engineer	J	38,422
Area Engineer	J	38,422
Assistant Engineer	F	24,892
Engineering Assistant	D	19,317
Highways Superindendent	H	31,160
Area Superindendent	H	31,160
Area Superindendent	H	31,160
trainee/modern apprentice		
trainee/modern apprentice		
SWTRA & Street lighting Manager	M	49,525
SWTRA senior engineer	J	38,422

Highways and Flood Authority Section

Head of Highways and Flood management	CO	55,000
County Highways Operations Manager	K	42,032
area engineer (north)	J	38,422
assistant area engineer (north)	G	28,127
area supervisor (north)	H	31,160
area engineer (south)	J	38,422
assistant area engineer (south)	G	28,127
area supervisor (south)	H	31,160
SWTRA/street lighting senior engineer	K	42,032
SWTRA engineer	J	38,422

Assistant engineer	F	24,892
SWTRA foreman	H	31,160
SWTRA foreman	H	31,160
Street Lighting Officer (80%)	H	24,928
Street lighting clerk of works	E	21,734

SWTRA supervisor	H	31,160
SWTRA supervisor	H	31,160
street lighting officer (80%)	H	24,928
street lighting clerk of works	E	21,734

Traffic and Network Section

Traffic and Network Manager	K	42,032
Network manager	J	38,422
RASWA officer (60%)	D	11,590
RASWA Inspector	G	28,127
Insurance technician	D	19,317
Co-ordination Technician (79%)	D	15,260
Street naming technician	D	19,317
Abnormal load officer (P/T) (40%)	D	7,726
Trainee/modern apprentice		
Senior Traffic engineer	J	38,422
Senior engineer asst (dev)	I	34,894
Assistant engineer (dev)	H	31,160
Assistant engineer (dev)	H	31,160
Assistant engineer (SUDS)	H	0
Snr Technical asst/CoW	E	21,734
Trainee/modern apprentice		
Assistant engineer (traffic)	H	31,160
Assistant engineer (traffic)	H	31,160
Road safety officer	I	34,894
kerb craft co-ordinator	D	0
kerb craft assistant (P/T)	scp 5	0
kerb craft assistant (P/T)	scp 5	0
U 7's co-ordinator (P/T)	scp 5	3,109
U 7's co-ordinator (P/T)	scp 5	3,109

Traffic and Networks section

Traffic and Network Manager	K	42,032
Network manager	J	38,422
RASWA officer (60%)	D	11,590
RASWA Inspector	G	28,127
Insurance technician	D	19,317
Co-ordination Technician (79%)	D	15,260
Street naming technician	D	19,317
Abnormal load officer (P/T) (40%)	D	7,726
Trainee/modern apprentice		
Senior development engineer	J	38,422
Senior engineering asst (development)	I	34,894
Assistant engineer (development)	H	31,160
Assistant engineer (SUDS)	H	0
Snr Technical assistant/CoW	E	21,734
Trainee/modern apprentice		
Senior traffic engineer	J	38,422
Senior engineering assistant (traffic)	I	34,894
Engineering assistant (traffic)	F	23,188
Road safety officer	I	34,894
kerb craft co-ordinator	D	0
kerb craft assistant (P/T)	scp 5	0
kerb craft assistant (P/T)	scp 5	0
U 7's co-ordinator (P/T)	scp 5	3,109
U 7's co-ordinator (P/T)	scp 5	3,109

infrastructure and Projects Section

(Vacant)

Infrastructure and Projects Manager	K	42,032
Project engineer	I	34,894
Project engineer	I	34,894
Project engineer (P/T)	I	25,935
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Land Surveyor	H	31,160
Assistant engineer	G	28,127
Infrastructure inspector	G	28,127
Infrastructure inspector	G	28,127
Infrastructure inspector	G	28,127
clerk of works	F	24,892
land drainage/hedge officer	G	28,127
technical assistant	C	16,998
technical assistant (vacant)	C	16,998
Assistant engineer (temp)	H	0

Highways Admin Support Section

Resources Manager	J	38,422
Purchasing manager	G	28,127
Stores controller	F	24,892
Admin officer (P/T)	D	9,658
Admin officer	D	19,317
Admin officer (P/T)	D	9,658
Admin officer	C	16,998

infrastructure and Projects Section

Infrastructure and Projects Manager	K	42,032
Project engineer	I	34,894
Project engineer	I	34,894
Project engineer (P/T)	I	25,935
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Assistant engineer	H	31,160
Infrastructure inspector	F	24,892
Infrastructure inspector	F	24,892
clerk of works	F	24,892
land drainage/hedge officer	G	28,127
technical assistant	C	16,998
technical assistant (vacant)	C	16,998
Assistant engineer (temp)	H	

Highways Admin Support Section

QA and admin support officer	J	38,422
Purchasing manager	G	28,127
Stores controller	F	24,892
Admin officer (P/T)	D	9,658
Admin officer	D	19,317
Admin officer (P/T)	D	9,658
Admin officer	C	16,998

Accounts officer	F	24,892
Admin officer (accounts)	D	19,317
Admin officer (P/T) (40%)	D	7,727
Admin officer (P/T) (40%)	C	6,799
Storesman	E	21,734

Accounts officer	G	28,127
Admin officer (accounts)	D	19,317
Admin officer (P/T) (40%)	D	7,727
Storesman	E	21,734

further staff adjustments to be advised

Fleet Management and Maintenance Section

Fleet and PTU Manager	L	45,627
Workshop Manager	J	38,422

Parking Manager	F	24,892
Admin officer (car parks)	D	19,317
Parking officer/town Warden	D	19,317
Parking officer/town Warden	D	19,317
Parking officer/town Warden	D	19,317
Transport officer	D	19,317
Transport Support officer	H	31,160
Workshop Foreman	G	28,127
Workshop chargehand	G	28,127
Transport stores administrator	F	24,892
Workshop assistant	D	19,317

PTU Manager	J	38,422
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Senior officer PTU	H	31,160
Transport policy and compliance officer	I	34,894
public transport officer	G	28,127
school tport procurement officer (P/T)	E	17,387
school travel plan and monitoring officer	F	24,892
PTU support officer	D	19,317

Fleet Management Section

Fleet Manager	K	42,032
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Parking Manager	F	24,892
Admin officer (car parks)	D	19,317
Parking officer/town Warden	D	19,317
Parking officer/town Warden	D	19,317
Parking officer/town Warden	D	19,317
Transport officer	D	19,317
Workshop controller	H	31,160
Workshop chargehand	G	28,127
Transport stores administrator	F	24,892
Workshop assistant	D	19,317

Passenger Transport Section

PTU Manager	K	42,032
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Operations & commercial manager	H	31,160
Transport policy & compliance officer	I	34,894
Senior PTU procurement & publicity officer	G	28,127
school tport procurement officer (P/T)	E	17,387
support officer policy & assessment	D	19,317

PTU support officer	D	19,317	support officer procurement & finance	D	19,317
PTU support officer (P/T)	D	12,791	support officer assessment & concessions (P/T)	D	9,658
PTU support officer (P/T)	D	15,662	private hire admin officer	D	19,317
Passenger transport co-ordinator	D	19,317	passenger transport co-ordinator	D	19,317
Public transport & publicity officer	E	21,734	Publicity & transport infrastructure support officer	E	21,734
traffic controller	F	24,892	Traffic controller	F	24,892

Property & FM Section

Property & FM Business Manager	M	49,525
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Business management section

business manager	K	42,032
admin officer (systems)	D	19,317

Design Section

Design Manager	K	42,032
senior architect	K	42,032
project management officer	I	34,894
architectural technologist	I	34,894
architectural technologist	I	34,894
quantity surveyor	I	34,894
structural design engineer	I	34,894

Maintenance section

Property & FM section

Head of Property Services & FM	CO	55,000
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Business Management section

Business manager	K	42,032
admin officer systems)	E	21,734

Design Section

Design Manager	K	42,032
senior architect	K	42,032
project management officer	I	34,894
architectural technologist	I	34,894
architectural technologist	I	34,894
quantity surveyor	I	34,894
structural design engineer	I	34,894
mechanical engineer	I	34,894
assistant architectural technologist	D	19,317
electrical engineer	I	34,894
quantity surveyor	I	34,894

Maintenance manager	K	42,032
surveying clerk of works	G	28,127
mechanical engineer	H	31,160
surveying clerk of works	G	28,127
surveying clerk of works	G	28,127
clerk of works	E	21,734
electrical engineer	H	31,160
cyclical maintenance officer	H	31,160
building surveyor	H	31,160

Health and Safety section

Health and safety manager	I	34,894
health and safety monitoring officer	G	28,127

Resources Section

Resource manager	F	24,892
admin officer (duty of care/accounts)	D	19,317
admin officer (customer services)	D	19,317
admin officer (help desk)	C	16,998
admin officer (help desk)	C	16,998
admin officer (help desk)P/T	C	10,199
admin officer (help desk)P/T	C	6,799

Modern apprentices

Design apprentice		12,059
admin apprentice		7,702
admin apprentice		12,059
admin apprentice		12,359

Maintenance section

Maintenance manager	K	42,032
surveying clerk of works	G	28,127
mechanical engineer	H	31,160
surveying clerk of works	G	28,127
surveying clerk of works	G	28,127
clerk of works	E	21,734
electrical engineer	H	31,160
cyclical maintenance officer	H	31,160
building surveyor	H	31,160
assistant M&E engineer	D	19,317

Health and Safety section

Health and safety manager	I	34,894
health and safety monitoring officer	G	28,127

Resources Section

senior admin officer	E	21,734
admin officer	D	19,317
admin officer (help desk)	C	16,998
admin officer (help desk)	C	16,998
admin officer (help desk)P/T	C	10,199
admin officer (help desk)P/T	C	6,799

Modern apprentices

admin apprentice (existing)		7,702
admin apprentice (existing)		12,359

FM team

Facilities manager	K	42,032
Facilities officer	F	24,892
Facilities officer	F	24,892
Facilities manager	H	31,160
Facilities technical manager	H	31,160

Long term agency staff

Mechanical engineer		36,000
electrical engineer		31,500
admin officer		14,500
architect		28,000
quantity surveyor		50,000

Procurement

Procurement Manager	K	42,032
Procurement Officer	G	28,127

Customer Access Section

Customer Access Manager (50%)	M	49,525
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SUB TOTAL 4,556,176

ON COSTS @28% 1,275,729

FM team

Facilities manager	K	42,032
Facilities officer	F	24,892
Facilities officer	F	24,892
Facilities manager	H	31,160
cleaning supervisor	G	28,127

school meals manager	H	31,160
Assistant school meals manager (fund from CYP)	E	

Procurement

Procurement Manager	K	42,032
Procurement Officer	G	28,127
Trainee Procurement Officer		

SUB TOTAL 4,099,876

ON COSTS @28% 1,147,965

TOTAL EMPLOYER'S SALARY COSTS (EXISTING) 5,831,905

TOTAL EMPLOYER'S SALARY COSTS (PROPOSED) 5,247,841

TOTAL EMPLOYER'S SALARY COSTS (EXISTING) 5,831,905 TOTAL EMPLOYER'S SALARY COSTS (PROPOSED) 5,247,841

Proposed 5,247,841

Savings -584,064

Already taken i 130,000 senior management reduction
120,000 Admin Review savings

Restructure Savings already in Mandates in 14-15

50,000 M11 Highways - Reduction to 2 depots

55,000 M32 Traffic & networks Staff savings (£55k)

25,000 M25 Car parks staff reduction (£25k)

55,000 M27 Property staff restructure (£55k)

Saving Remain -149,064

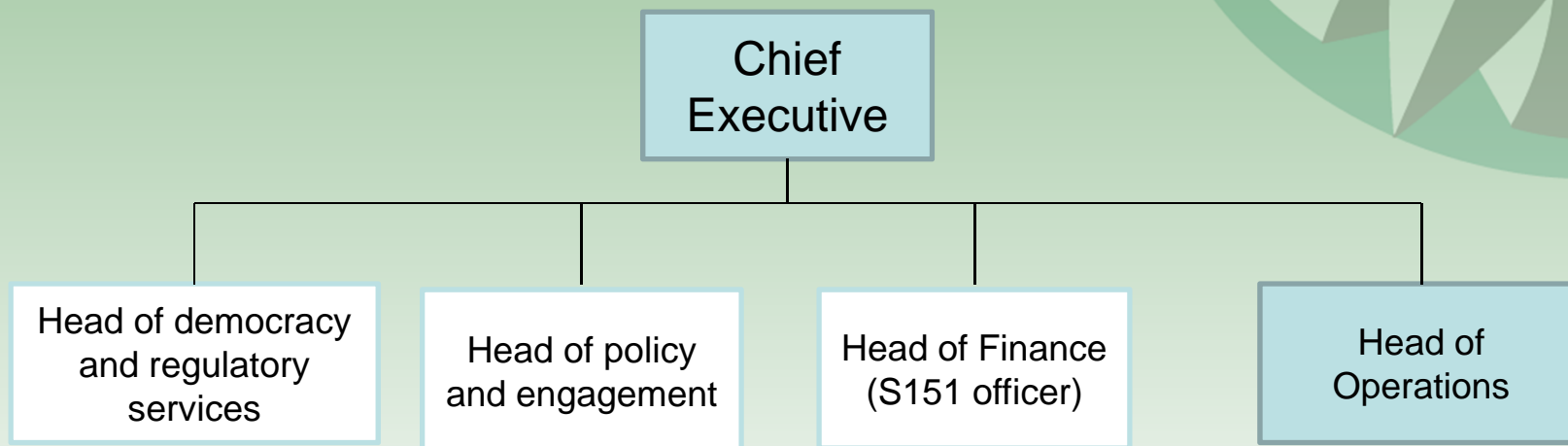
14-15 Figure 70,000 M28 R&C Mgt restructure split Enterprise

80,000 M30 OSS Libraries

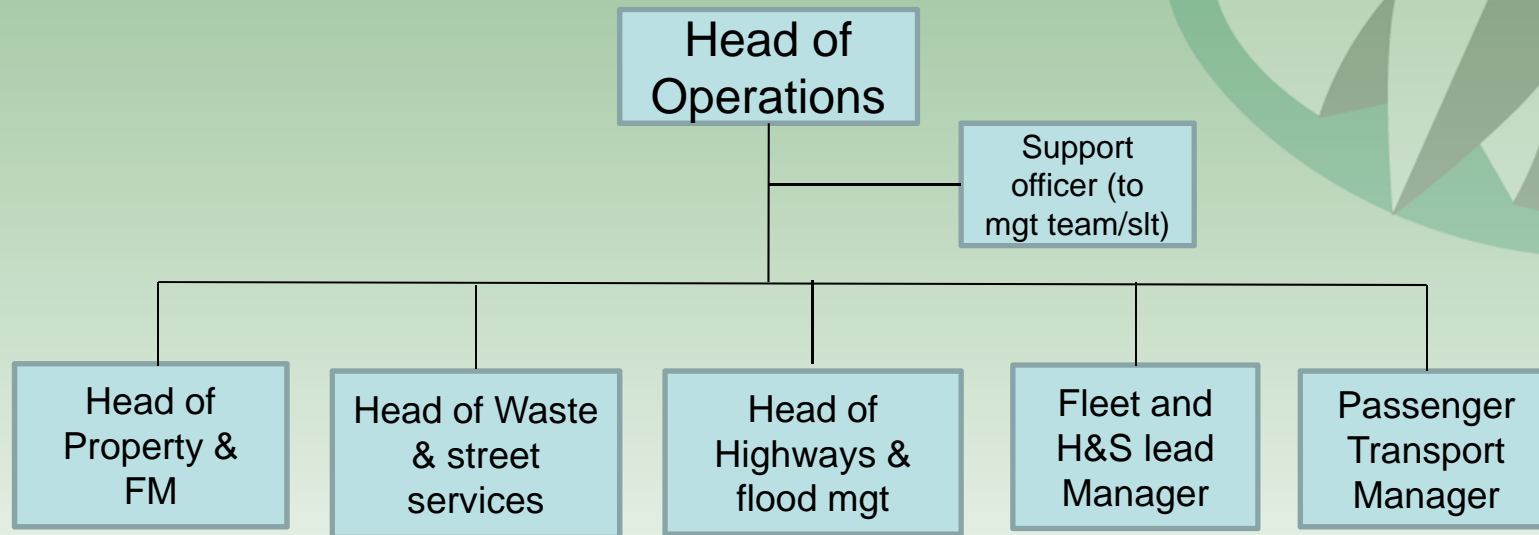
Shortfall to 14- 936

CHIEF EXECUTIVE'S DIRECTORATE

Operations department – Proposed staff structure



Operations department – Proposed staff structure



Operations department – Proposed staff structure

Head of Property
services and FM

Budget, fee and commercial funded:

Manage capital and revenue budgets

MCC buildings, schools, external customers

Consult, design, manage – new build, refurbishment, change of use

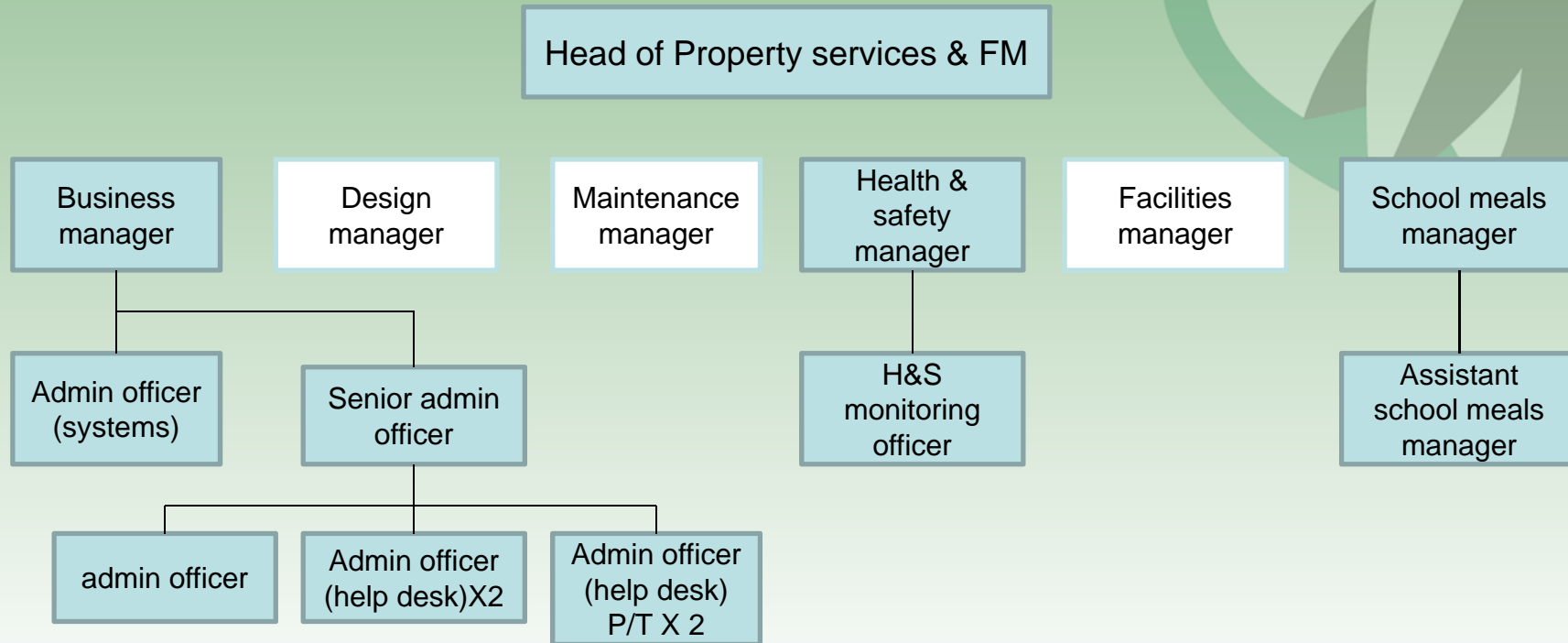
Maintenance - planned, cyclical, response, prescriptive

Health and safety, asset inspection

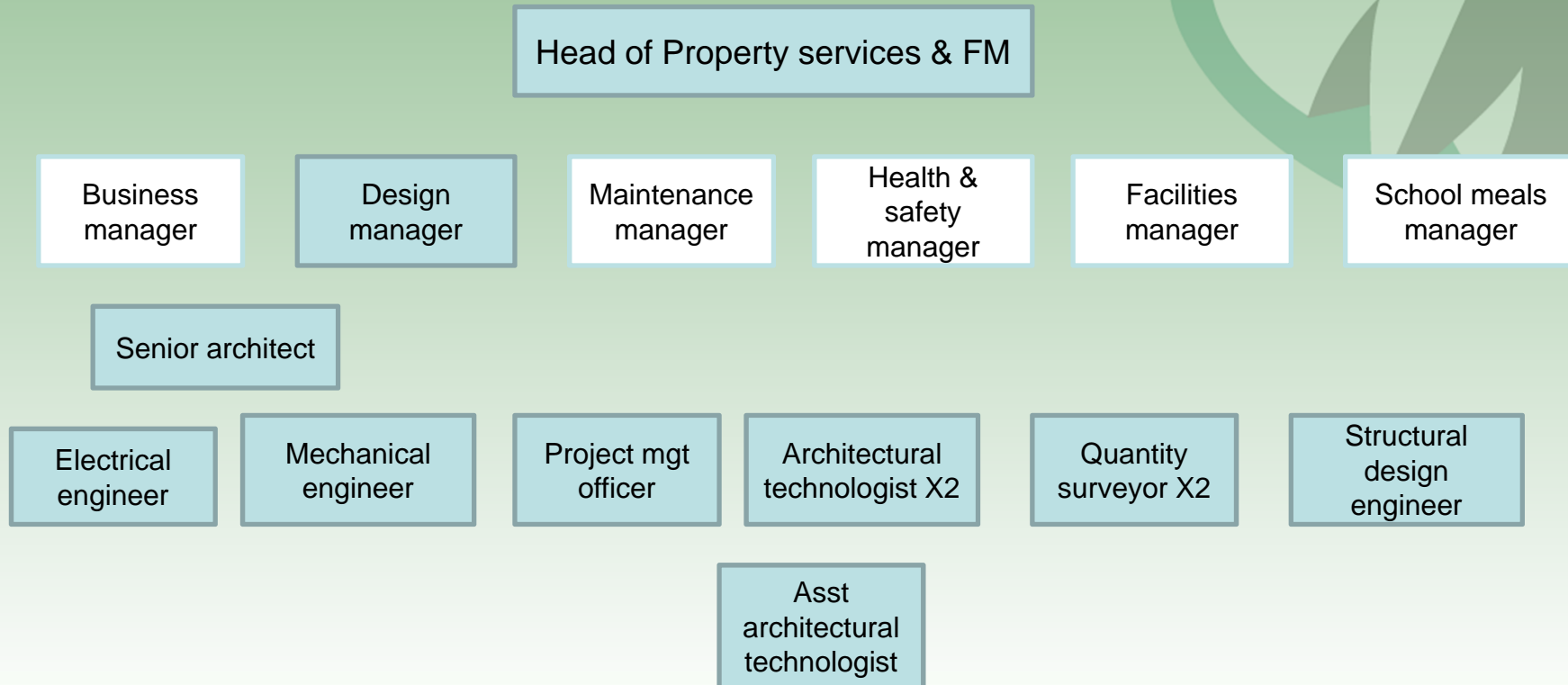
FM services ('monitor', courier, reception, catering, vending, security, cleaning)

Corporate Procurement

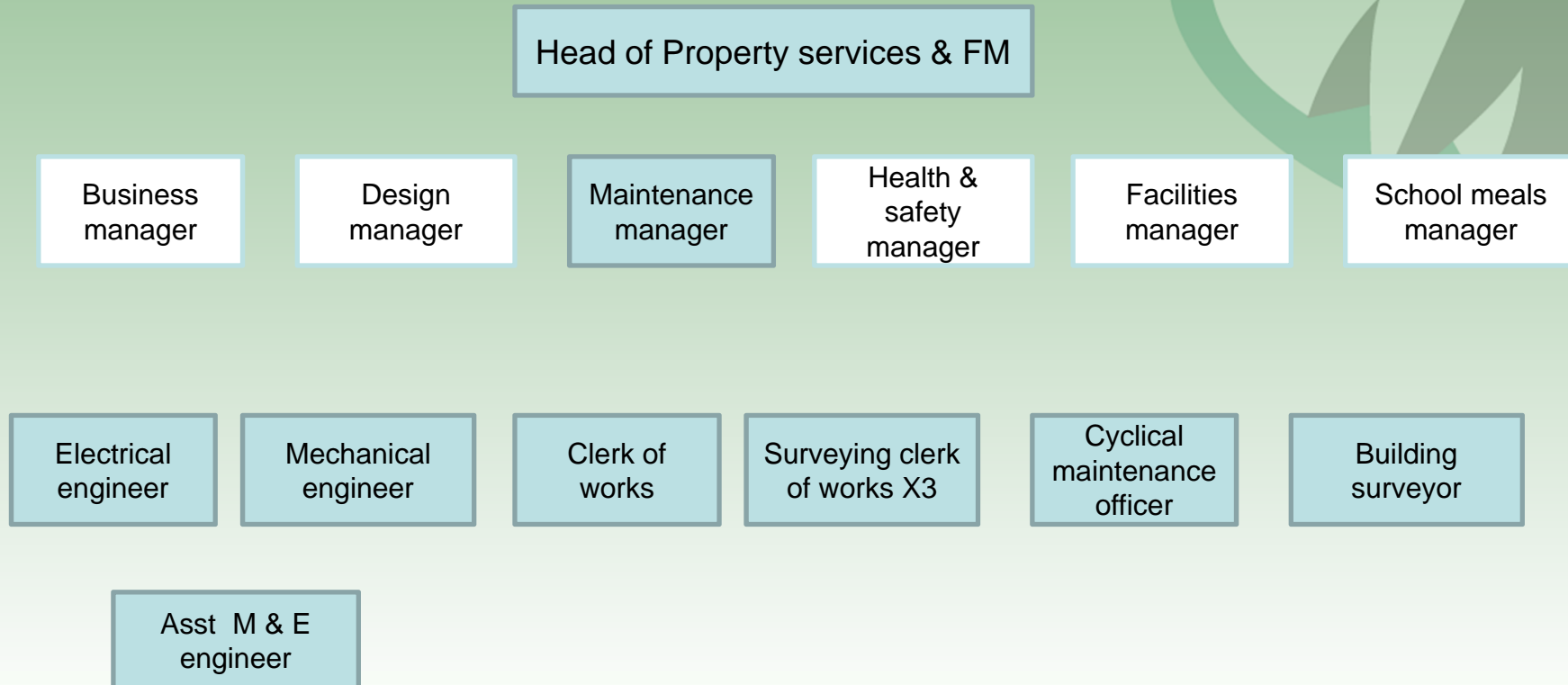
Operations department – Proposed staff structure



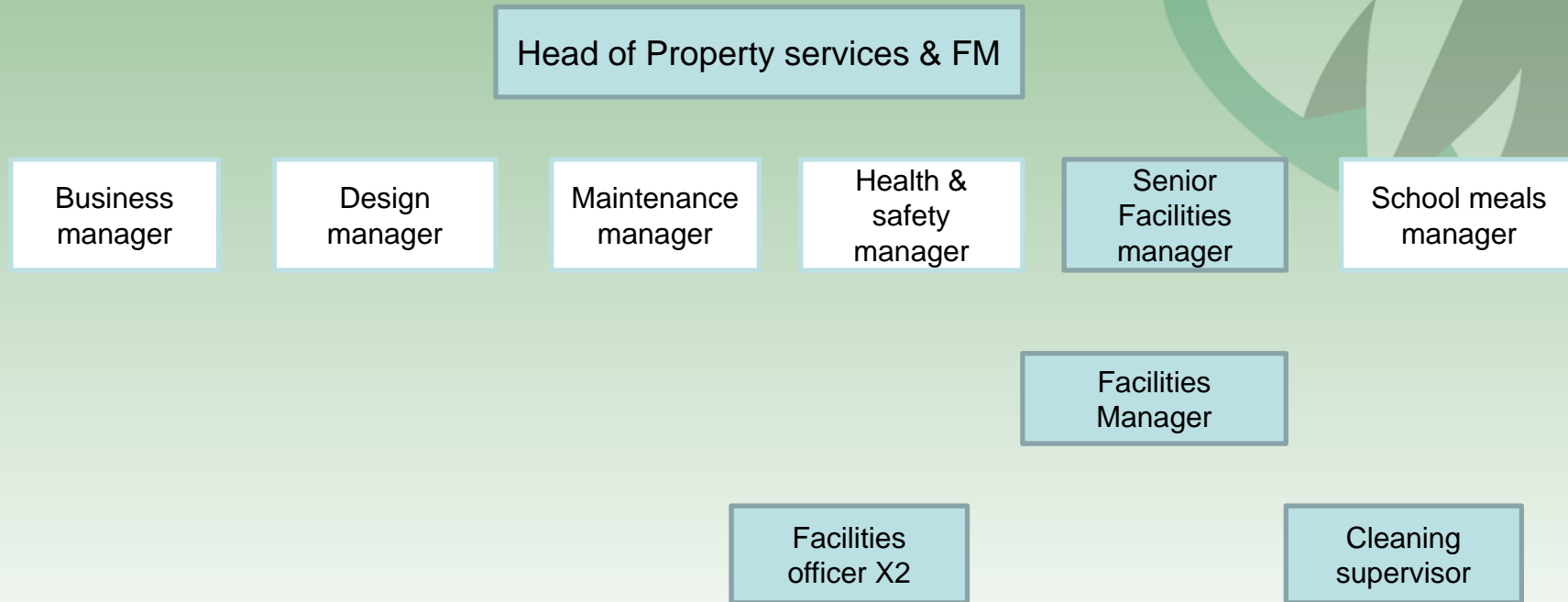
Operations department – Proposed staff structure



Operations department – Proposed staff structure



Operations department – Proposed staff structure



Operations department – Proposed staff structure

Head of Waste &
Street services

Budget, income, grant funded

Capital and Revenue budgets

Services:

waste and recycling services (legislation, targets, contracts, direct provision)

Street scene (cleansing, EPA, grounds, leisure areas, dog nuisance)

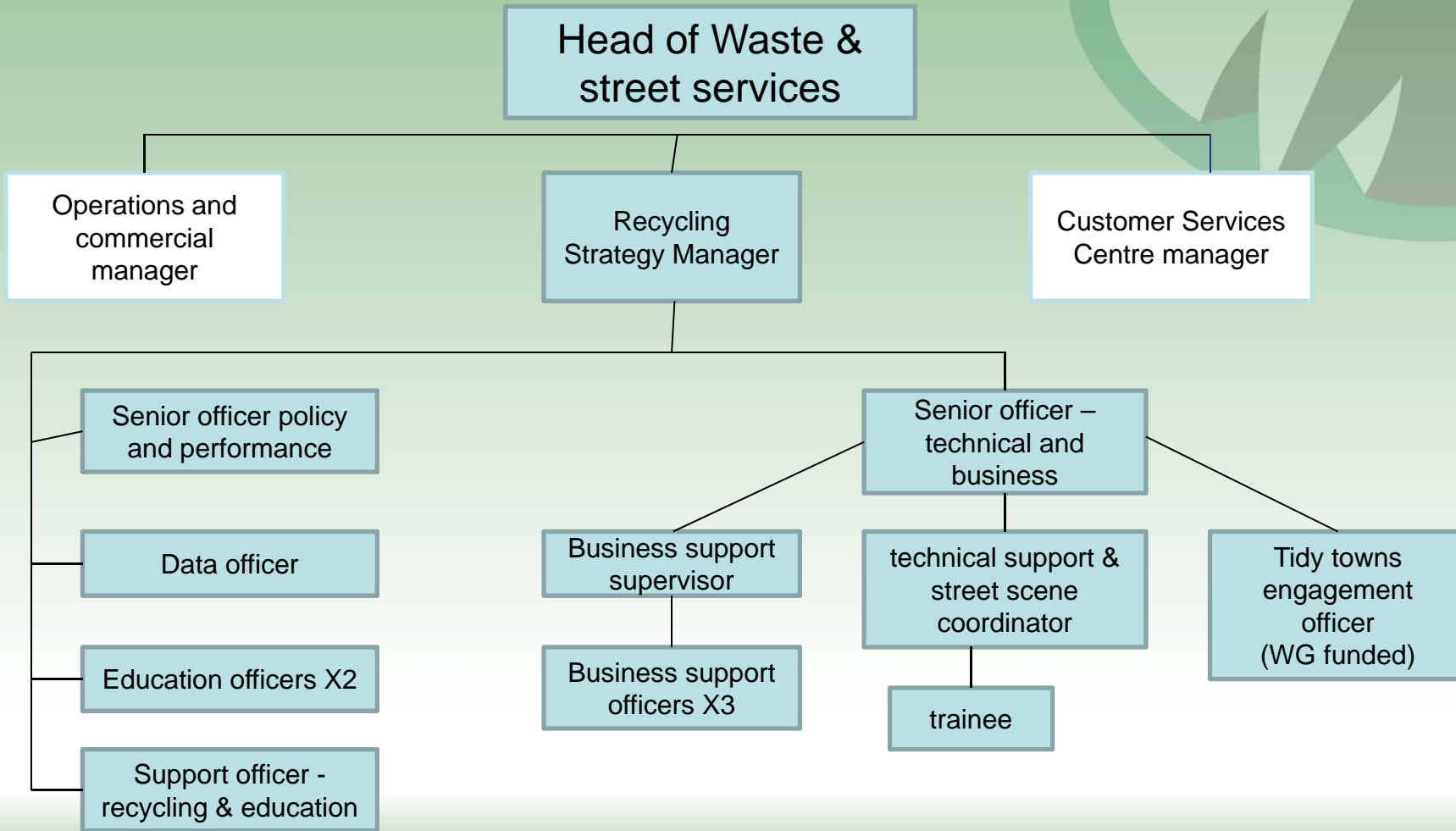
Commercial services (grounds, waste, training)

Training Centre

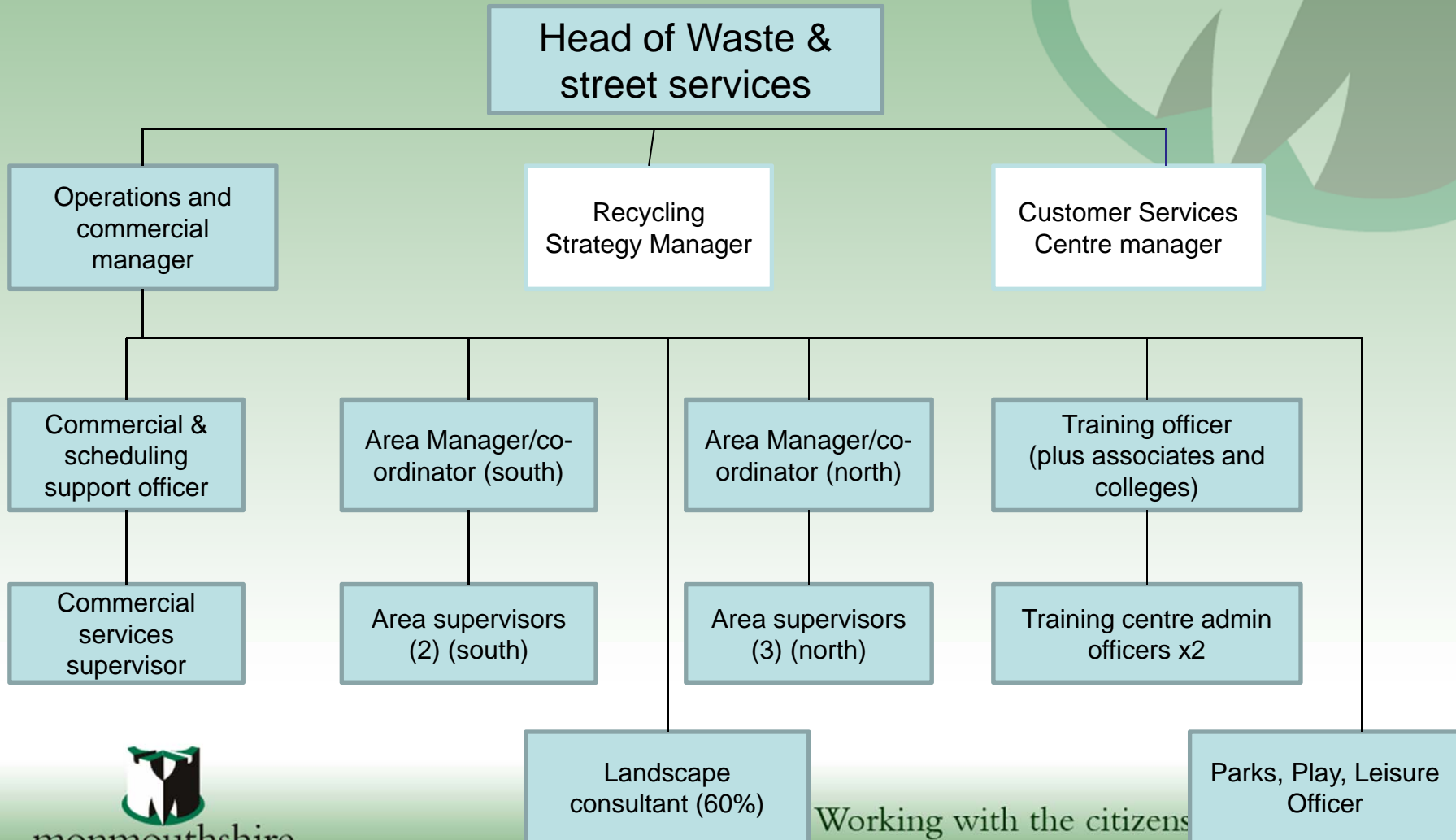
Customer Services Centre

Performance Management

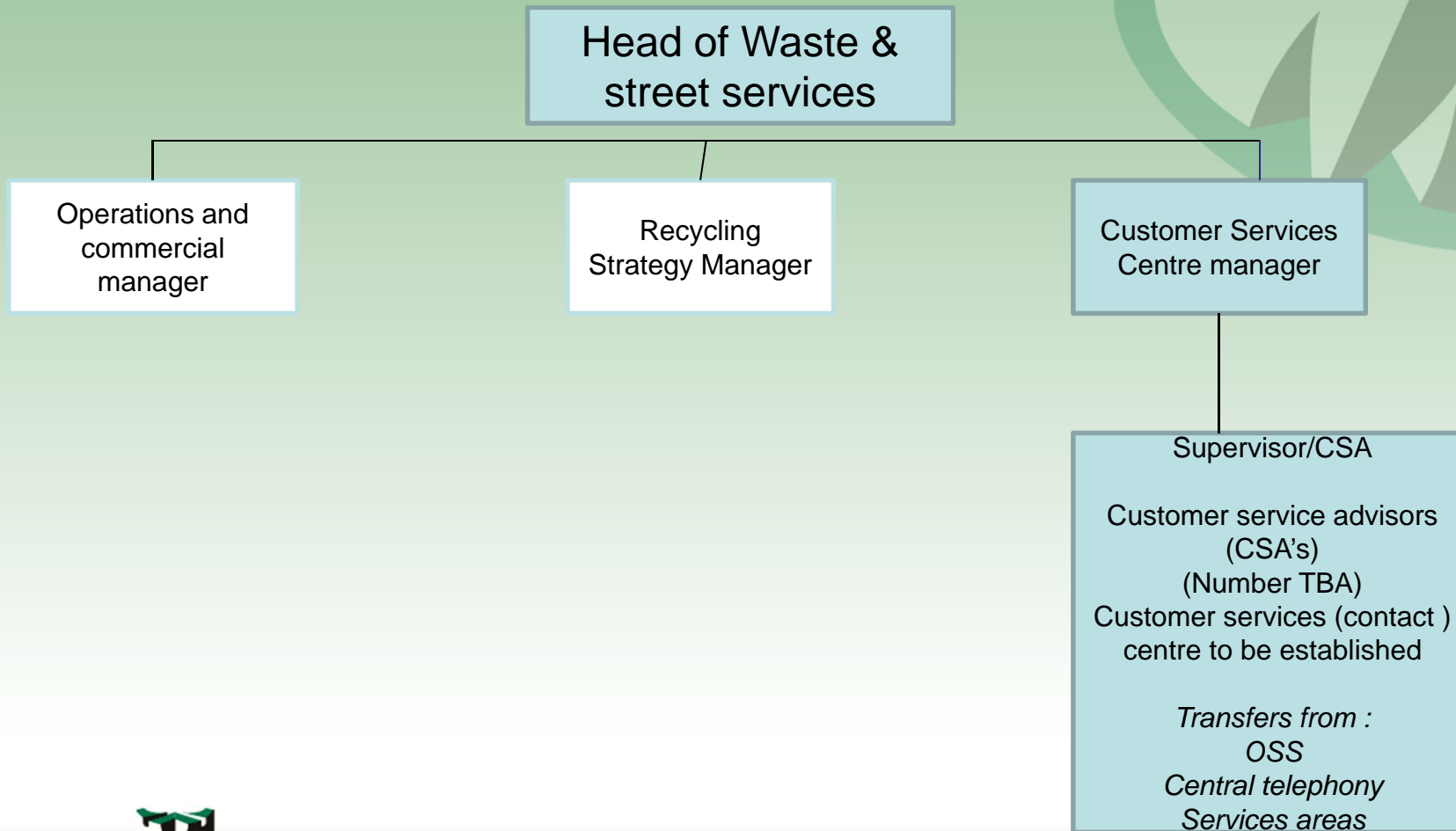
Operations department – Proposed staff structure



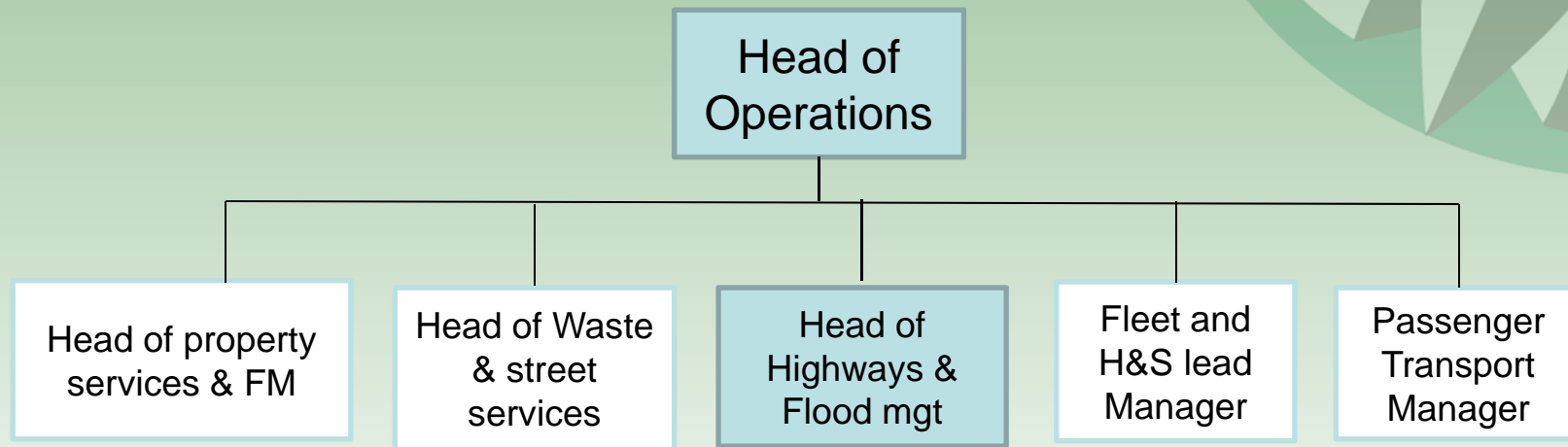
Operations department – Proposed staff structure



Operations department – Proposed staff structure



Operations department – Proposed staff structure



Operations department – Proposed staff structure

Head of Highways
& flood mgt

Budget, income, grant funded

Capital and revenue budgets

Services:

Motorway, trunk road, county roads maintenance

Winter maintenance

Street lighting

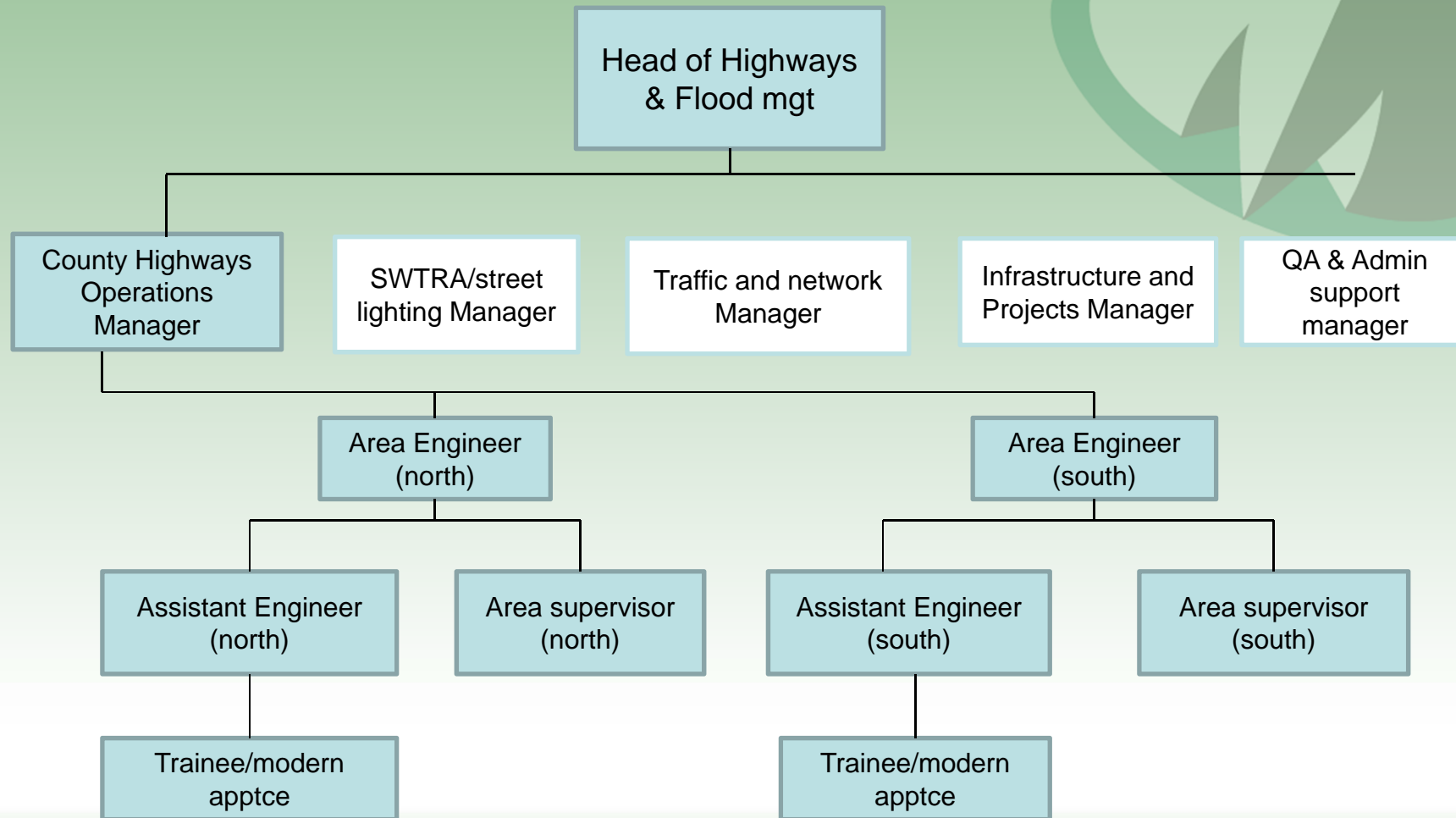
Traffic and development management

Infrastructure and projects management

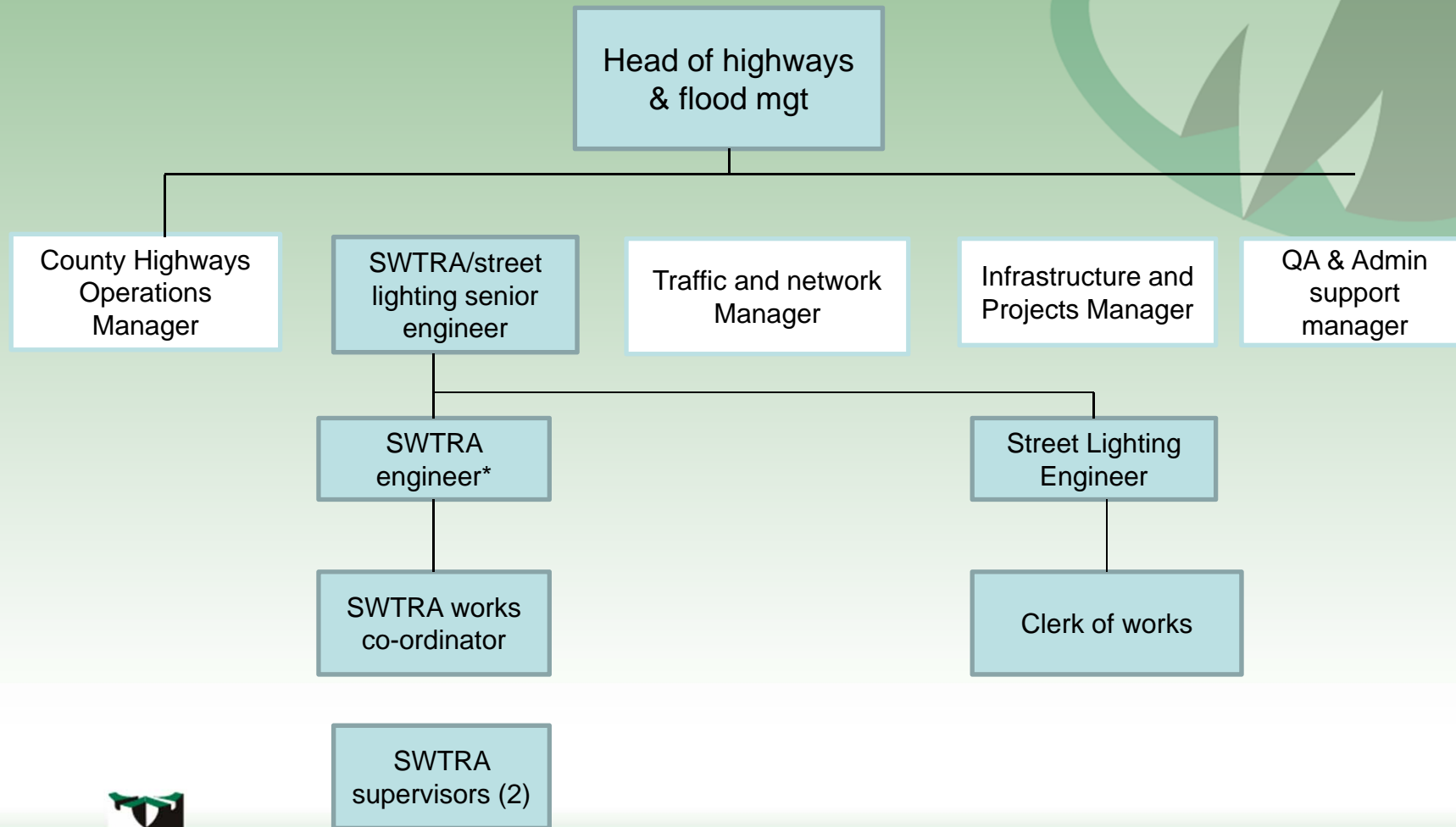
Land drainage and Lead Flood Authority responsibilities

(flood management act)

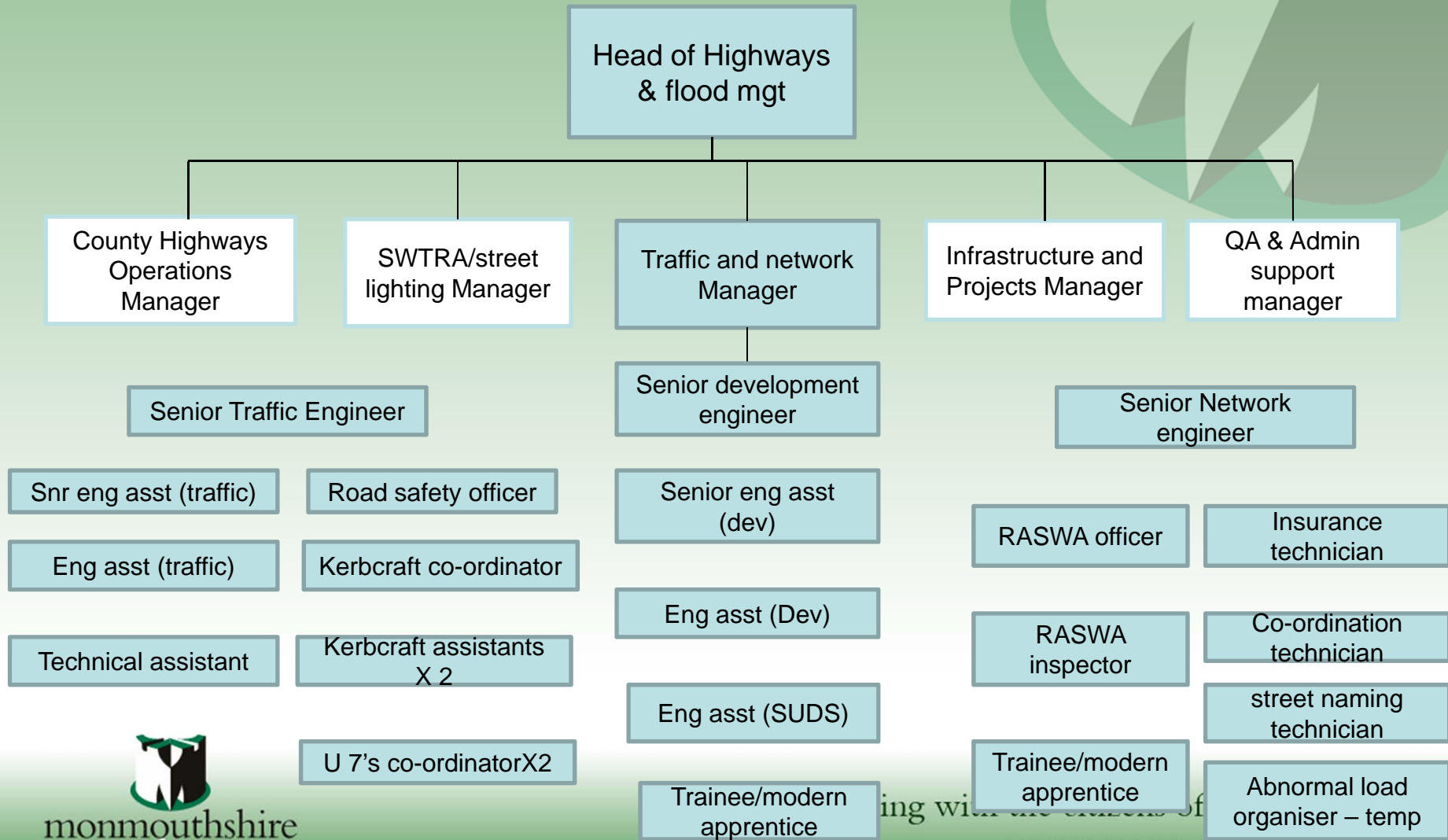
Operations Department – Proposed staff structure



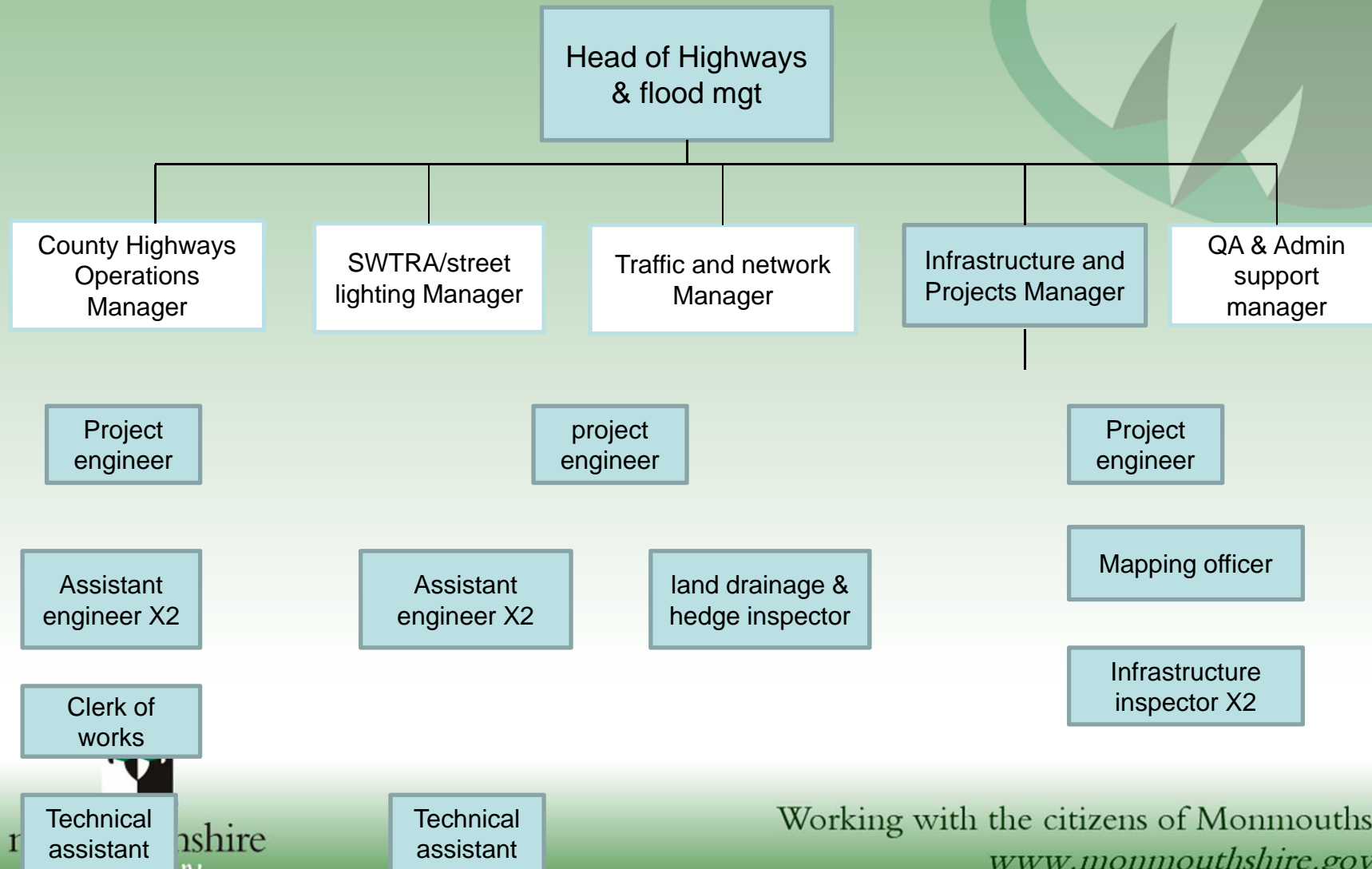
Operations Department – Proposed staff structure



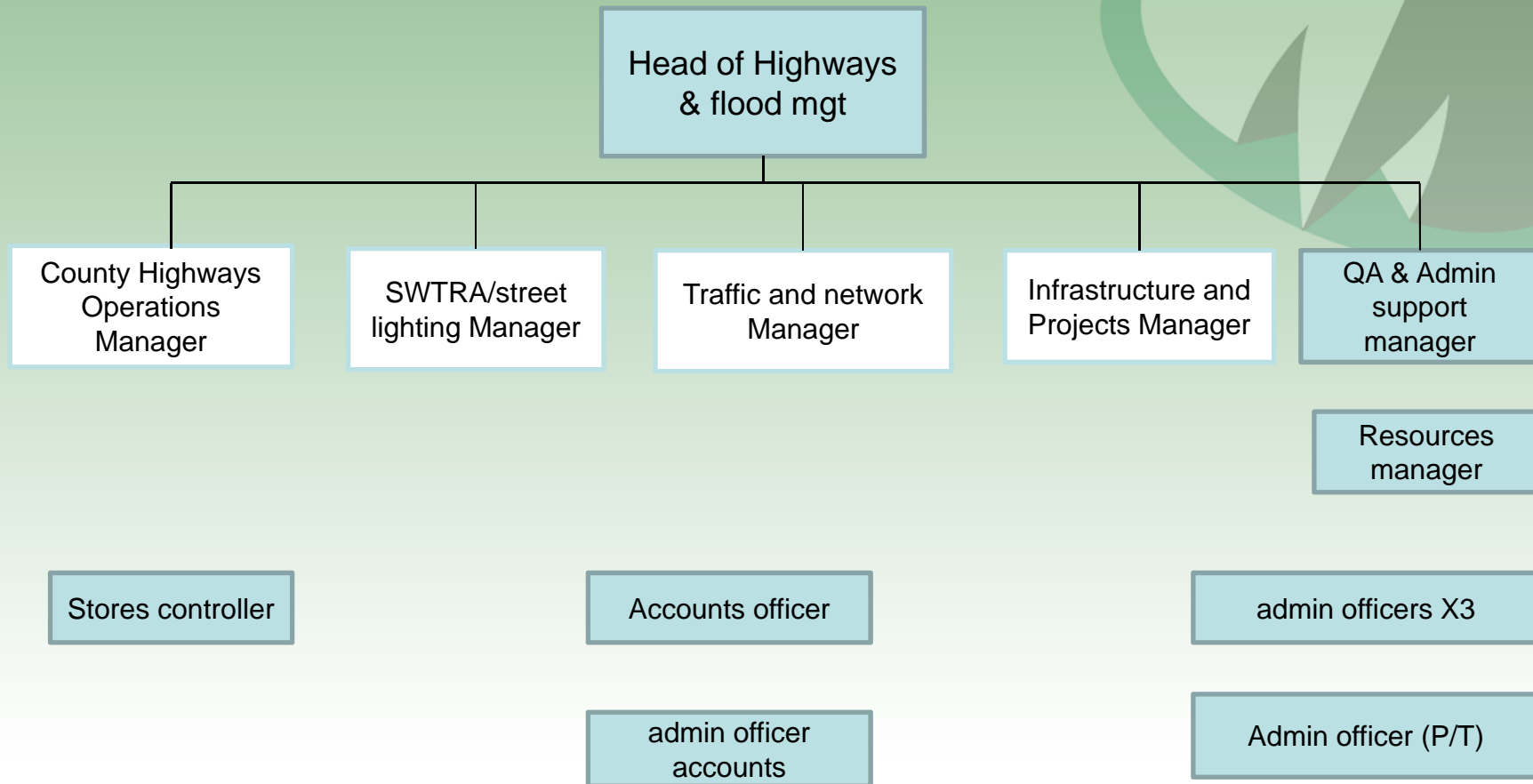
Operations Department – Proposed staff structure



Operations Department – Proposed staff structure



Operations Department – Proposed staff structure



Operations department – Proposed staff structure

Fleet and H&S lead Manager

Revenue and capital budgets

Replacement vehicle programme

'O' License Holder for Fleet

Purchase, lease and hire of all vehicles

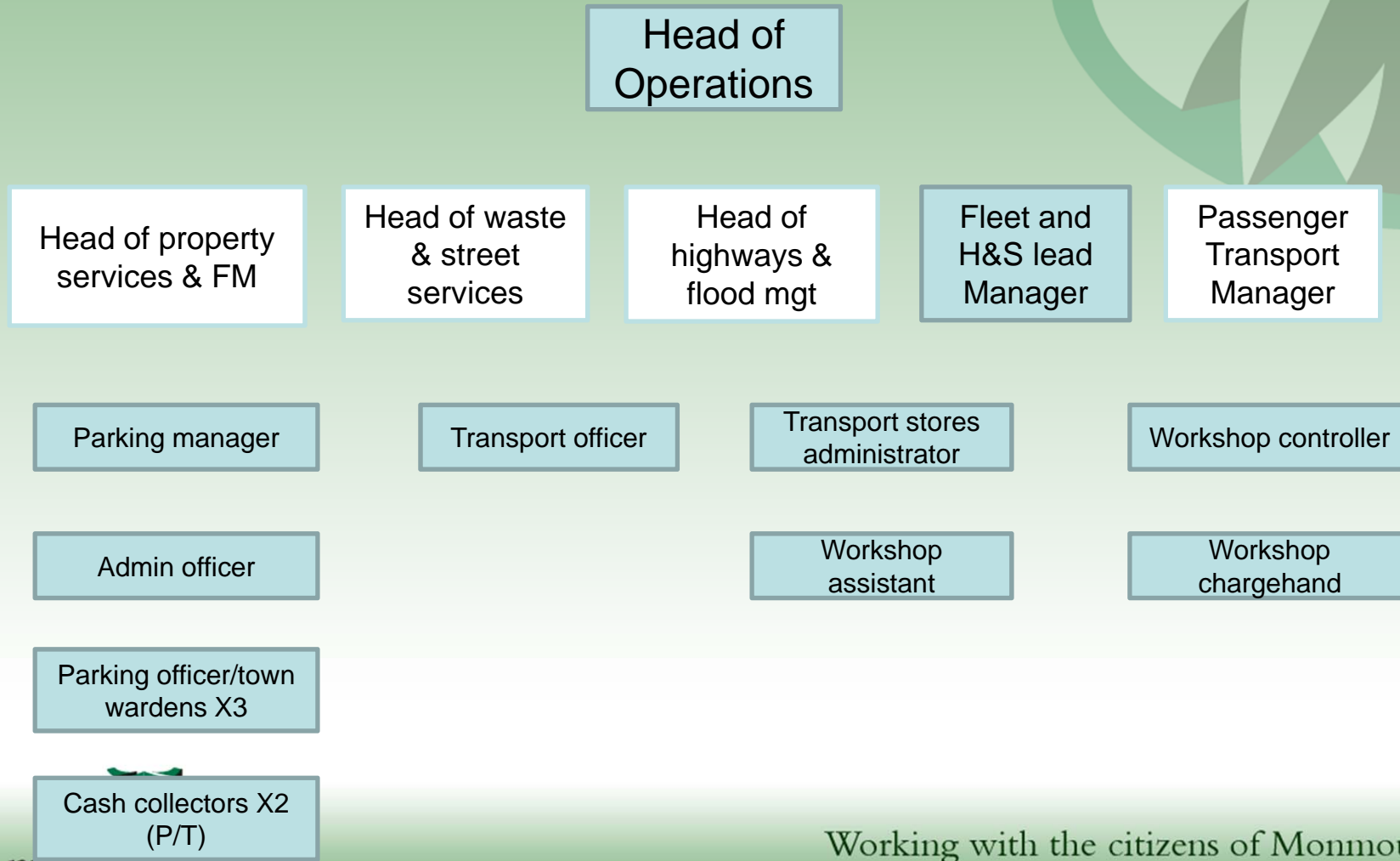
Management and administration of fleet (tax, insurance, acquisition, sale, disposal)

Maintenance of fleet, car park operations

Health and Safety –lead officer for Operations

Transport Policy

Operations department – Proposed staff structure



Operations department – Proposed staff structure

Passenger Transport
Manager

Revenue, grant, commercial funded

'O' license for passenger transport

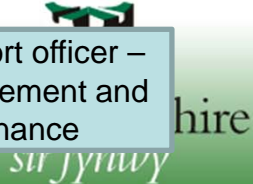
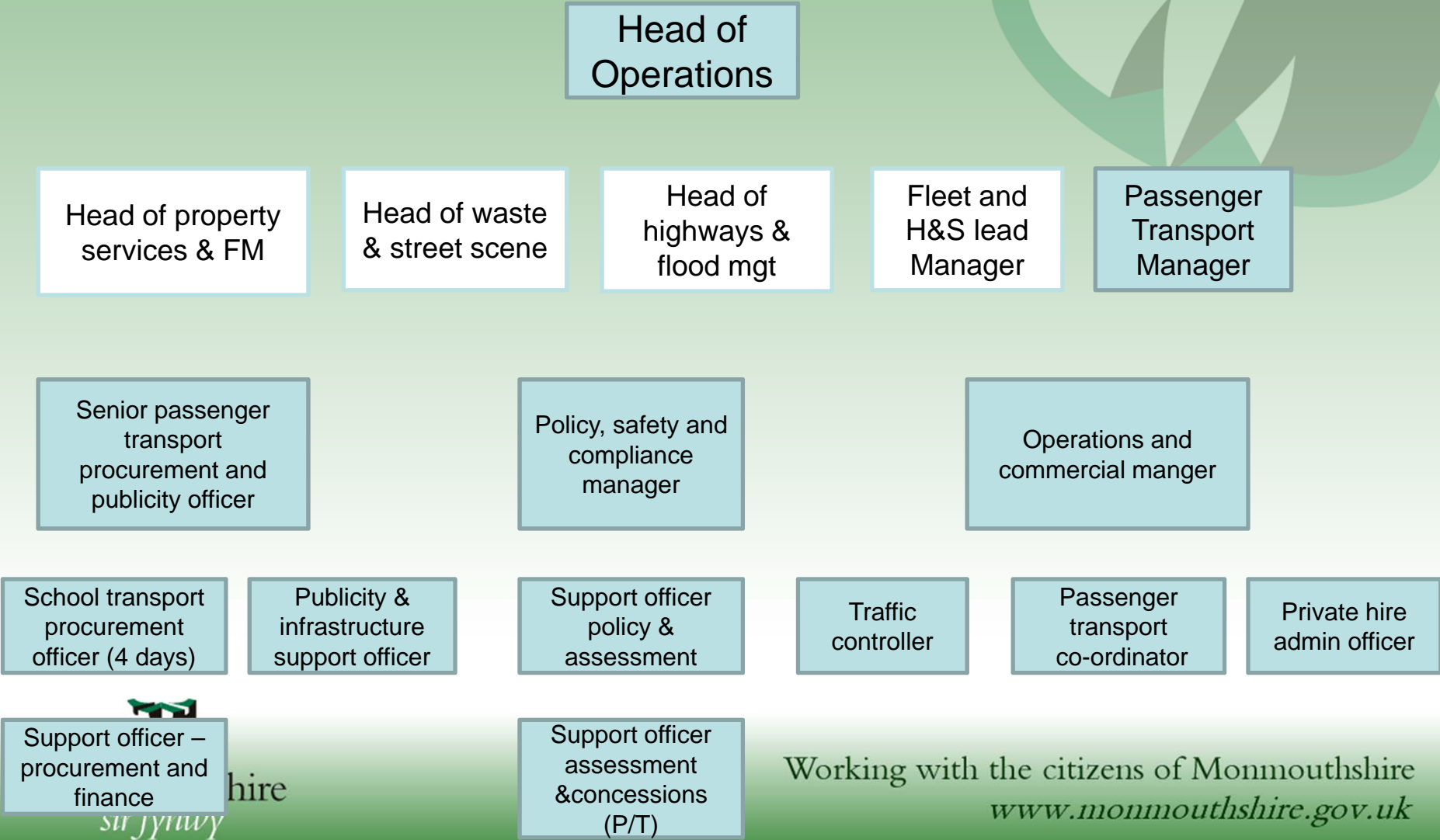
Schools transport & SEN – contract, direct provision

Public transport – grass routes, dial a ride, concessionary, commercial, S22

Bus hire, other LA's, private

Transport Policy

Operations department – Proposed staff structure



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Appendix 3

The “Equality Challenge” (Screening document)

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration To introduce new staff structures to reduce costs	
Name Operations Department		Date 6 th March 2014	
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).
➤ <i>None</i>	➤
➤	➤
➤	➤
➤	➤

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 R Hoggins
Dated 15th January 2014

Designation Head of Operations



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Introduce new staff structures	Chief executives	Operations
Policy author / service lead	Name of assessor	Date of assessment:
Roger Hoggins	Roger Hoggins	6 th March 2014

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)

Introduce new staffing structures within the Operations department to streamline management arrangements and reduce costs overall.

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

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

Consultation with staff and unions underway

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.

MCC employee data

Budget data

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

no

7. Final stage – What was decided?

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

The process for implementing staff matters are controlled by HR policies adopted corporately by the authority. These are adopted corporately to address any risk of discrimination.

•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

None

Signed R Hoggins Designation...Head of Operations

Dated.....6th March 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Introduce new staff structures	
Name Operations department		Date 6 th March 2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE		X	
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and voluntary work		X	
Targets socially excluded		X	

Help reduce crime and fear of crime		X	
Improve access to education and training		X	
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and services		X	
Link local production with local consumption		X	

Improve environmental awareness of local businesses		X	
Increase employment for local people		X	
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

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

- 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 R Hoggins

Dated 6th March 2014

SUBJECT: ESTABLISHING THE NEW ENTERPRISE DIRECTORATE
MEETING: Cabinet
DATE: 19th March, 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To establish the top-line leadership structure of the new Enterprise Directorate – as per the recent report of the Chief Executive on the new senior leadership structure; deletion of managerial posts within the existing structures pass-ported across to Enterprise and to seek approval to progress appointment of the senior leadership posts. Specifically to endorse:
- 1.1.1 Deletion of the fixed-term post of Head of Innovation and in its place establish the permanent role of Head of Commercial and People Development;
- 1.1.2 The deletion of the posts of Estates and Sustainability Manager, Libraries, Museums & Arts Manager, Leisure Activities Manager Countryside Manager and Head of Planning, Place and Enterprise; and,
- 1.1.3 The establishment of three new posts: Head of Community- Led Delivery, Head of Tourism, Leisure and Heritage and Head of Planning.

2. RECOMMENDATIONS:

- 2.1 Cabinet agree the proposed senior structure, the establishment of the leadership posts and resultant deletion of managerial posts.

3. KEY ISSUES

- 3.1 Following the report of the Chief Executive to Cabinet on the 12th February 2014 which outlined the reconfiguration of the Senior Leadership Team, and specifically, the separation of Enterprise and Operations services, this report focuses on establishing the senior structure within the Enterprise Directorate.
- 3.2 The purpose of the new Enterprise Directorate is to drive forward the Council's stated priority around the economy, entrepreneurship and job creation, but much more than this, to promote and embed an internal culture of enterprise. Economic development is about our actions as policy makers to advance the economic health and competitiveness of our county. Enterprise however, is a much broader concept and means taking calculated risks and developing solutions to problems. Enterprise has to be grounded in a cultural process because we can learn more from culture than we can by ourselves.
- 3.3 An organization with an Enterprise culture is one where people are imaginative and creative rather than reactive and risk-averse. People are empowered to have ideas and make things happen in line with the organization's purpose. An Enterprise culture is populated by people who are prepared to challenge the status quo, develop new ways of working and, have the ability to turn ideas into action. Working in Enterprise shouldn't be a safe and comfortable existence – it is not a 'protected' environment because enterprise should provide for and protect itself.
- 3.4 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. 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.
- 3.5 In order to establish the structure, processes and value-set required to develop and deliver quality services in an ever changing and increasingly economically challenging environment, courageous, visionary and engaged leadership are pre-requisites. The leadership team, whilst each demonstrating the requisite specialist skills and knowledge must demonstrate shared purpose and common aims around the pursuit of enterprise. The leadership team proposed for this purpose is set out in Appendix I.
- 3.6 In order to achieve a structure which is considered fit for future purpose; it will be necessary to delete senior management posts that exist within the structures pass-ported across to Enterprise. This will allow the establishment of a reduced number of key leadership posts that step up to this new level of responsibility; create more relevant thematic alignments and demonstrate accountability for accelerated delivery of excellent outcomes.

4. REASONS

- 4.1 This is not a restructure report. It follows the report of the Chief Executive on the new senior leadership structure and seeks to give practical effect to the establishment of the new Enterprise directorate. The proposed new leadership posts for Enterprise will be established at a level lower than existing Head of Service (second tier) within the pay and grading structure. The new lead officers will carry a significantly higher level of responsibility and three out of the four posts will be appointed on a development grade, set at a level lower than existing second tier salaries. Progression within the grade will result from the delivery of specific performance objectives, evaluated by a panel of Elected Members at the end of the first 12 months and will result in the alignment of the grade to a specific fixed point salary with no further progression. Establishing the roles at Head of Service level enables each lead officer to cover a wider range of functions, promote the closer integration of services and develop sub-structures which will be more cost-efficient and resource-effective for the Council. Within each of the proposed service strands, as set out in the recommendations above, changes are proposed as follows:

Commercial and People Development

- 4.2 The Head of Innovation is currently a second tier fixed-term post. Innovation has close synergies with Employee Services, Economic Development, Digital Strategy and Organisational Development and given the need to cover these functions in a permanent capacity – it is proposed that a new post of Head of Commercial and People Development is established to give effect to this. The current Head of innovation is presently overseeing the functions within this new area, in view of their criticality to the business, until appointment to the new post is approved. This will see the deletion of the fixed-term post of Head of Innovation and the simultaneous creation of the permanent post of Head of Commercial and People Development. The salary will remain at the same level within the second tier pay and grading structure because it will carry a Deputy Chief Officer designation and have a Senior Leadership Team remit.

Community Led Delivery

- 4.3 The posts of Estates and Sustainability Manager and Libraries, Museums and Arts Manager will be deleted and will be replaced by the post of Head of Community Led Delivery.

Leisure, Tourism and Culture

- 4.4 The post of Leisure Activities Manager and Countryside Manager will be deleted and will be replaced by the post of Head of Tourism, Leisure and Culture

Planning

- 4.5 The post of Head of Planning, Place and Enterprise will be deleted and replaced with the post of Head of Planning. The salary level will remain at the same second tier level.

5. RESOURCE IMPLICATIONS

- 5.1 Existing second tier Officers within the structure are appointed on an incremental scale, commencing on 51.5% of the Chief Executive's salary and incrementing every year to the top of the range which is 57.5% of the Chief Executive's salary. The associated salaries are:

51.5% - £56,650

53.5% - £58,850

55.5% - £61,050

57.5% - £63,250

- 5.2 However, the posts within the Enterprise Directorate Structure are not being proposed on the existing incremental scale. The post of Head of Commercial and People Development is being proposed on a fixed salary of £58,850 with no incremental progression for the reasons stated above. The remaining three posts in the structure will be appointed on a development grade of £55K incrementing to a fixed salary of £58,850 at the end of the first 12 months, upon achievement of specific performance objectives as detailed in 4.1 above.

- 5.3 The major resource implications arising from the creation of the new Enterprise directorate are as follows:

- Enterprise is required to deliver £70,000 of the £140,000 savings required for the former Regeneration and Culture directorate as part of the 2014/15 budget proposals (the remaining £70k being met by the new Operations Division). The costs involved in establishing the new more wide-ranging leadership structure and the respective new lead officer posts within it will amount to £321,885 – see table at Appendix 2. The deletion of management posts described above will generate savings of £312,257 – a net saving of £10,000. Further savings of at least £60,000 will be realized through income and fee generation from the Innovation and People Development Team, and efficiencies naturally resulting from a more integrated approach to service delivery across the new directorate. Income and fee generation comprises both an opportunity to exploit the external training and consultancy market, and to recover costs for specialist support that is provided to services that consequently yields cashable savings and efficiencies. The detail of this will be brought forward under the detailed structure report that will soon be forthcoming for Commercial and People Development.
 - In addition to this, whilst the deletion of the fixed term-post of Head of Innovation will not yield additional revenue savings as a result of the post being reserve-funded – there will be a reduced call on reserves of £160,000 for the remaining two years of the fixed-term period.
 - Furthermore as part of the wider set of budget mandates for 2014/15, the Enterprise Directorate will be contributing a further £303k in additional staffing savings. The detail of these is set out in existing mandates for Leisure, Libraries and One Stop Shops, Estates, Housing and Cultural Services.
- 5.4 Once appointed, lead officers will quickly bring forward detailed restructure proposals for their respective strands. Once implemented, these proposals will allow for an efficient and effective structure to be put in place, with capacity and expertise configured such as to allow future demands and needs to be managed and met. Furthermore, it will build inherent capacity to allow enterprise to flourish and opportunities to be acted upon.

6. EQUALITY AND SUSTAINABILITY

- 6.1 There are no sustainable development implications or equality issues.

7. CONSULTEES:

Cabinet Members
Senior Leadership Team
Trade Unions

8. BACKGROUND PAPERS:

[Report](#) of the Chief Executive to Cabinet, 12th February 2014
Salary Costs Table

Enterprise structure chart

Job Descriptions – Head of Commercial and People Development; Head of Community-led Delivery; Head of Tourism, Leisure and Culture and Head of Planning.

9. AUTHOR:

Kellie Beirne, Chief Officer, Enterprise

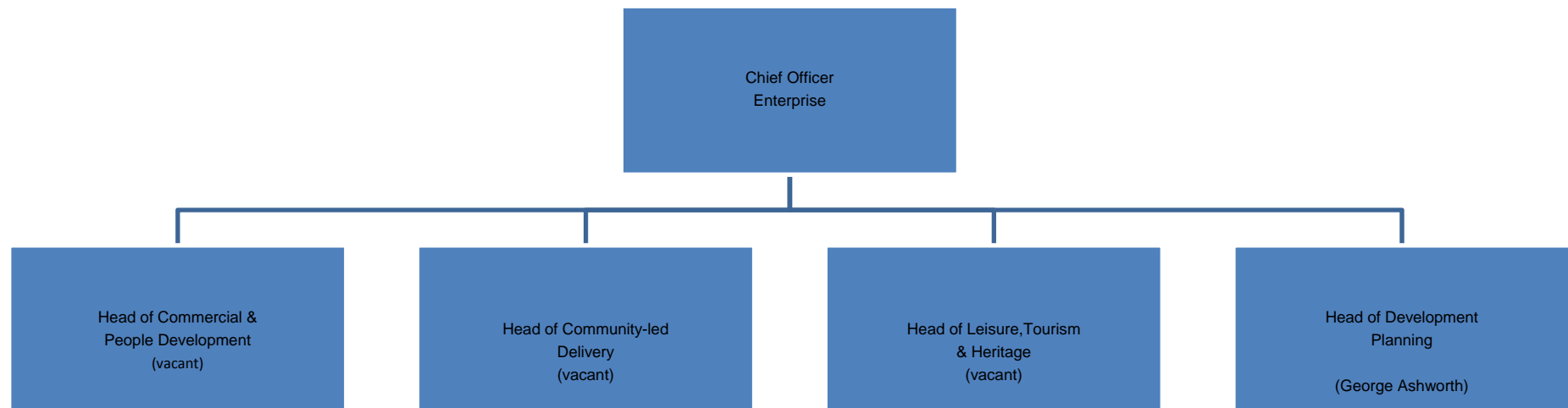
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Enterprise Directorate



RESOURCE IMPLICATIONS

	Band	SCP	Gross Pay	Employers NI	Employers Superannuation	Total	
<u>Deleted Posts</u>							
Head of Innovation	53.5% of CEO salary		58,850	5,178	12,417	76,445	21.1%
Estates and Sustainability Manager	Band M (53-57)	57	49,525	4,604	10,450	64,579	21.1%
Libraries, Museums & Arts Manager	Band L (49-53)	51	43,848	3,821	9,252	56,921	21.1%
Leisure Activities Manager	Band L (49-53)	52	44,754	3,946	9,443	58,143	21.1%
Countryside Manager	Band L (49-53)	53	45,627	4,067	9,627	59,321	21.1%
Head of Planning & Regeneration	57.5% of CEO salary		63,250	6,325	13,346	82,921	21.1%
Less: reserve funding (Head of Innovation)						-76,445	
						321,885	
<u>Revised Posts</u>							
Head of Commercial and People Development	53.5% of CEO salary		58,850	5,178	12,417	76,445	21.1%
Head of Community Delivery	53.5% of CEO salary		58,850	5,178	12,417	76,445	21.1%
Head of Leisure, Tourism and Heritage	53.5% of CEO salary		58,850	5,178	12,417	76,445	21.1%
Head of Development Plans (protected)	53.5% of CEO salary		58,850	5,178	12,417	76,445	21.1%
Salary Protection (two year period)			4,400	1,147	929	6,476	
						312,257	
Net (saving)/pressure to be managed through further restructuring						-9,628	

Note: Deleted Posts taken on top of respective salary scale; Revised posts on spot salary

Appendix 3 - Enterprise Job Descriptions

Job Description Enterprise – Head of Commercial and People Development

Our Enterprise culture must grow and develop imaginative and creative people. We want our people to be empowered to have ideas and make things happen in line with the organization's purpose. Innovation-led reform of public services offers the best hope of meeting the significant economic and community challenges now testing local government. The role is about developing enterprise – and has an internal and external dimension. Internally, being enterprising means being open to new ideas and developing solutions to problems. It means progressive people development strategies that lead to enhanced productivity and contribute meaningfully to organisational learning and development. Externally, it is about our role in economic development and our actions as policy makers to promote the economic health, market productivity and competitiveness of our county. Developing and sustaining this philosophy requires pace, courage and heart. The Head of Business Growth and People Development will embody exceptional leadership skills and an ability to bring together whole systems and services to subscribe to a new future.

Main duties and requirements:

- Provide whole-authority innovation leadership, supporting the generation of ideas and solutions that respond to key challenges and yield demonstrable impact;
- Redesign traditional business models and create a talent-rich entrepreneurial council, where there is a strong sense of purpose and a collective passion for what we do and how we do it;
- Co-ordinate all aspects of product, service and process innovation in order to move services from public funding dependency to more self-sustaining formats and contribute meaningfully to wider organisational learning and development;
- Facilitate the process of working with citizens, communities and businesses to promote a spirit of civic innovation and enable a range of social innovations;
- Lead the direction, development and operation of the Innovation Network;
- Provide proactive leadership and continually cultivate the development of our external business development and support function;
- Help grow the Monmouthshire economy and work with partners to continue developing, supporting and improving businesses all over the county;
- Provide Council officer leadership of the relationship with and direction for the MCC's Community Interest Company, CMC2;
- Lead on all income generation activities that enable the Council to mobilise additional resources to create optimum outcomes for people, place and business;

- Provide strategic direction and leadership on People Development (HR) across the Council, developing the capacity for organisational development and learning:
 - Assess current and future policy requirements to support strategic aims and organisational development objectives
 - Research best practice to enable best design and implementation
 - Provide oversight and direction on Remuneration
 - Provide direction to Trades Union relationships to foster effective working and enable change
 - Monitor legislative developments and maintain protocols and compliance
- Oversee development and implementation of range of People Development (HR) policies that lead to enhanced productivity and performance and enable people to be the best they can be;
- Implement a person-centred approach to developing People Development strategies and practices, ensuring we equip people with the tools and training to fulfil their potential and provide great services;
- Deputise for the Chief Officer as required, exercising leadership and contributing to the strategic development of the service.
- To lead, motivate, monitor and develop staff to ensure that all aspects of the service are provided to the highest possible standard. To harness the talents of staff at all levels.
- To promote the social-commercial ethos of the service to staff and other departments of the Council as well as potential investors and local people
- To show adaptive leadership in responding to changes in workload and role by demonstrating resilience, flexibility and can-do attitude.

Person Requirements

The post-holder will demonstrate:

- A great attitude and an open and can-do mind-set
- The motivation, constancy and resilience to lead diverse teams through perpetual states of transition
- The ability to bring people to develop shared purpose and common aims
- Proven experience in the ability to understand wide-ranging, out of the ordinary technical and business proposals in depth
- Credentials in delivery – demonstrating previous successes, productivity and outcomes
- A strong feel for what the County of Monmouthshire is all about
- Strong financial proficiency; understanding of opportunity cost and development economics;
- Experience of working on novel projects and a proven ability to bring ideas from conception to

completion

- A belief that failure is sometimes inevitable and a necessary and valuable part of the learning and development process
- Experience in showing commercial sense, contract structuring and negotiation and business strategy development
- Proven experience in helping other people turn their ideas into reality; working within multiple, fluid and 'networked' structures requiring trust, confidence and integrity.

Job Description Enterprise – Head of Community-led Delivery

We want our people, teams and communities to be empowered to have ideas and make things happen in line with the organization's purpose. Innovation-led reform of public services offers the best hope of meeting the significant economic and community challenges now testing local government. The role is about 'leaning in' to community and enabling communities to shape their places, services and futures in ways which best meet local needs and priorities. In view of the continuing climate of severe public funding cuts, we recognise the need to enable communities to invest in building their own resilience. We understand that each of our towns and communities has their own distinctive sense of place and that one size does not fit all. We want to harness a progressive sense of ambition for our towns and places; ensuring that public services operate flexibly, optimally and by those individuals and organisations that are best placed to deliver them. We must make the best use of available resources; identify opportunities for alignment and investment leverage and focus on addressing what matters.

Main duties and requirements:

- To lead and co-ordinate the whole organisation approach to area integrated service delivery in order to involve people in co-designing services they want, at a lower cost;
- Build better relationships and grow trust between council and community;
- Develop a model of local leadership capable of withstanding structural change in the external environment, through greater community empowerment and ownership;
- Develop relationships with civic innovators that enable us to work together to re-shape public services;
- Create the conditions for change through Whole Place plans for our four major towns and rural communities;
- Provide direction and leadership to the Strategic Housing function, continually developing its community enabling role and satisfying all statutory requirements regarding homelessness, private sector housing and housing advice;
- Ensure opportunities are maximised to deliver improved quality, variety and affordability of housing in order to contribute to appropriate local housing supply, mixed and sustainable communities and wider local economic opportunity;
- Oversee the Estates, Assets and Valuations function and ensure compliance with all statutory frameworks and orders governing disposal and value;
- Providing annual asset valuations information in accordance CIPFA and RICS guidelines for the purpose of annual accounting;
- Developing and overseeing delivery of the asset management strategies and investment plans needed to support the Council's key strategic priorities;
- Identify and utilise options for utilising Council land and assets for community regeneration purposes and to promote an understanding of 'opportunity cost' and what we might have to give up in order to gain something else of greater economic, social and environmental value;

- Perform the lead role for asset based community development and environmental sustainability schemes and projects;
- Lead the approach to sustainable development in accordance with both legislative requirements and market opportunity, including energy saving and generation of renewable energy;
- Oversee the development of integrated frontline customer service hubs including libraries and customer contact to facilitate service progression, social innovation and spaces that inspire co-production and co-delivery;
- Develop a strategic plan for a 'public library of the future' leading on all aspects of service evolution as well as day to day discharge of statutory duties;
- Commercial development of services and community amenities such as Cemeteries and Markets;
- Oversight of creation of community hubs, integrating frontline one stop shop, library and other relevant customer facing provision;
- Generating long-term sustainable revenue streams for community organisations making them more sustainable and instilling civic pride and responsibility;
- Use assets, facilities, talents and ideas to draw in new finance and expand the level of community activity; and,
- To lead, motivate, monitor and develop staff to ensure that all aspects of the service are provided to the highest possible standard. To harness the talents of staff at all levels.
- To promote the social-commercial ethos of the service to staff and other departments of the Council as well as potential investors and local people
- To show adaptive leadership in responding to changes in workload and role by demonstrating resilience, flexibility and can-do attitude.

Person Requirements

The post-holder will demonstrate:

- A great attitude and an open and can-do mind-set
- The motivation, constancy and resilience to lead large tranches of the organisation through perpetual states of transition
- The ability to bring people together to develop shared purpose and common aims
- Proven experience in the ability to understand wide-ranging, out of the ordinary technical and business proposals in depth
- Credentials in delivery – demonstrating previous successes, productivity and outcomes
- A strong feel for what the County of Monmouthshire is all about
- Experience of working on novel projects and a proven ability to bring ideas from conception to

completion

- A belief that failure is sometimes inevitable and a necessary and valuable part of the learning and development process
- Proven experience in helping other people turn their ideas into reality; working within multiple, fluid and 'networked' structures requiring trust, confidence and integrity.

Job Description Enterprise – Head of Tourism, Leisure and Culture

We want our people, teams and communities to be empowered to have ideas and make things happen in line with the organization's purpose. Innovation-led reform of public services offers the best hope of meeting the significant economic and community challenges now testing local government. In a climate of continuing severe fiscal constraint, we want to ensure that important Leisure, Tourism and Culture functions and services which enhance our county's sense of place and economic, social and environmental ROI – are developed in the most sustainable, relevant and viable formats possible. We want to harness a progressive sense of ambition for recreation and heritage services; ensuring that as public services, they operate flexibly and in line with a business-ethos in order to ensure they in-build resilience, adaptability and can in the medium-term, become self-funding. Engaging with those individuals, groups and organisations that are best placed to develop and deliver these services in the future, is key because our desire is to focus on addressing what matters to our customers, communities and county.

Main duties and requirements:

- To lead and develop the marketing of the County of Monmouthshire, both nationally and internationally as a premier culture, sport and leisure tourist destination
- To develop and evolve the County's Cultural Services and Visitor Attractions in ways which maximise the potential of the offer to visitors, residents and the local economy
- To lead, develop and facilitate implementation of policies and strategies that optimise leisure, tourism and cultural attractions; balancing the preservation of Monmouthshire's unique with opportunities for growth, technological development and economic advancement
- To co-ordinate the delivery of County-wide sports' development, facilities and outdoor events to support health and wellbeing and provide opportunities to increase activity levels of residents and visitors and in particular to ensure every child has opportunities to engage with is sport
- To lead and enable a comprehensive range of tourism services, including visitor information, with the aim of strengthening the county's economy and encouraging growth of the county's visitor and tourism markets.
- To lead and enable a comprehensive range of green infrastructure services, including

countryside access provision, with the aim of enhancing the county's environment, health and well-being and encouraging growth of the county's economy

- To maximise the county's global profile through leveraging the potential of high profile national and international events that take place in and around our county. To connect with Economic Development services to ensure synergy across business and visitor tourism strategies and optimisation of inward investment.
- To lead, develop and sustain penetrative engagement with local, regional and national organisations to identify opportunities for innovation, improvement and raise the profile of the city's attractions and events
- To ensure the service has effective plans, strategic and business-planning processes, needs analyses and change leadership processes that meet customer demands for high quality, contemporary and relevant services.
- To ensure the effective management and deployment of human, financial and business-support resources within the service and to effect robust performance management and 'return on innovation' structures, to ensure desired service outcomes are achieved and where possible, exceeded.
- To provide strong and effective leadership and have overall responsibility and accountability for the delivery of an efficient, effective and economic leisure and cultural services
- To be responsible for targeted and strategic use of Section 106/ CIL monies for recreation and community use in ways which align with and complement whole place planning and engendering community enterprise
- To lead, motivate, monitor and develop staff to ensure that all aspects of the service are provided to the highest possible standard. To harness the talents of staff at all levels.
- To promote the social-commercial ethos of the service to staff and other departments of the Council as well as potential investors and local people
- To show adaptive leadership in responding to changes in workload and role by demonstrating resilience, flexibility and can-do attitude.

Person Requirements

The post-holder will demonstrate:

- A great attitude and an open and can-do mind-set
- The motivation, constancy and resilience to lead large tranches of the organisation through perpetual states of transition
- The ability to bring people together to develop shared purpose and common aims
- Proven experience in the ability to understand wide-ranging, out of the ordinary technical and business proposals in depth
- Credentials in delivery – demonstrating previous successes, productivity and outcomes
- A strong feel for what the County of Monmouthshire is all about
- Experience of working on novel projects and a proven ability to bring ideas from conception to completion
- A belief that failure is sometimes inevitable and a necessary and valuable part of the learning and development process
- Proven experience in helping other people turn their ideas into reality; working within multiple, fluid and 'networked' structures requiring trust, confidence and integrity.

Job Description Enterprise – Head of Planning

We want our people, teams and communities to be empowered to have ideas and make things happen in line with the organization's purpose. Innovation-led reform of public services offers the best hope of meeting the significant economic and community challenges now testing local government. The role of the land-use planning system in this context is of critical importance. The Local Development Plan provides a framework through which we can all work together – organisations, businesses, individuals and communities, to plan and deliver better services in our area. The land-use planning process provides an opportunity to make a real improvement to the quality of communities and most importantly, the lives of individuals who live and work in and visit Monmouthshire. Planning enables us to help shape the physical, social and economic environments that form the backdrop to our communities, creating a sense of place and helping mobilise whole place planning and asset-led community development.

Main duties and requirements:

- To lead, develop, promote and manage the Development Plans service and provide professional expertise to the Development Control function in order to ensure that the Council's priorities are delivered within adopted policies and frameworks.
- To act on behalf of the Council in negotiations with other local authorities, public sector bodies, businesses and developers and regional and national government to bring forward housing and employment developments that will realise the Council's vision and ambition.
- To play a leading role in the development and implementation of major projects and initiatives, such as City Region, economic development, tourism growth and planning-led strategic development and regeneration schemes.
- To be an ambassador for the Council and provide representation on appropriate working groups and boards - nationally, regionally and sub-regionally - to raise the profile of Monmouthshire.
- To ensure effective management of the political interface for the service and in particular, that Cabinet members, Scrutiny, Planning and other Committees, as applicable, receive effective support, advice and information.

- To ensure that all resources (budgets, information, people, assets etc.) are managed and used effectively.
- To provide, leadership, direction and support that empowers teams.
- To identify and address opportunities for efficiency savings and new ways of working that will transform service delivery both in terms of value for money and quality and outcomes for customers.
- To lead on the effective implementation of the Local Development Plan Framework.
- To develop and sustain effective working relationships with a range of partners, public and private sector bodies and agencies
- To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of Monmouthshire; to improve the quality of life of local people and to support the regeneration of the county, the Council and the effective delivery of services.

Person Requirements

The post-holder will demonstrate:

- A great attitude and an open and can-do mind-set
- The motivation, constancy and resilience to lead large tranches of the organisation through perpetual states of transition
- The ability to bring people together to develop shared purpose and common aims
- Proven experience in the ability to understand wide-ranging, out of the ordinary technical and business proposals in depth
- Credentials in delivery – demonstrating previous successes, productivity and outcomes
- A strong feel for what the County of Monmouthshire is all about
- Experience of working on novel projects and a proven ability to bring ideas from conception to completion
- A belief that failure is sometimes inevitable and a necessary and valuable part of the learning

and development process

- Proven experience in helping other people turn their ideas into reality; working within multiple, fluid and 'networked' structures requiring trust, confidence and integrity.

Equality Impact Assessment Form and Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Restructure Proposals	Regeneration and Culture	All
Policy author / service lead	Name of assessor	Date of assessment:
Kellie Beirne	Kellie Beirne	19 February, 2014

1. Have you completed the Equality Challenge form?

Yes

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

Following the establishment of the Enterprise Unit as per the report of the Chief Executive to Cabinet on February 12, this report establishes the leadership team of the Enterprise Unit.

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 **negativeway**? Please tick appropriate boxes below.

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

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

N/A

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.

N/A

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

N/A

7. Final stage – What was decided?

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

No change to proposal.

Slight changes made to proposal/s – please give details

N/A

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

N/A

Signed: Kellie Beirne 19th February, 2014

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Kellie Beirne		Please give a brief description of the aims proposed policy or service reconfiguration To establish the Leadership Team of the Enterprise Unit	
Name of the Division or service area Enterprise		Date “Challenge” form completed 19 th February, 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		x	
Improve housing quality and provision		x	
Reduce ill health and improve healthcare provision		x	
Promote independence		x	
Encourage community participation/action and voluntary work		x	
Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	

PLANET			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions		x	
Prevent or reduce pollution of the air, land and water		x	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT			
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		X	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	
What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)		
➤ <i>None identified.</i>	➤		

The next steps

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

N/A

- 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: Kellie Beirne 19th February, 2014

SUBJECT:	THE EQUAL PAY AUDIT
MEETING:	CABINET
DATE:	19TH MARCH 2014
DIVISION/WARDS AFFECTED:	NONE

1. PURPOSE:

The purpose of this report is to inform Members of the Equal Pay Audit and its findings. The purpose of the Equal Pay audit is to scrutinise the Council's compliance with the various legal requirements and to detect any areas of discrepancy within the Council's pay policies, practices and systems.

2. RECOMMENDATIONS:

That the contents of the audit are noted, and the action plan be endorsed.

3. KEY ISSUES:

The audit supports the principle of equal pay for work of equal value through the adoption of the Greater London Provincial Council (GLPC) Job Evaluation scheme for NJC employees. The Council is committed to avoiding pay discrimination and rewarding staff fairly. This is the first equal pay audit that the Council has published under the duty of the Equality Act and is part of the Council's commitment to Equality and fairness.

In addition, the Council's Strategic Equality Plan 2012-2016 identified that an Equal Pay Audit was required. The audit has been undertaken for the year April 2012 to April 2013, and will be undertaken annually.

Due to the limited number of declarations for the protected categories, individuals could be identified from this review, therefore it concentrates on sex rather than on the other protected characteristics.

An action plan has been produced and is included at the end of the audit. This plan will be monitored and reviewed to ensure that any adverse findings arising from the audit are addressed.

4. REASONS:

This is the first audit of pay by Monmouthshire County Council and should be used as reference for future pay audits. However, it should be noted that the re-designed pay structure for NJC terms and conditions was subject to two external Equality Impact Assessments prior to signing a collective agreement with the relevant trade unions.

5. RESOURCE IMPLICATIONS:

None arising from this report.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

This report is primarily to identify areas of concern with pay to employees, and any potential conflicts with equalities. None were found, and there are no significant impacts as a result of this report

7. CONSULTEES:

JAG, SLT

8. BACKGROUND PAPERS:

Equal Pay Audit

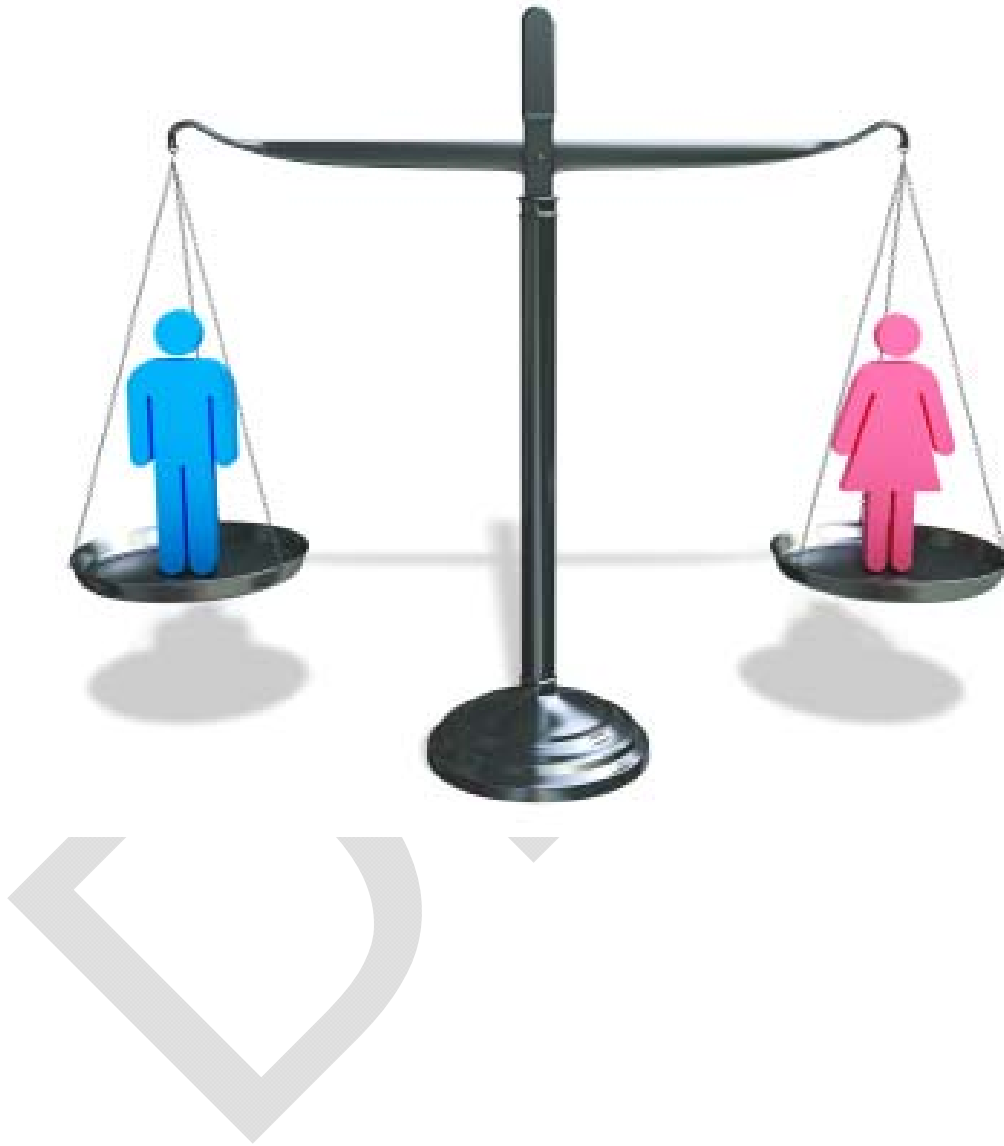
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Draft

Introduction

Monmouthshire County Council is committed to supporting, developing and promoting equality and diversity in all of its practices and activities and creates an inclusive working environment free from discrimination.

It supports the principle of equal pay for work of equal value through the adoption of the Greater London Provincial Council (GLPC) Job Evaluation scheme for NJC employees. The Council is committed to avoiding pay discrimination and rewarding staff fairly. This is the first equal pay audit that the Council has published under the duty of the Equality Act and is part of the Council's commitment to Equality and fairness.

The Equality Act 2010 consolidates and replaces previous legislation in this area, including the Equal Pay Act 1970 and the Sex Discrimination Act 1975. The Act covers discrimination due to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and Welsh language. These categories are commonly referred to as protected characteristics. The Act also established the Public Sector Equality Duty which replaces the previous three equality duties for race, disability and gender and provides protection under the other protected characteristics listed above.

In addition, the Council's Strategic Equality Plan 2012-2016 identified that an Equal Pay Audit was required

Due to the limited number of declarations for the protected categories above, individuals could be identified from this review therefore this review concentrates on sex.

This is the first audit of pay by Monmouthshire County Council and should be used as reference for future pay audits. However, it should be noted that the re-designed pay structure for NJC terms and conditions was subject to two external Equality Impact Assessments prior to signing a collective agreement with the relevant trade unions.

The purpose of this audit is to scrutinise the Council's compliance with the various legal requirements and to detect any areas of discrepancy within the Council's pay policies, practices and systems.

This report describes the methods adopted and outcomes of an equal pay audit undertaken by the Council. Data was analysed from Payroll information for the last full financial year (1st April 2012 – 31st March 2013) supplied to provide an overview of pay across the Council.

Equal pay audit - 5 step process

The equal pay audit follows the approach recommended by the Equality and Human Rights Commission (EHRC) and its recommended Audit model. This model has five main steps:

STEP 1	
Decide the scope of the audit and identify the data required	
STEP 2	Check job evaluation
Identify where protected groups are doing equal work: like work/ work rated as equivalent equal value	
STEP 3	No equal pay gaps
Collect pay data to identify gaps	Go to Step 6
STEP 4	
Establish the cause of pay gaps and decide whether they are free from discrimination	
Pay gaps not free from discrimination	Pay gaps free from discrimination
STEP 5	STEP 6
Redevelop an Equal Pay Action Plan	Review and monitor

This audit relates to basic pay and associated pay policies plus additional payments, including, for example, overtime payments and allowances where applicable.

The aim of an equal pay audit is to identify systemic pay discrimination, that is pay policies or practices which are systematically leading to pay disadvantage for one group of employees compared to another group (for example, women compared to men or vice versa).

Methodology and Data Gathering

Monmouthshire County Council is a large and complex organisation currently employing approximately 4019 employees. These are employed across 4 Directorates and are based throughout the County including 37 schools¹. A snapshot of the entire staff group was taken on the 31st March 2013 and forms the basis of findings in this report. The first step was to assemble the necessary data from the Councils Human Resources and Payroll System (Resourcelink) including basic pay, grade, scale point, overtime, additional hours, allowances and gender data for each individual employee.

The gender pay gap is the average difference between male and female full time earnings. Therefore for the purposes of this Audit all part time salaries have been uplifted to full time to allow comparisons across the Council.

Throughout the Audit the data provided has been analysed as the percentage difference using the female salary as the base. Positive differences are those in favour of females and negative differences are those in favour of males.

The data provided by Resourcelink highlights that many employees of the Council have multiple jobs either as additional posts or to provide cover for particular positions and as such they are paid according to the rate of pay for the job thus supporting the principle of equal pay for equal work.

In order to understand the Council's position a background analysis was undertaken to identify the gender pattern of employment. Due to the number of multiple roles (period 1st April – 31st March 2013) the data provided in Appendix 1 is based upon our current position for an individual employee (i.e. discounting secondary and additional posts) as at 31st March 2013.

Identification of Equal Work

In an equal pay audit the identification of equal work is necessary in order to provide a basis for comparing average basic pay and total earnings for equal work.

The UK Equal Pay Act 1970, as amended in 1983, defines equal work in 3 ways:

- 'Like work', that is, the same or very similar work;
- 'Work rated as equivalent' under a fair and non-discriminatory job evaluation scheme;
- 'Work of equal value' when compared under headings such as effort, skill and decision.

The EHRC Equal Pay model uses the same indicators of equal work. These are relevant to all the diversity strands.

Of the above identifiers of 'equal work', the most comprehensive, is when an organisation has carried out a job evaluation exercise and applied it to all, or almost all, employees, this is classed as 'work rated as equivalent'. This allows for the identification of jobs which are 'equal work' under the Equal Pay Act by grade, because they have been 'rated as equivalent under a job evaluation study'.

Where all employees are covered by the same job evaluation scheme, 'work rated as equivalent' is the best method of identifying 'equal work' once this has been defined there is no need to use either the 'like work' or 'work of equal value' measure.

Monmouthshire County Council implemented "Single Status" in 2011 and backdated the results to 2009 and conducted a full review of all NJC grades using the GLPC factor based job evaluation scheme and devised a new pay structure with 15 pay bands covering 78% of the workforce. A collective agreement was between the Council and the Trades Unions. The Council also made historic Equal Pay settlements during 2012 so ensuring that the Council

moving forward limited any outstanding litigation or potential Tribunal cases. Therefore this audit will concentrate on pay gaps using work rated as equivalent.

Calculation of Average Basic Pay for 'Work Rated as Equivalent'

Appendix 3 shows the average male and female full time equivalent (FTE) basic pay for each of the Council grades.

The equal pay kit suggests an 'effect size' of a 5% difference in the pay of men and women doing equal work, shown in bold on the table or where there is a pattern of differences favoring one sex or another, a 3% difference, as 'significant' and therefore justifying further investigation shown in italics.

Calculation of Average Total Pay for 'Work Rated as Equivalent'

Appendix 4 shows the average male and female full time equivalent (FTE) total pay for each of the Council grades. Total pay has been calculated using the full time equivalent for basic pay shown in Appendix 3 plus the average additional payments, which would include overtime, enhancements and additional hours worked etc. A full list of the additional payments can be seen at Appendix 5.

Outcomes

The data in Appendix 1 shows that we currently use 91 grades covering all staff, with 43 individual grades covering the range of Assistant, Deputy and Head Teachers accounting for 89 employees 2.2% of the workforce.

It also shows that there are 5 grades in use, covering 6 employees that are not agreed Council grades covered by the Single Status Collective Agreement or other national terms and conditions. On further investigation these were found to be;

Grade	Directorate	Post
LGE 40-45	Social Care and Health	Commissioning Manager – Adult Brokerage
LGE SCP 20 NON SPINAL	Children and Young People	Gateway Club Leader
LGE SCP 27	Children and Young People	Supervisor
LGE SCP 32-34	Children and Young People	Young Peoples Counsellor co-ordinator
LGE SCP 5	Regeneration and Culture	Kerbcraft Supervisor

The posts in Regeneration and Culture are TUPE transfers into the Council, so have their pay rates protected but these would need to be harmonised into the current pay structure and their grades established via job evaluation. The other posts will also have to be re-evaluated in line with the GLPC job evaluation scheme or assimilated onto the correct grade if the post has already been evaluated.

Appendix 1 shows that women account for 72.5% of employees overall. Over 78% of all employees are employed on NJC terms and conditions and are subject to the Single Status Agreement with grades based the principles of 'work rated as equivalent'. A further breakdown by grade group can be seen below;

Grade Group	Female		Male		Total
	No's	%	No's	%	
Assistant Head Teachers	13	56.5	10	43.5	23
Deputy Head Teachers	18	64.3	10	35.7	28
Head Teachers	21	55.3	17	44.7	38
Teachers Main and Upper pay scales	535	76.8	162	23.2	697
Chief Officers and Chief Exec	7	43.8	9	56.3	16
Local Government Employees	2302	72.5	875	27.5	3177
Others	38	56.7	29	43.3	67
Totals	2934	72.5	1112	27.5	4046

Appendix 2 shows that 48% of all employees work part time hours (less than 30 hours per week) of which over 84% of part time workers are female. In terms of gender - 61% of female employees work full time hours (which includes term time only staff) compared to 39% of male employees.

Average Basic Pay of employees by Grade and Gender

It can be seen from Appendix 3 that, on the basis of average basic pay, pay gaps are in favour of both men and women and there are no significant gender pay gaps in the LGE grades Band A to M. However, out of the 93 grades identified 20 favoured males, 18 favoured females with the remaining 55 grades having only one gender present therefore no pay gap.

However there are 9 grades that do show a significant grade gender pay gap (over 5%) with only one having showing a positive pay gap in relation to the female employees these are shown below;

Grade	Female		Male		% Difference
	Employee Number (total)	Average of FTE PAY	Employee Number (total)	Average of FTE PAY	
DEPUTY HEAD ISR 4-8	2	£41,343	1	£44,525	-7.70
HEAD TEACHER GROUP 1 ISR 12-18	2	£49,130	1	£56,950	-15.92
HEAD TEACHER GROUP 2 ISR 11-17	3	£50,846	1	£55,553	-9.26
Soulbury Education Psychologists	4	£46,495	1	£48,825	-5.01
SOULBURY SCP 16-19	1	£49,620	1	£52,969	-6.75
UNQUALIFIED TEACHER	2	£15,817	4	£24,255	-53.35
Youth Professional Range 13-16	6	£25,398	5	£23,404	7.85
Youth Professional Range 24-27	3	£33,197	2	£31,095	6.33
Youth Support Worker 9-12	3	£19,907	3	£23,806	-19.59

The number of employees in each of the pay grades above are very small and not statistically significant however, this does not mean that the pay differential can be ignored and reasons why explained.

In all of the above cases females within grades are at the bottom or lower end of the pay scale with males at the top or higher points. This is not part of a pattern or evidence of sex bias within the pay grades merely the outcome of annual incremental progression and length of service.

The figure of -53.35% for the unqualified teacher grade at first appears to be quite alarming but can be broken down by the fact that 4 males are at the top of the grade whilst 2 females are at the bottom of the grade, this is extenuated by the fact that this particular grade has a £9,199 pay range.

There does not appear to be systemic discrimination in relation to basic pay.

Average Basic Pay of employees by Grade and Gender

Appendix 4 shows that the pattern of percentage differences is different in relation to average total pay from that in relation to basic pay shown in Appendix 3. Whereas the grade gender pay differences now show that 28 grades favour males, 10 favour females and 55 have no pay gap because of only having one sex present within the grade. 18 grades out of the 28 are now showing significant pay gaps e.g. over 5% and are shown below, this includes the 9 from the previous basic salary data where the same reason applies for the gender pay gap these are highlighted below;

Grade	Female		Male		% Difference
	Employee Number (total)	Average of FTE PAY	Employee Number (total)	Average of FTE PAY	
Band A scp 5-9	153	£13,578	17	£14,267	-5.07
Band E scp 21-25	256	£21,840	70	£23,205	-6.25
Band F scp 25-29	170	£24,814	111	£26,928	-8.52
Band G scp 29-33	53	£28,091	52	£30,307	-7.89
Band I scp 37-41	105	£34,847	49	£45,485	-30.53
Band L scp 49-53	9	£43,993	9	£48,859	-11.06
DEPUTY HEAD ISR 4-8	2	£41,343	1	£44,525	-7.70
HEAD TEACHER GROUP 1 ISR 12-18	2	£49,130	1	£56,950	-15.92
HEAD TEACHER GROUP 2 ISR 11-17	3	£50,846	1	£55,553	-9.26
Soulbury Education Psychologists	4	£46,495	1	£48,825	-5.01
SOULBURY SCP 16-19	1	£49,620	1	£52,969	-6.75
TEACHERS UPPER PAY SPINE	349	£38,966	99	£36,297	6.85
UNQUALIFIED TEACHER	2	£15,817	4	£24,255	-53.35
Youth Professional Range 13-16	6	£25,631	5	£23,404	8.69

Youth Professional Range 24-27	3	£33,197	2	£31,095	6.33
Youth Support Worker 1-4	9	£16,866	6	£15,774	6.47
Youth Support Worker 2-6	2	£16,174	1	£15,350	5.09
Youth Support Worker 9-12	3	£20,190	3	£23,806	-17.91

Therefore the analysis will concentrate the 'new' changes:

Band A

Additional payments in this grade relates to 110 individuals, 2 of which were male. The difference in gender pay gap relates to one male cleaner (school based) who received a total of £2,817 additional (400) hours for the year.

Band E

The additional payments refer to 215 females and 97 males. The payments consist in the female category entail in the main payment for overtime, Weekend and Night shift enhancements and additional hours. The payments associated with the male group consist of some of the above but in the main relates to overtime and Standby payments in Highways.

Band F

The split of payments favours males with 99 females and 156 males. The reason being roughly the same as above but the payments related to a larger group of the male dominated former manual workers Operations areas.

Band G

The split for this Band is 10 females and 75 males in receipt of additional payments. The payments relating to females are overtime and Night Work in Social Care and Health. The male payments again relate to Standby and overtime in the Operations area.

Band I

The payments refer to 19 female and 10 males; the main reason for the variance in the gap towards male employees is 3 males received payments over £2k relating to additional hours, weekend enhancements and overtime. Given the nature of the posts these payments are job related and in the case of one a one off period of work.

Band L

The payments refer to 3 males including a Market Forces payment for a school based post of £8k.

Teachers upper pay spine

This is split between 216 females and 102 males and is spread across minor overtime payments, TLR's, Special Needs Allowance. Again on first view these allowances are paid across the gender split benefiting females. Within the additional payments for this pay grade are the Teaching and Learning Responsibility payments (TLRs), the average payment for TLR's is £3917 covering 134 females and £5093 for 59 males, this clearly shows a gender disparity in relation to this allowance. It may be the case that the senior hierarchy in schools

favours males than females as it is clearly not reflected in the percentage of male to female employees shown in Appendix 1, it is neither reflected in the split between part time and full time as out of the 193 employees in receipt of this allowance only 23 were part time.

Youth Support Worker 1-4

The gender pay gap favours females but the additional payments are for overtime and additional hours both grade related. This is reflective of the fact that the females in this grade are at the higher points of the grade range compared to the males.

Youth Support Worker 2-6

Again the pay gap favours females due to the fact that 1 female received an additional payment for additional hours in a pay grade comprising of 2 females and 1 male.

Review of Pay Policies

Even when, as for Monmouthshire County Council employees, the statistical analysis shows no evidence of systemic pay discrimination in relation to basic pay in the employee group covered by the equal pay audit, the EHRC recommends that each aspect of pay policy in relation to basic pay be reviewed from an equality perspective.

As part of the Single Status Agreement a number of allowances and additional payments were reviewed and where found to be potentially discriminatory in their application were removed. Consistent application of new pay practices such as Overtime rates, Standby, Market Forces, Night workers enhancement now apply to all employees.

Job Evaluation

Monmouthshire County Council adopted "Single Status" in 1997 for NJC employees with the introduction of the Green Book and implemented the results of the Collective Agreement in 2011 backdated to 2009, underpinned by the GLPC job evaluation scheme to ensure that the grading and pay structure meet with Equality legislation and was a fair, open and transparent process by which to achieve this. Job evaluation is an acknowledged technique for moving towards equal pay for work of equal value.

The GLPC system is factor-based, therefore analytical in terms of the equal pay legislation and it was designed specifically to cover roles in local government. It has been reviewed from an equality perspective at a national level.

Staff not employed on NJC terms and conditions were not subject to the implementation of the job evaluation scheme, but pay scales such as the Teachers are determined by nationally agreed terms and conditions based on pupil numbers etc.

Starting Salaries

The normal expectation is that staff is appointed on the bottom point of the relevant pay Band. Where staff are appointed above this point an objective justification is provided at the point of recruitment such objective justification would include relevant external experience elsewhere and/or relevant knowledge and skills.

During the audit no evidence was found to indicate that starting salaries have led to gender pay inequalities at Monmouthshire County Council.

Pay Progression

Pay progression for the majority of Council employees is on the grounds of experience through annual increments to the maximum of the scale.

Monmouthshire County Council pay scales are generally short with a limited number of incremental points, usually 5 with the exception of Head Teacher pay grades which have 7. These features comply with recommended good practice in relation to both gender and age discrimination. This contributes to the absence of significant gender grade pay gaps.

Pay Protection

As a result of job evaluation some employees did see a reduction in their salary. The Council did offer as per its Protection of Employment Policies protection of 3 years on a standstill basis. A business case to objectively justify providing this protection was part of the Collective Agreement all cases of detriment following this have now been exhausted as the protection ran out in 2012. There are still a number of staff on detriment following restructures currently based on 3 years protection however; this policy is currently being revised to 2 years protection on a standstill basis.

Conclusions

The scope of Monmouthshire County Council equal pay audit currently covers gender.

The Council has very few significant gender grade pay gaps and those which exist arise from the clustering of males or females towards the top of the relevant grades. There is no indication of systemic gender pay discrimination in relation to basic pay.

The Council's pay scales are generally discrete. Pay scales where locally agreed are generally short with a limited number of incremental points, complying with recommended good practice in relation to discrimination. Other grades such as Teacher, Head Teacher related are nationally agreed and their application based on a number of factors and applied by the relevant Board of Governors. This contributes to the absence of significant gender grade pay gaps.

The total pay analysis shows an increase in the frequency of significant pay differences in favour of men. Further analysis has been undertaken, which is evidenced on pages 9 and 10, and in the majority of cases are attributable to working patterns payments (including overtime, enhancements and additional hours some of which are paid predominantly to one sex or the other). However, the TLR payments in particular do show evidence of higher amounts being paid to males compared to females. These payments are awarded by the Board of Governors of individual schools and the Council has no say in this matter.

Action Plan

1. Undertake an equal pay audit for the financial year 2014-15 to monitor trends in pay gaps established by this audit.
2. Review working pattern payments to ensure that all provide objective justification for differences in total pay between males and females, especially in the current economic climate.

3. Review other payments and allowances to identify those which have on-going justification and eliminate those which do not.
4. Improve the collection of data to cover the protected characteristics as described in the Equality Act 2010 allowing for a more comprehensive pay review in future audits.

Draft

Appendix 1

Distribution of Employees by Grade and Gender

Grade	Gender		Total	% of Grade	
	Female	Male		Female	Male
ASSISTANT HEAD ISR 10-14	1	1	2	50.00%	50.00%
ASSISTANT HEAD ISR 12-16	4	4	8	50.00%	50.00%
ASSISTANT HEAD ISR 13-17	1	1	2	50.00%	50.00%
ASSISTANT HEAD ISR 1-5	3	1	4	75.00%	25.00%
ASSISTANT HEAD ISR 19-23	0	1	1	0.00%	100.00%
ASSISTANT HEAD ISR 3-7	1	1	2	50.00%	50.00%
ASSISTANT HEAD ISR 5-9	1	0	1	100.00%	0.00%
ASSISTANT HEAD ISR 6-10	1	0	1	100.00%	0.00%
ASSISTANT HEAD ISR 8-12	0	1	1	0.00%	100.00%
ASSISTANT HEAD ISR 9-13	1	0	1	100.00%	0.00%
Band A scp 5-9	153	17	170	90.00%	10.00%
Band B scp 9 -13	395	46	441	89.57%	10.43%
Band C scp 13 -17	323	209	532	60.71%	39.29%
Band D scp17-21	713	191	904	78.87%	21.13%
Band E scp 21-25	256	70	326	78.53%	21.47%
Band F scp 25-29	170	111	281	60.50%	39.50%
Band F/G bar scp 29	4	2	6	66.67%	33.33%
Band G scp 29-33	53	52	105	50.48%	49.52%
Band H scp 33-37	47	41	88	53.41%	46.59%
Band I scp 37-41	105	49	154	68.18%	31.82%
Band J scp 41-45	40	46	86	46.51%	53.49%
Band K scp 45-49	24	23	47	51.06%	48.94%
Band L scp 49-53	9	9	18	50.00%	50.00%
Band M scp 53-57	5	8	13	38.46%	61.54%
CHIEF EXECUTIVE OFFICER	0	1	1	0.00%	100.00%
Chief Officer 100%	0	1	1	0.00%	100.00%
Chief Officer 60-63 %	1	0	1	100.00%	0.00%
Chief Officer 69-72%	2	2	4	50.00%	50.00%
DEPUTY HEAD ISR 6-10	4	1	5	80.00%	20.00%
DEPUTY HEAD ISR 10-14	1	0	1	100.00%	0.00%
DEPUTY HEAD ISR 12-16	1	0	1	100.00%	0.00%
DEPUTY HEAD ISR 21-25	2	0	2	100.00%	0.00%
DEPUTY HEAD ISR 23-27	0	2	2	0.00%	100.00%
DEPUTY HEAD ISR 26-30	0	2	2	0.00%	100.00%
DEPUTY HEAD ISR 4-8	2	1	3	66.67%	33.33%
DEPUTY HEAD ISR 5-9	2	0	2	100.00%	0.00%
DEPUTY HEAD ISR 7-11	3	1	4	75.00%	25.00%
DEPUTY HEAD ISR 8-12	3	3	6	50.00%	50.00%
HEAD TEACHER GROUP 1 ISR 10-16	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 1 ISR 12-18	2	1	3	66.67%	33.33%
HEAD TEACHER GROUP 2 ISR 11-17	3	1	4	75.00%	25.00%
HEAD TEACHER GROUP 2 ISR 12-18	1	1	2	50.00%	50.00%
HEAD TEACHER GROUP 2 ISR 13-19	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 3 ISR 13-19	2	0	2	100.00%	0.00%
HEAD TEACHER GROUP 3 ISR 14-20	0	3	3	0.00%	100.00%
HEAD TEACHER GROUP 3 ISR 15-21	0	2	2	0.00%	100.00%
HEAD TEACHER GROUP 3 ISR 16-22	0	1	1	0.00%	100.00%
HEAD TEACHER GROUP 3 ISR 19-25	1	0	1	100.00%	0.00%

Grade	Gender		Total	% of Grade	
	Female	Male		Female	Male
HEAD TEACHER GROUP ISR 13-19	0	1	1	0.00%	100.00%
HEAD TEACHER ISR 6-12	2	0	2	100.00%	0.00%
HEAD TEACHER ISR 7-13	0	1	1	0.00%	100.00%
HEAD TEACHER ISR 8-14	2	0	2	100.00%	0.00%
LGE 40-45	1	0	1	100.00%	0.00%
LGE SCP 20 NON SPINAL	0	1	1	0.00%	100.00%
LGE SCP 27	1	0	1	100.00%	0.00%
LGE SCP 32-34	1	0	1	100.00%	0.00%
LGE SCP 5	2	0	2	100.00%	0.00%
MAIN PAY SCALE TEACHER	186	63	249	74.70%	25.30%
NURSES GRADE F	1	0	1	100.00%	0.00%
Soulbury 7	1	0	1	100.00%	0.00%
Soulbury Education Psychologists	4	1	5	80.00%	20.00%
SOULBURY SCP 11-14	0	1	1	0.00%	100.00%
SOULBURY SCP 1-5	1	0	1	100.00%	0.00%
SOULBURY SCP 16-19	1	1	2	50.00%	50.00%
Support Worker 13-16	0	2	2	0.00%	100.00%
TEACHERS UPPER PAY SPINE	349	99	448	77.90%	22.10%
UNQUALIFIED TEACHER	2	4	6	33.33%	66.67%
YOUTH LOCALLY QUALIFIED\UNQUAL LEVEL 1	2	0	2	100.00%	0.00%
Youth Professional Range 11-14	2	0	2	100.00%	0.00%
Youth Professional Range 13-16	6	5	11	54.55%	45.45%
Youth Professional Range 19-22	0	1	1	0.00%	100.00%
Youth Professional Range 24-27	3	2	5	60.00%	40.00%
YOUTH PROFESSIONAL SCALE 13-16	1	0	1	100.00%	0.00%
Youth SCP 11-13	0	1	1	0.00%	100.00%
Youth Support Worker 11-14	0	1	1	0.00%	100.00%
Youth Support Worker 1-4	9	6	15	60.00%	40.00%
Youth Support Worker 2-6	2	1	3	66.67%	33.33%
Youth Support Worker 9-12	3	3	6	50.00%	50.00%
Chief Officer 51.5 - 57.5 %	4	2	6	66.67%	33.33%
Chief Officer 53.5%	0	1	1	0.00%	100.00%
Chief Officer 62.5%	0	1	1	0.00%	100.00%
Chief Officer 80%	0	1	1	0.00%	100.00%
HEAD TEACHER GROUP 1 ISR 11-17	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 1 ISR 11-18	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 1 ISR 11-19	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 3 ISR 18-24	0	1	1	0.00%	100.00%
HEAD TEACHER GROUP 4 ISR 15-21	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 4 ISR 17-23	0	1	1	0.00%	100.00%
HEAD TEACHER GROUP 4 ISR 18-24	0	2	2	0.00%	100.00%
HEAD TEACHER GROUP 7 ISR 28-34	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 7 ISR 31-37	0	1	1	0.00%	100.00%
HEAD TEACHER GROUP 8 ISR 33-39	1	0	1	100.00%	0.00%
HEAD TEACHER GROUP 8 ISR 37-43	0	1	1	0.00%	100.00%
Grand Total	2934	1112	4046	72.52%	27.48%

Appendix 2

Distribution of employees by grade and hours

Grade	Full Time		Full Time Total	Part Time		Part Time Total	Grand Total
	F	M		F	M		
ASSISTANT HEAD ISR 10-14	1	1	2	0	0	0	2
ASSISTANT HEAD ISR 12-16	3	4	7	1	0	1	8
ASSISTANT HEAD ISR 13-17	1	1	2	0	0	0	2
ASSISTANT HEAD ISR 1-5	2	1	3	1	0	1	4
ASSISTANT HEAD ISR 19-23	0	1	1	0	0	0	1
ASSISTANT HEAD ISR 3-7	1	1	2	0	0	0	2
ASSISTANT HEAD ISR 5-9	1	0	1	0	0	0	1
ASSISTANT HEAD ISR 6-10	1	0	1	0	0	0	1
ASSISTANT HEAD ISR 8-12	0	1	1	0	0	0	1
ASSISTANT HEAD ISR 9-13	1	0	1	0	0	0	1
Band A scp 5-9	3	0	3	150	17	167	170
Band B scp 9 -13	37	11	48	358	35	393	441
Band C scp 13 -17	121	150	271	202	59	261	532
Band D scp17-21	288	108	396	425	83	508	904
Band E scp 21-25	103	41	144	153	29	182	326
Band F scp 25-29	108	92	200	62	19	81	281
Band F/G bar scp 29	4	2	6	0	0	0	6
Band G scp 29-33	38	46	84	15	6	21	105
Band H scp 33-37	34	39	73	13	2	15	88
Band I scp 37-41	67	44	111	38	5	43	154
Band J scp 41-45	28	40	68	12	6	18	86
Band K scp 45-49	19	23	42	5	0	5	47
Band L scp 49-53	8	7	15	1	2	3	18
Band M scp 53-57	5	8	13	0	0	0	13
CHIEF EXECUTIVE OFFICER	0	1	1	0	0	0	1
Chief Officer 100%	0	0	0	0	1	1	1
Chief Officer 51.5 - 57.5 %	4	2	6	0	0	0	6
Chief Officer 53.5%	0	1	1	0	0	0	1
Chief Officer 60-63 %	1	0	1	0	0	0	1
Chief Officer 62.5%	0	1	1	0	0	0	1
Chief Officer 69-72%	2	2	4	0	0	0	4
Chief Officer 80%	0	0	0	0	1	1	1
DEPUTY HEAD ISR 6-10	4	1	5	0	0	0	5
DEPUTY HEAD ISR 10-14	1	0	1	0	0	0	1
DEPUTY HEAD ISR 12-16	1	0	1	0	0	0	1
DEPUTY HEAD ISR 21-25	2	0	2	0	0	0	2
DEPUTY HEAD ISR 23-27	0	2	2	0	0	0	2
DEPUTY HEAD ISR 26-30	0	2	2	0	0	0	2
DEPUTY HEAD ISR 4-8	2	1	3	0	0	0	3
DEPUTY HEAD ISR 5-9	1	0	1	1	0	1	2
DEPUTY HEAD ISR 7-11	3	1	4	0	0	0	4
DEPUTY HEAD ISR 8-12	2	3	5	1	0	1	6
HEAD TEACHER GROUP 1 ISR 10-16	1	0	1	0	0	0	1
HEAD TEACHER GROUP 1 ISR 12-18	2	1	3	0	0	0	3
HEAD TEACHER GROUP 2 ISR 11-17	3	1	4	0	0	0	4
HEAD TEACHER GROUP 2 ISR 12-18	1	1	2	0	0	0	2

Grade	Full Time		Part Time	Part Time		Part Time	Grand Total
	F	M	Total	F	M	Total	
HEAD TEACHER GROUP 2 ISR 13-19	1	0	1	0	0	0	1
HEAD TEACHER GROUP 3 ISR 13-19	2	0	2	0	0	0	2
HEAD TEACHER GROUP 3 ISR 14-20	0	3	3	0	0	0	3
HEAD TEACHER GROUP 3 ISR 15-21	0	2	2	0	0	0	2
HEAD TEACHER GROUP 3 ISR 16-22	0	1	1	0	0	0	1
HEAD TEACHER GROUP 3 ISR 19-25	1	0	1	0	0	0	1
HEAD TEACHER GROUP ISR 13-19	0	1	1	0	0	0	1
HEAD TEACHER ISR 6-12	2	0	2	0	0	0	2
HEAD TEACHER ISR 7-13	0	1	1	0	0	0	1
HEAD TEACHER ISR 8-14	2	0	2	0	0	0	2
LGE 40-45	1	0	1	0	0	0	1
LGE SCP 20 NON SPINAL	0	0	0	0	1	1	1
LGE SCP 27	0	0	0	1	0	1	1
LGE SCP 32-34	0	0	0	1	0	1	1
LGE SCP 5	0	0	0	2	0	2	2
MAIN PAY SCALE TEACHER	112	49	161	74	14	88	249
NURSES GRADE F	1	0	1	0	0	0	1
Soulbury 7	0	0	0	1	0	1	1
Soulbury Education Psychologists	2	1	3	2	0	2	5
SOULBURY SCP 11-14	0	1	1	0	0	0	1
SOULBURY SCP 1-5	0	0	0	1	0	1	1
SOULBURY SCP 16-19	1	1	2	0	0	0	2
Support Worker 13-16	0	2	2	0	0	0	2
TEACHERS UPPER PAY SPINE	224	91	315	125	8	133	448
UNQUALIFIED TEACHER	0	3	3	2	1	3	6
YOUTH LOCALLY QUALIFIED\UNQUAL LEVEL 1	2	0	2	0	0	0	2
Youth Professional Range 11-14	1	0	1	1	0	1	2
Youth Professional Range 13-16	3	5	8	3	0	3	11
Youth Professional Range 19-22	0	1	1	0	0	0	1
Youth Professional Range 24-27	3	2	5	0	0	0	5
YOUTH PROFESSIONAL SCALE 13-16	0	0	0	1	0	1	1
Youth SCP 11-13	0	1	1	0	0	0	1
Youth Support Worker 11-14	0	0	0	0	1	1	1
Youth Support Worker 1-4	4	3	7	5	3	8	15
Youth Support Worker 2-6	1	0	1	1	1	2	3
Youth Support Worker 9-12	2	0	2	1	3	4	6
HEAD TEACHER GROUP 1 ISR 11-17	1	0	1	0	0	0	1
HEAD TEACHER GROUP 1 ISR 11-18	0	0	0	1	0	1	1
HEAD TEACHER GROUP 1 ISR 11-19	1	0	1	0	0	0	1
HEAD TEACHER GROUP 3 ISR 18-24	0	1	1	0	0	0	1
HEAD TEACHER GROUP 4 ISR 15-21	1	0	1	0	0	0	1
HEAD TEACHER GROUP 4 ISR 17-23	0	1	1	0	0	0	1
HEAD TEACHER GROUP 4 ISR 18-24	0	2	2	0	0	0	2
HEAD TEACHER GROUP 7 ISR 28-34	1	0	1	0	0	0	1
HEAD TEACHER GROUP 7 ISR 31-37	0	1	1	0	0	0	1
HEAD TEACHER GROUP 8 ISR 33-39	1	0	1	0	0	0	1
HEAD TEACHER GROUP 8 ISR 37-43	0	1	1	0	0	0	1
Grand Total	1274	815	2089	1660	297	1957	4046

Appendix 3

Average FTE Basic Pay of employees by Grade and Gender

Grade	Female		Male		% Difference
	Employee Numbers	Average of FTE PAY	Employee Numbers	Average of FTE PAY	
ASSISTANT HEAD ISR 10-14	1	£48,024	1	£48,024	0.00
ASSISTANT HEAD ISR 12-16	4	£53,954	4	£51,622	4.32
ASSISTANT HEAD ISR 13-17	1	£52,900	1	£50,359	4.80
ASSISTANT HEAD ISR 1-5	3	£39,381	1	£39,358	0.06
ASSISTANT HEAD ISR 19-23	0		1	£64,367	
ASSISTANT HEAD ISR 3-7	1	£42,379	1	£42,379	0.00
ASSISTANT HEAD ISR 5-9	1	£41,343	0		
ASSISTANT HEAD ISR 6-10	1	£44,525	0		
ASSISTANT HEAD ISR 8-12	0		1	£48,024	
ASSISTANT HEAD ISR 9-13	1	£45,637	0		
Band A scp 5-9	153	£13,350	17	£12,845	3.78
Band B scp 9 -13	395	£14,997	46	£15,050	-0.36
Band C scp 13 -17	323	£16,473	209	£16,563	-0.54
Band D scp17-21	713	£18,711	191	£18,700	0.06
Band E scp 21-25	256	£21,271	70	£21,254	0.08
Band F scp 25-29	170	£24,144	111	£24,318	-0.72
Band F/G bar scp 29	4	£26,849	2	£27,062	-0.79
Band G scp 29-33	53	£27,280	52	£27,711	-1.58
Band H scp 33-37	47	£30,688	41	£30,709	-0.07
Band I scp 37-41	105	£33,994	49	£34,230	-0.69
Band J scp 41-45	40	£37,520	46	£37,797	-0.74
Band K scp 45-49	24	£41,247	23	£41,154	0.23
Band L scp 49-53	9	£43,993	9	£44,783	-1.80
Band M scp 53-57	5	£48,263	8	£48,311	-0.10
CHIEF EXECUTIVE OFFICER	0		1	£110,000	
Chief Officer 100%	0		1	£86,580	
Chief Officer 51.5 - 57.5 %	4	£63,250	2	£63,250	0.00
Chief Officer 53.5%	0		1	£58,850	
Chief Officer 60-63 %	1	£69,300	0		
Chief Officer 62.5%	0		1	£54,109	
Chief Officer 69-72%	2	£79,200	2	£77,550	2.08
Chief Officer 80%	0		1	£69,261	
DEPUTY HEAD ISR 6-10	4	£42,950	1	£42,379	1.33
DEPUTY HEAD ISR 10-14	1	£51,614	0		
DEPUTY HEAD ISR 12-16	1	£54,305	0		
DEPUTY HEAD ISR 21-25	2	£62,827	0		
DEPUTY HEAD ISR 23-27	0		2	£68,438	
DEPUTY HEAD ISR 26-30	0		2	£75,482	
DEPUTY HEAD ISR 4-8	2	£41,343	1	£44,525	-7.70
DEPUTY HEAD ISR 5-9	2	£45,637	0		
DEPUTY HEAD ISR 7-11	3	£46,452	1	£48,024	-3.38
DEPUTY HEAD ISR 8-12	3	£47,966	3	£48,393	-0.89
HEAD TEACHER GROUP 1 ISR 10-16	1	£49,130	0		
HEAD TEACHER GROUP 1 ISR 12-18	2	£49,130	1	£56,950	-15.92
HEAD TEACHER GROUP 2 ISR 11-17	3	£50,846	1	£55,553	-9.26

Grade	Female		Male		% Difference
	Employee Number	Average of FTE PAY	Employee Number	Average of FTE PAY	
HEAD TEACHER GROUP 2 ISR 12-18	1	£55,553	1	£54,305	2.25
HEAD TEACHER GROUP 2 ISR 13-19	1	£56,950	0		
HEAD TEACHER GROUP 3 ISR 13-19	2	£57,656	0		
HEAD TEACHER GROUP 3 ISR 14-20	0		3	£57,974	
HEAD TEACHER GROUP 3 ISR 15-21	0		2	£57,094	
HEAD TEACHER GROUP 3 ISR 16-22	0		1	£62,811	
HEAD TEACHER GROUP 3 ISR 19-25	1	£65,963	0		
HEAD TEACHER GROUP ISR 13-19	0		1	£58,362	
HEAD TEACHER ISR 6-12	2	£43,452	0		
HEAD TEACHER ISR 7-13	0		1	£50,359	
HEAD TEACHER ISR 8-14	2	£44,525	0		
LGE 40-45	1	£35,430	0		
LGE SCP 20 NON SPINAL	0		1	£18,453	
LGE SCP 27	1	£22,958	0		
LGE SCP 32-34	1	£28,636	0		
LGE SCP 5	2	£12,312	0		
MAIN PAY SCALE TEACHER	186	£28,268	63	£27,741	1.86
NURSES GRADE F	1	£34,530	0		
Soulbury 7	1	£39,079	0		
Soulbury Education Psychologists	4	£46,495	1	£48,825	-5.01
SOULBURY SCP 11-14	0		1	£47,269	
SOULBURY SCP 1-5	1	£36,817	0		
SOULBURY SCP 16-19	1	£49,620	1	£52,969	-6.75
Support Worker 13-16	0		2	£26,713	
TEACHERS UPPER PAY SPINE	349	£36,166	99	£36,297	-0.36
UNQUALIFIED TEACHER	2	£15,817	4	£24,255	-53.35
YOUTH LOCALLY QUALIFIED\UNQUAL LEVEL 1	2	£11,823	0		
Youth Professional Range 11-14	2	£23,525	0		
Youth Professional Range 13-16	6	£25,398	5	£23,404	7.85
Youth Professional Range 19-22	0		1	£27,021	
Youth Professional Range 24-27	3	£33,197	2	£31,095	6.33
YOUTH PROFESSIONAL SCALE 13-16	1	£24,875	0		
Youth SCP 11-13	0		1	£22,489	
Youth Support Worker 11-14	0		1	£21,525	
Youth Support Worker 1-4	9	£16,531	6	£15,774	4.58
Youth Support Worker 2-6	2	£15,929	1	£15,350	3.63
Youth Support Worker 9-12	3	£19,907	3	£23,806	-19.59
HEAD TEACHER GROUP 1 ISR 11-17	1	£51,614	0		
HEAD TEACHER GROUP 1 ISR 11-18	1	£51,614	0		
HEAD TEACHER GROUP 1 ISR 11-19	1	£48,024	0		
HEAD TEACHER GROUP 3 ISR 18-24	0		1	£65,963	
HEAD TEACHER GROUP 4 ISR 15-21	1	£61,288	0		
HEAD TEACHER GROUP 4 ISR 17-23	0		1	£64,367	
HEAD TEACHER GROUP 4 ISR 18-24	0		2	£61,456	
HEAD TEACHER GROUP 7 ISR 28-34	1	£78,298	0		
HEAD TEACHER GROUP 7 ISR 31-37	0		1	£84,271	
HEAD TEACHER GROUP 8 ISR 33-39	1	£95,213	0		
HEAD TEACHER GROUP 8 ISR 37-43	0		1	£90,704	
Grand Total	2934		1112		

Appendix 4
Average FTE 'Total' pay of employees by Grade and Gender

Grade	Female		Male		% Difference
	Employee Numbers	Average Total Pay	Employee Numbers	Average Total Pay	
ASSISTANT HEAD ISR 10-14	1	£48,024	1	£48,077	-0.11
ASSISTANT HEAD ISR 12-16	4	£54,169	4	£55,908	-3.21
ASSISTANT HEAD ISR 13-17	1	£52,900	1	£54,820	-3.63
ASSISTANT HEAD ISR 1-5	3	£40,326	1	£41,259	-2.31
ASSISTANT HEAD ISR 19-23	0	!	1	£64,573	
ASSISTANT HEAD ISR 3-7	1	£44,380	1	£42,379	4.51
ASSISTANT HEAD ISR 5-9	1	£41,343	0		
ASSISTANT HEAD ISR 6-10	1	£44,525	0		
ASSISTANT HEAD ISR 8-12	0		1	£50,016	
ASSISTANT HEAD ISR 9-13	1	£45,637	0		
Band A scp 5-9	153	£13,578	17	£14,267	-5.07
Band B scp 9 -13	395	£15,294	46	£15,929	-4.15
Band C scp 13 -17	323	£16,776	209	£16,998	-1.32
Band D scp17-21	713	£19,518	191	£19,634	-0.59
Band E scp 21-25	256	£21,840	70	£23,205	-6.25
Band F scp 25-29	170	£24,814	111	£26,928	-8.52
Band F/G bar scp 29	4	£26,849	2	£27,062	-0.79
Band G scp 29-33	53	£28,091	52	£30,307	-7.89
Band H scp 33-37	47	£31,996	41	£32,574	-1.81
Band I scp 37-41	105	£34,847	49	£45,485	-30.53
Band J scp 41-45	40	£39,276	46	£39,598	-0.82
Band K scp 45-49	24	£42,069	23	£42,564	-1.18
Band L scp 49-53	9	£43,993	9	£48,859	-11.06
Band M scp 53-57	5	£48,263	8	£49,135	-1.81
CHIEF EXECUTIVE OFFICER	0		1	£110,000	
Chief Officer 100%	0		1	£86,580	
Chief Officer 51.5 - 57.5 %	4	£63,250	2	£63,250	0.00
Chief Officer 53.5%	0		1	£58,850	
Chief Officer 60-63 %	1	£69,300	0	#DIV/0!	
Chief Officer 62.5%	0			£54,109	
Chief Officer 69-72%	2	£79,200	2	£77,550	2.08
Chief Officer 80%	0		1	£69,261	
DEPUTY HEAD ISR 6-10	4	£42,950	1	£42,379	1.33
DEPUTY HEAD ISR 10-14	1	£62,144	0		
DEPUTY HEAD ISR 12-16	1	£54,305	0		
DEPUTY HEAD ISR 21-25	2	£63,047	0		
DEPUTY HEAD ISR 23-27	0		2	£68,438	
DEPUTY HEAD ISR 26-30	0		2	£75,482	
DEPUTY HEAD ISR 4-8	2	£41,343	1	£44,525	-7.70
DEPUTY HEAD ISR 5-9	2	£45,637	0		
DEPUTY HEAD ISR 7-11	3	£46,452	1	£48,024	-3.38
DEPUTY HEAD ISR 8-12	3	£47,966	3	£48,393	-0.89
HEAD TEACHER GROUP 1 ISR 10-16	1	£49,130	0		
HEAD TEACHER GROUP 1 ISR 12-18	2	£49,130	1	£56,950	-15.92
HEAD TEACHER GROUP 2 ISR 11-17	3	£50,846	1	£55,553	-9.26
HEAD TEACHER GROUP 2 ISR 12-18	1	£55,553	1	£54,305	2.25
HEAD TEACHER GROUP 2 ISR 13-19	1	£56,950	0		
HEAD TEACHER GROUP 3 ISR 13-19	2	£57,656	0		
HEAD TEACHER GROUP 3 ISR 14-20	0		3	£57,974	
HEAD TEACHER GROUP 3 ISR 15-21	0		2	£57,094	

Grade	Female		Male		% Difference
	Employee Numbers	Average Total Pay	Employee Numbers	Average Total Pay	
HEAD TEACHER GROUP 3 ISR 16-22	0		1	£62,811	
HEAD TEACHER GROUP 3 ISR 19-25	1	£65,963	0		
HEAD TEACHER GROUP ISR 13-19	0		1	£58,362	
HEAD TEACHER ISR 6-12	2	£43,452	0		
HEAD TEACHER ISR 7-13	0		1	£50,359	
HEAD TEACHER ISR 8-14	2	£45,905	0		
LGE 40-45	1	£35,430	0		
LGE SCP 20 NON SPINAL	0		1	£18,453	
LGE SCP 27	1	£22,958	0		
LGE SCP 32-34	1	£28,636	0		
LGE SCP 5	2	£12,312	0		
MAIN PAY SCALE TEACHER	186	£29,832	63	£30,326	-1.66
NURSES GRADE F	1	£34,530	0		
Soulbury 7	1	£39,079	0		
Soulbury Education Psychologists	4	£46,495	1	£48,825	-5.01
SOULBURY SCP 11-14	0		1	£47,269	
SOULBURY SCP 1-5	1	£36,817	0		
SOULBURY SCP 16-19	1	£49,620	1	£52,969	-6.75
Support Worker 13-16	0		2	£26,888	
TEACHERS UPPER PAY SPINE	349	£38,966	99	£36,297	6.85
UNQUALIFIED TEACHER	2	£15,817	4	£24,255	-53.35
YOUTH LOCALLY QUALIFIED\UNQUAL LEVEL 1	2	£11,966	0		
Youth Professional Range 11-14	2	£23,548	0		
Youth Professional Range 13-16	6	£25,631	5	£23,404	8.69
Youth Professional Range 19-22	0		1	£27,021	
Youth Professional Range 24-27	3	£33,197	2	£31,095	6.33
YOUTH PROFESSIONAL SCALE 13-16	1	£24,875	0		
Youth SCP 11-13	0		1	£22,489	
Youth Support Worker 11-14	0		1	£21,525	
Youth Support Worker 1-4	9	£16,866	6	£15,774	6.47
Youth Support Worker 2-6	2	£16,174	1	£15,350	5.09
Youth Support Worker 9-12	3	£20,190	3	£23,806	-17.91
HEAD TEACHER GROUP 1 ISR 11-17	1	£51,614	0		
HEAD TEACHER GROUP 1 ISR 11-18	1	£51,614	0		
HEAD TEACHER GROUP 1 ISR 11-19	1	£48,024	0		
HEAD TEACHER GROUP 3 ISR 18-24	0		1	£82,458	
HEAD TEACHER GROUP 4 ISR 15-21	1	£61,288	0		
HEAD TEACHER GROUP 4 ISR 17-23	0		1	£64,367	
HEAD TEACHER GROUP 4 ISR 18-24	0		2	£61,456	
HEAD TEACHER GROUP 7 ISR 28-34	1	£78,298	0		
HEAD TEACHER GROUP 7 ISR 31-37	0		1	£84,271	
HEAD TEACHER GROUP 8 ISR 33-39	1	£95,213	0		
HEAD TEACHER GROUP 8 ISR 37-43	0	!	1	£90,704	
Grand Total	2934		1112		

Key:

	Grade difference changes
	Grade difference no change

NB The % differences in the appendices above are calculated using the female salary as base. Positive differences are those in favour of females; negative differences are those in favour of males.

Appendix 5

Additional Payments

Pay Element	Number of Employees in receipt of additional payments	Totals
Acting allowance	5	£1,181
Ad hoc payment	1	£524
Additional hours	576	£404,415
Additional salary	3	£1,793
Bank Hol Hours (SHS nights 1.333 gd)	4	£1,473
Basic Hours nights (1.3333 of grade)	29	£28,041
Emergency Planning Duty Officer	6	£15,079
Enhanced hours grade related	330	£239,358
First aid allowance	64	£6,077
Governor support	18	£11,691
Head teacher allowance	4	£30,015
Informal Standby payment	9	£663
Market Forces Supplement	3	£10,819
Masons tool allowance	1	£64
Mid-day supervision	17	£5,224
Night allowance Budden Crescent	2	£6,131
Night allowance Mardy Park	5	£16,384
Night enhanced hours @ 0.33%	69	£4,473
Night enhanced hours @ 1.33	1	£45
Overtime plain grade related	194	£516,485
Overtime plain temp rated	91	£42,183
Overtime x1.25 cleansing	79	£65,133
Overtime x1.25 from grade	181	£233,725
Overtime x1.5 cleansing	61	£24,567
Overtime x1.5 from grade	103	£34,016
Overtime x2 from grade	39	£11,793
Recruitment & retention allowance	20	£39,703
Safeguarding TLR (Variable)	1	£423
Sat enhanced hours @ 0.25%	22	£7,062
Saturday enhanced Hol hours	118	£24,216
Saturday enhanced hours	198	£225,064
Saturday enhanced Sick hours	68	£13,123
Sleeping in allowance (SHS)	50	£44,074
Special Needs Allowance (Teachers)	41	£91,113
Special Needs Allowance (Teachers)manual	2	£1,167
Standby allowance fixed amount	7	£22,437
Standby payment variable amt	199	£342,268
Sun enhanced hours @ 0.5%	23	£9,970
Sunday enhanced Hol hours	118	£29,079
Sunday enhanced hours	201	£269,861
Sunday enhanced Sick hours	71	£16,180
TLR (VARIABLE RATE)	221	£921,369
Weekend enhanced hours	55	£52,453
Weekend enhanced hours @ 0.33%	109	£7,178
Grand Total	3419	£3,828,094

Appendix A

Name of the Officer completing “the Equality challenge” Sian Hayward		Please give a brief description of the aims proposed policy or service reconfiguration Equal Pay Policy	
Name of the Division or service area Chief Executives		Date “Challenge” form completed 11/02/14	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age			This is an Equal pay policy which seeks to ensure that the pay policy pay and conditions of employment are non-discriminatory and free from bias. IT applies to all protected characteristics and has a positive impact on all.
Disability			Ditto
Marriage + Civil Partnership			
Pregnancy and maternity			Ditto
Race			Ditto

Religion or Belief			Ditto
Sex (was Gender)			Ditto
Sexual Orientation			Ditto
Transgender			Ditto
Welsh Language			Ditto

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:

This is an Equal pay policy which seeks to ensure that the pay policy pay and conditions of employment are non-discriminatory and free from bias. It applies to all protected characteristics.

- 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:

Sian Hayward Employee Services Lead 10th February 2014

Signed

Designation

Dated



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Equal Pay Audit	enterprise	
Policy author / service lead	Name of assessor	Date of assessment:
Sian hayward	Sian hayward	3/3/14

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)

It's not a policy or a proposed change it is an audit of the way we pay our staff, and reflects the pay across protected characteristics.

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

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

This report was compiled in conjunction with the Equalities officer, and reflects the way we pay people and has an analysis of the numbers and pay of people according to gender. The report in itself will identify any anomalies in equalities in pay.

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.

Staff personnel data

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

7. Final stage – What was decided?

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

No change – none needed. This isn't a proposal it's an audit

• **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**

Signed...Sian Hayward Designation Employee Services Lead Dated 3/3/14

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Equal Pay Audit		Please give a brief description of the aims proposed policy or service reconfiguration It’s an analysis of pay	
Name of the Division or service area Enterprise		Date “Challenge” form completed 3/3/14	
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		Y	
Improve housing quality and provision		Y	
Reduce ill health and improve healthcare provision		Y	
Promote independence		Y	
Encourage community participation/action and voluntary work		Y	
Targets socially excluded		Y	

Help reduce crime and fear of crime		Y	
Improve access to education and training		Y	
Have a positive impact on people and places in other countries		Y	
PLANET			
Reduce, reuse and recycle waste and water		Y	
Reduce carbon dioxide emissions		Y	
Prevent or reduce pollution of the air, land and water		Y	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Y	
Protect or enhance visual appearance of environment		Y	
PROFIT			
Protect local shops and services		Y	
Link local production with local consumption		Y	

Improve environmental awareness of local businesses		Y	
Increase employment for local people		Y	
Preserve and enhance local identity and culture		Y	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		Y	
Increase and improve access to leisure, recreation or cultural facilities		Y	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
None	➤
➤	➤
➤	➤

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

Sian Hayward

Dated 3/3/14