

27<sup>th</sup> 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, 2<sup>nd</sup> April 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) **CALDICOT 3G PITCH PROJECT**

Division/Wards Affected: Caldicot, Caerwent and Magor with Undy

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

Author: Mike Moran, Community Infrastructure Coordinator

Contact Details: [mikemoran@monmouthshire.gov.uk](mailto:mikemoran@monmouthshire.gov.uk)

(ii) **CAPITAL PROGRAMME 2013/14 MONTH 10 FORECAST OUTTURN STATEMENT**

Division/Wards Affected: All

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

Authors: Joy Robson, Head of Finance

Mark Howcroft, Assistant Head of Finance

Contact Details: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

- (iii) **2<sup>ND</sup> ANNUAL REPORT ON THE COUNCIL'S STRATEGIC EQUALITY PLAN**  
Division/Wards Affected: All  
Purpose: The Equality Act 2010 was introduced in April 2011. Within the Specific duties is the requirement to publish an annual report on the progress made by the Council in its compliance with its Strategic Equality Plan, equality objectives and action Plan. The Act's principles and processes ensure that the Council remains true to its corporate values of Openness, Fairness, Flexibility and Teamwork.  
Authors: Alan Burkitt, Policy Officer Equality and Welsh Language  
Contact Details: [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)
- (iv) **SALE OF LAND AT MYNYDDBACH TO MHA**  
Division/Wards Affected: Shirenewton  
Purpose: To seek approval for the sale of approximately 0.12 hectares of Council owned land at Mynydd bach at less than best consideration to enable the provision of affordable housing.  
Author: Debra Hill-Howells, Estates & Sustainability Manager / Shirley Wiggam, Senior Strategy & Policy Officer  
Contact Details: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk) / [shirleywiggam@monmouthshire.gov.uk](mailto:shirleywiggam@monmouthshire.gov.uk)
- (v) **EMPLOYEE PERFORMANCE ASSESSMENT**  
Division/Wards Affected: All  
Purpose: To introduce a clear and effective whole-authority Employee Performance Assessment System that aligns with the purpose and value-set of the Council.  
Author: Marilyn Maidment, People Services Manager  
Contact Details: [marilynmaidment@monmouthshire.gov.uk](mailto:marilynmaidment@monmouthshire.gov.uk)
- (vi) **PROPOSED FUNDING TO CALDICOT TOWN TEAM**  
Division/Wards Affected: Green Lane  
Purpose: To consider providing up to £10,000 advance funding to Caldicot Town Team in advance of the payment of S106 contributions from Asda.  
Author: Debra Hill-Howells, Estates & Sustainability Manager  
Contact Details: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)
- (vii) **PROPOSED TRANSFER OF THE ADULT EDUCATION SERVICE FROM CHILDREN AND YOUNG PEOPLES DIRECTORATE TO ENTERPRISE**  
Division/Wards Affected: All  
Purpose: To consider transferring the Councils Adult Education Service from the Children and Young People's Directorate (CYP) to the Community Delivery Service within the Enterprise Directorate.  
Author: Debra Hill-Howells, Estates & Sustainability Manager  
Contact Details: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)

(viii) **RESTRUCTURE OF THE PARTNERSHIP AND ENGAGEMENT, IMPROVEMENT AND COMMUNICATIONS TEAMS**

Division/Wards Affected: All

Purpose: To agree the structure of the new Partnership and Policy team; including the deletion of posts within the existing structures and to seek approval to create new roles in the three strands of the team and to progress to the appointment of these posts.

Author: Will McLean, Head of Partnerships and Policy

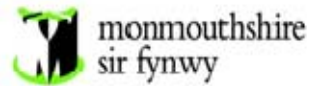
Contact Details: [willmclean@monmouthshire.gov.uk](mailto:willmclean@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

### CABINET PORTFOLIOS 2013

<b>County Councillor</b>	<b>Area of Responsibility</b>	<b>Partnership and External Working</b>	<b>Ward</b>
P.A. Fox (Leader)	<b>Organisational Development</b> 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)	<b>Innovation, Enterprise &amp; Leisure</b> 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)	<b>Community Development</b> 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	<b>Schools and Learning</b> 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	<b>Environment, Public Services &amp; Housing</b> Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.	SEWTA SEWSPG	Llanelly Hill
G. Burrows	<b>Social Care &amp; Health</b> 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	<b>Resources</b> Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	<b>County Operations</b> Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr



*Connecting with people*

### **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.



<b>SUBJECT:</b>	<b>CALDICOT 3G PITCH PROJECT</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>2<sup>nd</sup> April 2014</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>CALDICOT, CAERWENT AND MAGOR WITH UNDY</b>

**1. PURPOSE**

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

**2. RECOMMENDED that:**

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

<b>Section 106 Agreement</b>	<b>£</b>
Merton Green, Caerwent	17,500
Kingfisher Rise, Magor	17,500
Church Road (3), Caldicot	17,500
Magor/Undy Community Hall	<u>17,500</u>
<b>Total</b>	<b>70,000</b>
Leisure Services Budget	31,000 (revenue contribution to capital)
<b>Grand Total funding</b>	<b>£101,000</b>

- 2.3 In respect of the four S106 receipts highlighted in 2.2. above, the Council has had the Magor/Undy receipt for 12 years, the Remaining three are anticipated in 2014-15 but a timing issue is anticipated necessitating expenditure on the 3G pitch in advance of actual receipts and so approval is also sought in respect of short term temporary bridge funding where necessary.

### **3.0 KEY ISSUES**

#### **Costs**

- 3.1. The provision of a new 3G (third generation) pitch on the Caldicot School/Leisure Centre site is a requirement of the sale of land at Caldicot School Playing Fields to Asda for the development of a supermarket, due to the loss of a number of grass pitches on the school site. A new 3G pitch is equivalent in terms of use and durability to seven outdoor grass pitches.
- 3.2 This project is a key element in the Council's plans for the regeneration of Caldicot Town Centre. The new pitch will sit alongside the site of the new Asda supermarket and will be a critical part the sports facilities for the new Caldicot Secondary School that the Council is committed to providing as part of the 21<sup>st</sup> Century Schools Programme.
- 3.3 At its meeting on 20<sup>th</sup> March 2012, Cabinet agreed to establish a gross capital budget of £610,000 for the replacement of the artificial turf pitch at Caldicot Leisure Centre with the new 3G pitch.

#### **Original Expenditure and Funding £**

New 3G pitch to replace existing sand filled envelope ATP 425,000

Removal of existing ATP, backfilling and re-seeding 75,000

New artificial cricket wicket 40,000

Realignment of remaining grass pitches 14,000

Drainage 20,000

**Sub Total 574,000**

Fees (6.125%) 36,000

**Overall Total Cost 610,000**

Revision to costs consequential to WRU grant not forthcoming £10,000 = Revised Costs£600,000

£115,000 costs were incurred in financial year 2012-13, and as a result a £485,000 was slipped into 2013-14.

- 3.4 The intention was to carry out these works back in 2012 but, before work was able to commence, it was discovered that there were some previously uncharted sewer and water pipes running under the site that needed to be diverted before work could start either on the new 3G pitch or on the construction of the new supermarket. At its meeting on 1<sup>st</sup> May 2013 Cabinet approved a £300,000 budget for such works, to be met 75% from Caldicot playing fields receipts and 25% met from S106 balances or from alternative sources of funding other than from the capital receipt from the Caldicot foodstore site to prevent any balance being used from the 21<sup>st</sup> Century Schools Programme. The sewer diversion works are due for completion on 28<sup>th</sup> April.



So the total cost Caldicot 3G pitch and the sewer diversion works was estimated to be £900,000.

- 3.5 The overall project includes the new 3G pitch, the resurfacing of the existing artificial turf pitch (ATP - works already completed), the provision of a new artificial cricket wicket and the realignment of the remaining grass pitches on the school site. These latter two items of work can only be carried out on the completion of the new 3G pitch.
- 3.6 The up to date estimate of total cost for the overall project is £960,000; the cost breakdown is as follows:

<b>Item</b>	<b>£</b>
Contract Costs	636,094
DSO Landscape Unit Fees	22,813
Sewer diversion works	<u>300,749</u> (S106 aspect 25% i.e. £75,187)
<b>Total</b>	<b>£959,656</b>

The original management fees of £36,000 (based on 8% of original contract costs) have now been reduced to £22,812.50 (5%).

- 3.7 This indicates an increase in costs of circa £60,000 that is currently unbudgeted for. The main reasons for this increase are uplifts in materials costs (£52,318) over the two year delay in making a start on the project plus some minor specification changes.

### **Funding**

- 3.8 At inception the Council approved funding of £610,000, on the following basis:

Church Road S106	£150,000
Sports Wales Grant	£25,000
WRU grant	£10,000 (subsequently not forthcoming, and expenditure reduced by £10,000)
Sub Total Specific Funding	£185,000
Core Funding (from receipt)	<u>£425,000</u>
Gross Funding	£610,000

3.9 In May 2013, Cabinet received a report identifying £300,000 additional costs sewer works, unanticipated at inception. The Council chose to utilise 75% (£225,000) from the Caldicot Playing Fields receipt and 25% from S106 funding or alternative sources of funding (£75,000). At the time of the report £34,000 of other sources of funding was identified explicitly.

At the time of the report £34,000 was identified explicitly:

Saving from Abergavenny ATP and minor S106	£25,000
Saving from Caldicot ATP	£9,000
Total	£34,000
Balance of funding attributable to sewer works	£41,000

3.10 This £41,000, together with £60,000 increased costs, indicates a shortfall in funding of £101,000. Of which, officers have identified the following S106 funding to contribute

Scheme	S106 Funding Receivable	Proposed 3G Contribution	Remaining Balance
Merton Green, Caerwent (Ref N539)	£334,488	£17,500	£316,988 (95%)
Kingfisher Rise, Magor – Land at Magor West	£249,210	£17,500	£231,710 (93%)
Church Road (3), Caldicot	£168,288	£17,500	£150,788 (90%)
Magor/Undy Community Hall (Project Code 90723)	£49,846**	£17,500	£32,346 (65%)
Total	£801,832	£70,000	£731,832 (91%)

\*\*This figure is part of a much larger figure (over £250,000) that has been committed to the Magor/Undy Community Hall project in recent years – there is a new car park and access road and some environmental improvements have been carried out but the community hall project is moribund with two failed Big Lottery bids in the last four years and another one about to be submitted.

3.11 The remaining balance of £31,000 is proposed to be funded from the Leisure Services Budget in 2014/15 – 2015/16. The pitch is anticipated to be operational from October 2014, and the income generated from this new facility is estimated at £28,800 per annum. The income from the pitch in the 2014/15 and 2015/16 financial years is estimated to be £43,200, before funding the balance of the capital costs.

#### 4.0 REASONS

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

#### 5. RESOURCE IMPLICATIONS

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

#### 6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The Equality Impact Assessment Screening Form and Sustainable Development Checklist are attached at **Appendices A - D**. The significant equality impacts identified in the assessment are summarised below for members' consideration:

Increased sports participation and improved performance	Increased potential for income generation
Improved access to local facilities and to education and training	Improved access to leisure and recreation facilities

The actual impacts from this report's recommendations will be reviewed every two years.

#### 7. CONSULTEES:

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

In response to the consultation process, two objections to the recommendations made have been received from the local County Council members for the two Magor/Undy wards (Councillors Jessica Crook – The Elms Ward and Frances Taylor – Mill Ward).

The comments from these two Councillors are reproduced (at their request) in full below:

Councillor Jessica Crook

I think it is unacceptable that monies from S106 agreements within the Magor & Undy Area are to be diverted to help fund this project. It is undeniable that many residents from Undy and Magor will use the facility however they will only do so due to a lack of facilities in their own area. Monies from Magor and Undy developments should be kept within the community in order to provide facilities within our own community as opposed to continuing to cause a satellite town type arrangement with residents having to commute to reach any sort of facility. The commuting caused by having no community facilities comes with its own problems, such as pollution and extreme traffic flows, exasperated by the awful public transport links in the area. If we continue to divert much needed money away from the areas of Magor and Undy to support other facilities we will never allow Magor and Undy necessary growth to be able to cope with its already overbearing population. Not only do I strongly protest against this use of money on behalf of the people I represent due to them having no facilities of their own but the cause is not even well thought through in my opinion. 3G pitches are quickly becoming out-dated and I would imagine by the time development has actually finished a better alternative will be available.

Councillor Frances Taylor

Whilst I understand the need to allocate section 106 monies in a strategic manner, I am entirely opposed to section 106 monies being used to cover unforeseen costs to the Authority. I do equally question whether this is indeed an appropriate or lawful use. I think it is important to understand the context in Magor with Undy and the needs of local people which to date Monmouthshire County Council have in my view failed to facilitate.

- .Magor with Undy has a population of circa 6000
- There exist no public/ Council funded provision of any kind in the villages
- In order to access any mainstream services people must travel to Caldicot
- There is clear acknowledgement in the LDP that section 106 monies and further developments must be used to backfill the significant deficit in community facilities
- The Council supported a community consultation locally and the findings clearly demonstrate that the number one priority is the development of community facilities, with number two being the development of a community railway station.

The above proposal is irresponsible, irreverent and totally unacceptable given the absence of support for localised facilities in a community with a council tax base of almost £3million.

## Officer Response

The reasoning applied in the report to use S106 balances from areas adjoining Caldicot is set out below.

The legal tests for requesting S106 funding are:

- Is it necessary?
- Is it directly related to the application site?
- Is it fairly and reasonably related in scale and kind to the application site?

The view taken in drafting the report is that the recommendations in the report meet the above tests - whilst S106 funding is intended as an impact mitigation measure, the “direct relationship” does not necessarily mean that every project funded has to be physically close to the application site where there are schemes of wider or regional significance and where those will provide a clear and obvious benefit to residents of the local community/ies in which the development site is located. In this case, it is clear that a significant proportion of secondary school children in Magor and Undy attend Caldicot Comprehensive School and thus would benefit from the new facility provided. Undy Athletic Club has the highest number of registered football players than any other club in the county and clearly the new pitch will be of benefit to players from the community of Magor with Undy (and other adjoining communities such as Caerwent and Portskewett), both for training purposes and for playing football matches/recreational use.

It is clearly impractical to provide such high cost (both in capital and ongoing maintenance terms) facilities in lots of locations within Monmouthshire so the Council has to take a strategic view on their location. In this case the Council has worked with Sport Wales and the Governing Bodies of three sports (football, rugby and hockey) to determine the best location for a regional facility in south Monmouthshire.

The suggestion to use a relatively small proportion of S106 funding from the Caerwent and Magor/Undy areas is intended to be fairly and reasonably related in scale and kind to the development sites in those communities.

The Cabinet decision of May 2013 was to make a contribution to this project from S106 balances and the above is the logic applied to the inclusion of the recommendations in the report - clearly it would be inappropriate to suggest using S106 balances from developments in the north of the county towards a development in the south or vice versa.

### **8. BACKGROUND PAPERS:**

Nil

### **9. AUTHOR:**

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

**EQUALITY CHALLENGE – CALDICOT 3G PITCH AND GILWERN VELO PARK**

<p><b>Is there any form of discrimination?</b></p> <p>Direct</p> <p>Indirect</p> <p>Association:</p> <p>Positive Action:</p>	<p>No discrimination</p>
<p><b>Where the proposal concerns one protected characteristic, does it unintentionally disadvantage any sub-groups?</b></p>	<p>N/A</p>
<p><b>The “significance” of impacts will need to be assessed. What constitutes “significant”?</b></p>	<p>N/A</p>
<p><b>Is the proposal creating a postcode lottery within the county?</b></p>	<p>The development of the 3G pitch at Caldicot is regarded as a regional facility for all schools and communities in south Monmouthshire. Separate 3G proposals for the north of the county are currently being developed.</p>
<p><b>Have positive impacts been optimized?</b></p>	<p>Positive benefits include getting more people involved in different sports and leisure activities in a safe and managed environment and also to benefit from health and well being opportunities.</p>
<p><b>Have all reasonable steps been taken to mitigate negative impacts (including making reasonable adjustments)?</b></p>	<p>N/A</p>
<p><b>Does the proposal evidence an understanding of the current (baseline) situation with respect to the protected characteristics?</b></p>	<p>N/A</p>
<p><b>Is the proposal associated with any others – is there a cumulative impact to be assessed?</b></p>	<p>N/A</p>

The “Equality Challenge” (Screening Document)

<b>Name of Officer</b> completing the “Equality challenge” <b>Mike Moran</b>		Investment into new 3G facilities and the promotion of related activities	
<b>Leisure Services</b>		<b>Date:</b> 17/03/14	
<b>Protected Characteristic</b>	<b>Negative Impact (Please give details)</b>	<b>Neutral Impact (Please give details)</b>	<b>Positive Impact (Please give details)</b>
Age			More children/young people & adults participating in sport
Disability			Disabled participation & other sports events and improved facilities
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 negative impacts	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with affected parties)
➤ No negative impacts identified	➤

**The next steps**

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

The investments into a new regional 3G pitch have positive impacts on health and well being and access to facilities. The facilities will have sports specific disability events organised – there are disability football teams in Caldicot & the remainder of the county that will access the new pitch.

If you have assessed the proposal/s as having a **negative impact** provide details of what you propose to mitigate these: **None identified**

**Signed:** Mike Moran

**Designation:** Community Infrastructure Coordinator

**Date:** 17/03/2014

## EQUALITY IMPACT ASSESMENT FORM

<b>Name of policy or change to service</b>	<b>Directorate</b>	<b>Department</b>
Investment in improved sports facilities	Regeneration and Cultural Services	Leisure Services
<b>Policy Author/Service Lead</b>	<b>Name of Assessor</b>	<b>Date of Assessment</b>
Ian Saunders	Mike Moran	17/03/2014

## 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)?

Investment in improved sports facilities

## 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	No	Race	No
Disability	No	Religion or belief	No
Gender reassignment	No	Sex	No
Marriage/civil partnership	No	Sexual orientation	No
Pregnancy and maternity	No	Welsh Language	No

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

We work with many groups, clubs and societies.

In the development of the 3G proposal we consulted with Sport Wales, the Welsh Rugby Union, the Welsh Football Trust and Hockey Wales (which form a collaborative group when new 3G facilities are being proposed). We acted in close consultation and liaison with the Governing Body and Sports Teachers of Caldicot Comprehensive School.



5. Please list the data that has been used for this proposal: e.g. Household survey data, Welsh Govt data, ONS data, MCC service user data, staff personnel data, etc.

Sport Wales data, data from the 2011 Census for Monmouthshire and data provided by the Governing Bodies of Sport

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

Our proposals were developed in partnership with the Governing Bodies of Sport and with Sport Wales, all of whom have an inclusive approach to the provision of new sports facilities.

7. Final stage – what was decided?

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

N/A

- Slight change 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: Mike Moran**

**Designation: Community Infrastructure Coordinator**

**Date: 17/03/2014**

The “Sustainability Challenge”

<b>Name of the Officer:</b> Mike Moran		<b>Policy:</b> Investment in Improved Sports Facilities	
<b>Name of Service:</b> Leisure Services		<b>Date:</b> 17/03/2014	
<b>Aspect of sustainability affected</b>	<b>Negative Impact (please give details)</b>	<b>Neutral Impact (please give details)</b>	<b>Positive Impact (please give details)</b>
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision			✓ Research proves that regular participation in sport and healthy exercise improves peoples' health and sense of well being
Promote independence			✓ Social integration through sport
Encourage community participation/action and voluntary work			✓ These facilities will add to the good quality community facilities in the county & will encourage further volunteering in a number of sports
Target socially excluded			✓ Aim is to lift children out of poverty through engagement in sport and to give access to facilities through passport to leisure scheme
Help reduce crime and fear of crime		X	
Improve access to education and training			✓ The new facility is based on an education site, so will give better access to skills education and training
Have a positive impact on people & places in other countries		X	

<b>PLANET</b>			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions			✓ Provision of facilities locally reduces car journeys and improved cycling opportunities will reduce non essential/short car travel
Prevent or reduce pollution of the air, land and water			✓ As per above item
Protect or enhance wildlife habitats (e.g. Trees, hedgerows, open spaces)	✓ The 3G scheme has planning permission including tree loss mitigation measures.		
Protect or enhance visual appearance of the environment		X	
<b>PROFIT</b>			
Protect local shops and services			✓ New facilities will bring extra users and demand for local products and services
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people			✓ 3G pitch contract let to local contractor with local workforce – will also be opportunities for linking into local businesses & increasing employment in the area
Preserve and enhance local identity and culture			✓ The county has an established reputation for voluntary sports provision & special events/festivals of sport - the new facilities will enhance this reputation

Consider ethical purchasing issues such as Fairtrade, sustainable timber (FSC logo) etc.		X	
Increase and improve access to leisure, recreation and cultural facilities			✓ The new provisions will improve access to sport and leisure facilities/activities and events will have cross over with cultural activities and school involvement
<b>What are the potential negative impacts</b>		<b>Ideas on how we can look to MITIGATE the negative impacts (include any reasonable adjustments)</b>	
<b>Caldicot 3G Pitch</b>			
➤ One mature tree of no significant landscape value has to be felled as part of the development		➤ Agreement reached with local planning authority to replace the lost tree with a semi mature tree more in keeping with the local area.	
➤ Bat survey has revealed no bat roosts in the immediate area		➤ No mitigation required at this stage but this will be reviewed as the project is under construction	

## The next steps

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

Positive impacts outlined in above checklists – there are significant health & well being benefits to be realised as a result of this project.

- 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/s

The negative impacts have been dealt with through the planning process.

**Signed:** Mike Moran

**Designation:** Community Infrastructure Coordinator

**Date:** 17/03/2014

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

**DIRECTORATE: Chief Executive's Unit**

**MEETING: Cabinet**

**DATE: 2<sup>nd</sup> April 2014**

**DIVISION/WARDS AFFECTED: Whole Authority**

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

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

**3. KEY ISSUES:**

## Overall Summary

3.1 The month 10 forecast capital year-end position for 2013/14 is summarised as follows:

- 73% of the adjusted capital budget has been spent (65% at month 10 2012/13).
- An under spend of £68,000 is forecast.
- £10,149,000 of the budget is being forecast to be slipped into 2014/15 (£7,416,000 at month 8).
- The net under spend of £68,000 is forecast to result in a reduced call on capital financing, principally capital receipts (£203,000), Reserves (£87,000) and external contributions (£48,000), offset by unfinanced capital expenditure (£270,000).
- The balance of Capital receipts forecast to be available at 31st March 2017 i.e. at the end of the MTFP window is currently £32,165,000. This is £1,197,000 less than forecast in the 2013/17 MTFP.
- Taking into account the financing of current in-year capital commitments, the total Council Fund and Education Fund capital receipts balance is forecast to be £7,620,000 at the end of the 2013/14.
- Capital receipts received to date amount to £2,066,000. Further receipts of £335,000 are forecast by the end of 2013/14.

## Capital Expenditure

3.2 Table 1 below summarises the forecast outturn position for the 2013/14 capital programme, and indicates a forecast under spend of £68,000. When the reduction in financing from external contributions of £48,000 is taken into account the net under spend reduces to £20,000.

3.3 The forecast net under spend of £20,000 principally results from:

- An under spend on Monmouthshire County Council's contribution to the County Hall demolition and remodeling scheme of £48,000
- An under spend of £28,000 on the Brewery Yard scheme
- Various small under spends on school development schemes of £23,000
- Various ICT schemes are forecast to under spend by £87,000

- An under spend resulting from unallocated funding which has been slipped from 2012/13 of £108,000
  - An over spend on the Abergavenny Regeneration project of £247,000
  - An over spend of £23,000 on fixed asset disposal costs
- 3.4 Two schemes in the 2013/14 programme are forecasting an unbudgeted pressure outside the current financial year which is expected to require financing. The unused financing resulting from the net under spends identified in the forecast outturn could be applied to cover or part cover these shortfalls providing they materialise at year end. Cabinet reports will be presented to approve this additional financing once the situation is clearer. Details of the pressure are as follows:
- Additional legal costs and a potential compensation payment included within the Abergavenny regeneration project relating to the Shooting Rights at High House Farm. There is a possibility that this may be a very significant sum, but as the outcome is highly unpredictable a monetary figure cannot be put on this potential liability at present.
  - Additional cost pressures to Caldicot 3g pitch scheme anticipated of circa £60,000, resulting from the 2 year delay, which has been caused in part by the unanticipated need to undertake sewer diversion works.
- 3.5 The Green Lane school scheme under spend has previously been used incorrectly to bear the salary costs relating to the 21st Century Schools project team. Instead the project team costs have been reallocated to the 21c school budget and a virement of £247,000 proposed to add the under spend on completed Green Lane scheme to 21c schools budget. The funding consequences are the same but it is important to code costs meaningfully and appropriately.
- 3.6 Appendix 1 to the report provides more detailed explanations of the over and under spends forecast at month 10.
- 3.7 The revised capital budget at month 10 of £31,143,000 is made up of £15,265,000 of original budget, slippage from previous financial years into 2013/14 of £12,216,000, and £3,662,000 of budget revisions. A more detailed analysis is provided in appendix 4.

Table 1: Capital Programme 2013/14 – Summary Forecast Outturn Position at Month 10

	<b>Annual Forecast at M10</b>	<b>Revised Budget</b>	<b>Provisional Slippage c/f</b>	<b>Adjusted Budget (Reduced by Slippage)</b>	<b>Forecast Over/ (Under) Spend</b>
<b>Scheme Type</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Asset Management Schemes	4,128	5,251	1,026	4,225	(97)
School Development Schemes	3,643	6,015	2,349	3,666	(22)
Infrastructure and Transport Schemes	4,975	5,358	383	4,975	0

Regeneration Schemes	5,824	10,797	5,190	5,606	218
Sustainability Schemes	259	259	0	259	0
County Farms Schemes	230	577	351	227	3
Inclusion Schemes	858	1,302	447	856	2
ICT Schemes	589	1,064	388	676	(87)
Other Schemes	420	412	15	397	23
Surplus finance slipped 12/13 to 13/14	0	108	0	108	(108)
<b>Total</b>	<b>20,926</b>	<b>31,143</b>	<b>10,149</b>	<b>20,995</b>	<b>(68)</b>

<b>Financing Stream</b>	<b>Amount to be Financed</b>	<b>Revised Financing Budget</b>	<b>Slippage Financing</b>	<b>Adjusted Financing Budget</b>	<b>Increased/ (Reduced) Financing</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Supported Borrowing	2,325	2,325	0	2,325	0
General Capital Grant	1,420	1,420	0	1,420	0
Grants and Contributions	3,574	3,685	63	3,622	(48)
S106 Contributions	250	778	528	250	0
Unsupported Borrowing	11,175	17,029	5,854	11,175	0
Earmarked Reserve Funding	576	1,279	616	663	(87)
Capital Receipts	1,337	4,568	3,028	1,540	(203)
Low Cost Home Ownership	0	60	60	0	0
Unfinanced Expenditure/ Replacement Financing Required	270	0	0	0	270
<b>Total</b>	<b>20,926</b>	<b>31,143</b>	<b>10,149</b>	<b>20,995</b>	<b>(68)</b>

3.8 Appendix 2 provides a summary of the £10,149,000 slippage forecast at the end of month 10 (£7,416,000 at month 8). This relates mainly to Regeneration Schemes (£5,190,000), School Development Schemes (£2,349,000) and Asset Management Schemes (£1,026,000). This is a slight increase in slippage compared with the previous financial year's forecast at month 10 of £9,888,000. The main schemes contributing to the 2013/14 forecast slippage are Abergavenny Library (£3,424,000) where various options with the scheme are still being considered, School Development Schemes (£2,349,000) and Section 106 Schemes (£961,000).

3.9 The approved budgets allocated to the majority of the remaining schemes in the programme are forecast by service managers to be fully spent. However experience and previous year's trends have consistently indicated that the final outturn situation will show



that some schemes that are currently forecasting a full in-year budget spend will, at outturn, require varying levels of slippage into future financial years. Service manager's outturn aspirations are predicated on incurring circa £3million expenditure over the last 2 months of the financial year. This may be possible but will likely be adversely affected by periods of poor weather.

- 3.10 At month 10, 73% of the adjusted budget has been spent. This compares favourably to 65% of the adjusted budget being spent at month 10 in 2012/13.
- 3.11 The approved slippage brought forward from previous financial years into 2013/14 totaled £12,216,000. At month 10, £6,515,000 of this slippage is forecast to be spent by the end of the current financial year. The main areas where slippage brought forward is not currently forecast to be spent are the Proposed New Abergavenny Library (£3,274,000), Section 106 schemes (£695,000), Surplus finance slipped from 2012/13 to 2013/14 (£108,000), School Development Schemes (£722,000), ICT Schemes (£335,000) and Infrastructure and Transport Schemes (£107,000).

### **Capital Financing**

- 3.12 The capital expenditure forecast to require financing is £20,926,000, and is illustrated together with the proposed financing of this expenditure in table 1 in Appendix 5.
- 3.13 The under spend at month 10 of £68,000 requires a corresponding net decrease in financing in 2013/14.
- 3.14 Variances in capital financing against budget and as a result of the decreased financing requirement of £68,000 can be summarised as follows:
- A reduction in the required financing by Capital Receipts for schemes which are forecasting to under spend of £203,000 that principally includes County Hall Demolition (£48,000), Brewery Yard (£28,000), School development schemes (£23,000) and Surplus finance slipped from 2012/13 to 2013/14 (£108,000).
  - A reduction in the required financing for external contribution funded schemes of £48,000 which are forecasting to under spend and therefore will not require the related external contribution.
  - A reduction in the required financing by reserves of £87,000 due to various under spends on ICT schemes.

#### Offset by

- Unfinanced Expenditure – Additional financing will be required to fund the forecast over spends of £270,000 in 2013/14 which relate to Abergavenny Cattle market Regeneration and Fixed asset disposal costs.
- 3.15 Further information is provided in appendix 5.

## Useable Capital Receipts Available

3.16 In table 2 below, total Capital receipts are compared to the MTFP.

3.17 The forecast total Capital receipts balance at 31 March 2014 has increased by £2,542,000 compared to the MTFP (£1,594,000 at month 8) primarily due to an increase in forecast receipts of £26,000, forecast slippage of capital expenditure of £3,028,000, budgeted set aside of £1,000,000 not going ahead, a forecast under spend of £203,000 in the capital programme which is financed via capital receipts, offset by a lower receipts balance brought forward (£1,184,000) and an increase in expenditure budgets (£530,000).

Table2: Movement in Available Useable Capital Receipts Forecast

<b>TOTAL RECEIPTS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Balance b/f 1st April</b>	<b>6,552</b>	<b>7,620</b>	<b>14,935</b>	<b>28,328</b>
Forecast Receipts in year	2,401	21,180	13,556	4,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Forecast receipts to be applied	(1,337)	(3,417)	(167)	(167)
<b>TOTAL Estimated balance c/f 31st March</b>	<b>7,620</b>	<b>14,935</b>	<b>28,328</b>	<b>32,165</b>
<b>TOTAL Estimated balance reported in 2013/17 MTFP Capital Budget Proposals</b>	<b>5,078</b>	<b>16,990</b>	<b>33,526</b>	<b>33,362</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>2,542</b>	<b>(2,055)</b>	<b>(5,198)</b>	<b>(1,197)</b>

3.18 With regards to total receipts, the above table illustrates that, based on the capital receipts forecast and capital budgets in place for 2013/17 that there will be a balance of available receipts at the end of the MTFP window of £32,165,000 (£32,557,000 at month 8). This is a decrease of £1,197,000 compared to the MTFP due to:

- Decreased receipts brought forward at 31 March 2013 (£1,184,000)

- A decrease in the total forecast receipts (£688,000)
- An increase in forecast applied receipts during 2013/14 (£325,000), Offset by:
- A reduction in budgeted set aside relating to the County Hall site disposal (£1,000,000).

However this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a significant risk. To that extent the balance of useable total receipts at the end of 2013/14, currently forecast at £7,620,000, and future year balances should be closely monitored.

3.19 Furthermore the above forecast of available useable capital receipts does not take account of the following future pressures that have yet to receive formal Cabinet approval:

- The total Authority contribution towards the 21<sup>st</sup> Century Schools programme.
- Any further ICT capital bids that may be required under the new ICT strategy.
- Any pressures that might result from the existing MTFP capital programme

3.20 Further information is contained in Appendix 3.

#### **4. REASONS:**

4.1 The report and appendices have been compiled following meetings with Capital Budget Holders and through monthly Directorate Capital Monitoring Group meetings.

4.2 Members are advised to take note of the information provided in the body of the report. Chief Officers are to continue in ensuring that capital budget holders provide reliable and timely forecasts and communicate forecast over and under spends at the earliest opportunity.

#### **5. RESOURCE IMPLICATIONS:**

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

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

6.1 This report is essentially a monitoring report and as such does not have any sustainable development or equality implications. However, as budget holders have been tasked with taking action to address certain over spends that have been identified they have confirmed that they will only implement remedial plans once an equality impact assessment has been completed.

**7. CONSULTEES:**

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

**8. BACKGROUND PAPERS:**

Appendix 1 – Explanation of over/under spends  
Appendix 2 – Provisional slippage  
Appendix 3 – Capital Receipts  
Appendix 4 – Movement from Original to Revised budget  
Appendix 5 – Capital financing summary

**9. AUTHOR:**

Joy Robson – Head of Finance  
Mark Howcroft – Assistant Head of Finance

**10. CONTACT DETAILS:**

Tel: (01633) 644740  
Email: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

## EXPLANATION OF OVER & UNDER SPENDS AT MONTH 10

1.1 The main schemes contributing to the forecast under spend of £68,000 are as follows:

### 1.1.1 Regeneration Schemes

Regeneration schemes are forecasting to over spend by £218,000, mainly attributable to:

#### **Abergavenny Cattle Market**

The Abergavenny cattle market regeneration scheme is forecasting to over spend by £247,000 in 2013/14. (Reported at month 8)

A very significant claim has been lodged against the council for the loss of shooting rights at High House Farm. This will be subject to a preliminary hearing to determine the correct legal interpretation of relevant case law in May 2014 at the earliest. This hearing will determine the outcome for a significant proportion of this claim. Legal advice has been provided to the Council but the final outcome remains highly unpredictable as does the amount of compensation payable. In 2013/14 costs will be incurred for:

- 1) Legal and expert advice relating to the compensation claim for shooting rights
- 2) To achieve a cleared site with vacant possession for Morrisons
- 3) Conclusion of negotiations with existing tenants.

An over spend is also anticipated in later years as a further £51,000 is being forecast for legal costs in addition to the compensation potentially payable in relation to shooting rights.

#### **Brewery Yard Development**

The Brewery Yard development scheme is forecast to under spend by £28,000. The owner of Oasthouse is now unlikely to proceed with the renovation scheme resulting in a reduced call on the balance of slippage brought forward. The deadline for the owner to claim the grant from the Authority has lapsed and there has been no contact from them. (Reported at month 8)

### 1.1.2 Asset Management Schemes

Asset Management schemes are forecasting to under spend by £205,000 at month 10.

## **County Hall Demolition and Remodelling**

The County Hall demolition and remodeling scheme is forecasting to under spend by £95,000 (£219,000 under spend reported at month 8). The under spend is attributable to competitive tendering and a reduced contingency requirement. The reduction in the anticipated under spend since month 8 is due to flooding of the access road which requires further investigation.

The scheme is a joint funded scheme between Monmouthshire and Torfaen which will result in a net forecast under spend to Monmouthshire of £47,500.

## **Property Maintenance**

Property Maintenance is forecasting to be on budget for the year. However this is made up of the following offsetting under and over spends:

### **(a) Electrical Services**

An overall over spend of £7,000 is forecast in the Electrical Services section. This is mainly due to a forecast over spend of £13,000 on schools fixed wire testing due to the need to carry out additional works, an over spend of £7,000 on the replacement of light fittings schemes due to the need to purchase additional lamps; offset by an under spend of £13,000 on the Mardy Park upgrade to energy efficient lighting scheme due to competitive tendering.

### **(b) External Areas**

An under spend of £7,000 is forecast in the External Areas section. £5,000 is attributable to the Pill Farm Industrial Estate, investigate and repair foul treatment system where a more economic method of repair was engineered. £9,000 is attributable to the Priory Street refurbishment of wrought iron railings scheme due to a reduced scope of works. This is offset by a combination of other minor under spends in this division.

### **(c) Floors and Stairs**

An over spend of £15,000 is forecast in the Floors and Stairs section. This is mainly attributable to an over spend on the Leisure Centre sports hall flooring re-sealment scheme which has an increased scope of works due to poor condition of existing floors.

### **(d) Internal Walls and Doors**

An over spend of £44,000 is forecast in the Internal Walls and Doors section. This is mainly due to a forecast over spend of £29,000 on the safe removal of asbestos due to the need to carry out additional works and an over spend of £28,000 on fire safety works to industrial units and other properties following the results of surveys. This is partly offset by a forecast under spend of £5,000 on the Hilston Park refurbishment of shower/changing rooms scheme where the final contractor invoice was lower than the accrual and an under spend of £5,000 on the Abergavenny Market wall penetration scheme where a more economic repair solution was identified.

**(e) Mechanical Services**

An under spend of £59,000 is forecast in the Mechanical Services section. £34,000 is attributable to several boiler replacement or heating control system schemes in schools mainly due to competitive tendering. A further £16,000 under spend is forecast on the Abergavenny Castle defective air conditioning scheme, where a number of delays were encountered due to access and health and safety problems and as a result will be completed out of the 2014/15 budget allocation. A further £10,000 under spend is forecast on the Caldicot Library ventilation upgrade scheme due to a more economic repair solution and a £9,000 under spend is forecast on the Tudor Street boiler replacement scheme due to contingency and day works not being required. These under spends are partly offset by a forecast over spend of £6,000 on the installation of water saving devices scheme due to increased scope of works and a £3,000 over spend on the Monmouth One Stop Shop boiler replacement scheme due to un-budgeted retention costs.

**(f) Roofs**

This section is forecasting to under spend by £23,000 mainly due to a forecast under spend on leaking roof repairs and replacement of flat roof coverings in schools due to a combination of competitive tendering and an accrual being made for contingency works that were not required.

**(g) Ceilings**

This section is forecasting to over spend by £11,000. Osbaston Primary replacement of suspended ceilings scheme is forecast to over spend by £16,000 where upon commencement of the project additional works were identified over and the above the initial budget allocation. This is offset by a £5,000 under spend on the Monmouth Leisure Centre replace ceiling with anti-vandal system scheme.

**(h) Decoration**

This section is forecasting to over spend by £7,000 due to an additional scope of works on the Castle Park Primary office refurbishment scheme.

**(i) External Walls, Doors and Windows**

This section is forecasting to over spend by £5,000 mainly due to conservation repairs to Abergavenny Castle due to an increased scope of works.

**1.1.3 School Development Schemes**

School development schemes are forecasting to under spend by £22,000 in 2013/14, mainly attributable to:

- Caldicot Castle Park (St Mary's remodeling) is forecasting to under spend by £9,000 where the cost of final remedial works and minor improvements is anticipated to be lower than remaining budget. (£22,000 under spend reported at month 8)
- Pembroke Primary is forecasting an under spend of £7,000; cost of works following post occupancy review are anticipated to be lower than remaining budget. (£10,000 reported at month 8)
- The balance is attributable to other minor other under spends on completed projects within this division.

The Green Lane school scheme under spend has previously been used incorrectly to bear the salary costs relating to the 21st Century Schools project team. Instead the project team costs have been reallocated to the 21c school budget and a virement of £247,000 proposed to add the under spend on completed Green Lane scheme to 21c schools budget. The funding consequences are the same but it is important to code costs meaningfully and appropriately.

**1.1.4 ICT Schemes**

ICT schemes are forecasting to under spend by £87,000, due to:

- A £77,000 under spend is forecast on the Replacement of MCC storage devices scheme. Any under spend will result in a reduced contribution from the ICT reserve. (Not reported at month 8)
- A £5,000 under spend is forecast on the ARC project and a £5,000 under spend is forecast on the Sharepoint and active directory licenses scheme due to final scheme costs being lower than original budget allocation. (Not reported at month 8)

**1.1.5 County Farms Schemes**

This section is forecasting to over spend by £3,000 due to unbudgeted costs. (Not reported at month 8)



### **1.1.6 Other Schemes**

This section is forecasting an over spend of £23,000 (£3,500 at month 8) due to over spends on disposal costs relating to three school assets due to unbudgeted costs (£31,000) offset by under spends due to reduced costs or sales not going ahead (£8,000).

### **1.1.7 Surplus Finance slipped from 2012/13**

Surplus finance of £108,000 is currently being forecast. This is due to the slippage brought forward as a result of the late receipt of 2012/13 Welsh Government education maintenance grant. The grant was successfully claimed in 2012/13 as the Authority had already incurred sufficient maintenance expenditure to meet the conditions of the grant. The £108,000 surplus finance is as yet unallocated. Consideration will be given to the financing of major capital pressures identified elsewhere in this report should there be no other financing options available. Cabinet approval will be sought before any budget allocation takes place. (Reported at month 8)

## 2. PROVISIONAL SLIPPAGE AT MONTH 10

- 2.1 The provisional total slippage forecast at month 10 for 2013/14 is £10,149,000, an increase in slippage of £2,733,000 from that reported at month 8.
- 2.2 The provisional total slippage at month 10 of £10,149,000 is £261,000 more than the corresponding provisional slippage forecast at month 10 in 2012/13 which was £9,888,000.
- 2.3 Further information must be provided in order to produce a meaningful analysis. Table 1 below details a comparison of slippage forecast at month 10 against the total slippage at the end of the 2012/13 financial year and the slippage forecast at month 8 in 2013/14.

Table 1: Capital Programme 2013/14 – Analysis of 2012/13 and 2013/14 Slippage

	Slippage C/F	Provisional Slippage C/F	Provisional Slippage C/F	Slippage Increase or (Decrease) since mth 8
	Outturn 2012/13 £000	Month 8 2013/14 £000	Month 10 2013/14 £000	£000
Asset Management Schemes	1,049	466	1,026	560
School Development Schemes	2,422	2,179	2,349	170
Infrastructure and Transport Schemes	592	29	383	354
Regeneration Schemes	6,746	4,356	5,190	834
Sustainability Schemes	0	0	0	
County Farms Schemes	294	107	351	244
Inclusion Schemes	287	216	447	231
ICT Schemes	612	58	388	330
Other Schemes	214	5	15	10
<b>Total</b>	<b>12,216</b>	<b>7,416</b>	<b>10,149</b>	<b>2,733</b>

### 2.4 Explanation of Provisional Slippage Requests

Budget holders have identified the following items of potential slippage in the current year's capital programme as at month 10.

## 2.4.1 Asset Management Schemes

Asset Management Schemes are forecasting slippage of £1,026,000 at month 10. (466,000 reported at month 8)

### a) Property Maintenance

Total slippage of £631,000 is forecast in this division, attributable to the following schemes.

- (i) Thornwell Primary sewerage diversion is forecasting slippage of £349,000. The works are scheduled to commence following the completion of the main scheme which is expected to be during summer 2014 (Reported at month 8).
- (ii) Monmouth Leisure Centre upgrade air handling unit is forecasting slippage of £85,000 due to design delays (Not reported at month 8).
- (iii) Penyrhiw Sewerage Treatment Plant improvements is forecasting slippage of £61,000. The project has encountered delays due to access permissions (Not reported at month 8).
- (iv) Park Street School health and safety works is forecasting slippage of £57,000. This scheme has only recently been approved by Cabinet and is now unlikely to be completed until 2014/15 (Reported at month 8).
- (v) Caldicot Castle SW Tower stonework and kitchen repairs scheme is forecasting slippage of £53,000, where delays have occurred due to the future use of the building being uncertain (Not reported at month 8).
- (vi) Thornwell Primary, re-render panels is forecasting slippage of £25,000. Project delays have resulted in it being the wrong time of year to erect scaffolding. It has therefore been agreed with contractor to delay (Reported at month 8).

### b) Granville and Wyebridge Street Car Park

Slippage of the whole budget of £200,000 is forecast for the Granville and Wyebridge Street car park scheme (Not reported at month 8).

The scheme is presently being challenged by a local action group on the basis that the car park will adversely affect air quality in area. A highways project team has commissioned a study by a specialist company to assess whether the creation of a car park will

in fact have any material effect upon the air quality debate. This study is not yet available and without it planning permission will not be granted.

**c) Drainage Works at the Caldicot School and Leisure Centre site**

Slippage of £54,000 is forecast due to issues with Welsh Water (Not reported at month 8).

**d) County Hall Demolition and Remodelling**

Slippage of £50,000 is required to deal with flooding and remedial works in the new financial year (Not reported at month 8).

**e) Upgrade School Kitchens**

Slippage of £50,000 is required partly due to a changeover in responsibility for the area but also due to the need for works to be completed whilst schools are closed. Works have been scheduled for the 2014 Easter holidays (Not reported at month 8).

**f) Raglan Depot Car Park**

Slippage of £35,000 is forecast on the Raglan Depot Car Park scheme. Delays have occurred due to ecological issues. (Reported at month 8).

**g) Caldicot Castle SW Tower Roof and Stone Works repairs**

Slippage of £6,000 is forecast where delays have occurred due to the pending development of a new operating model (Not reported at month 8).

**2.4.2 School Development Schemes**

School Development Schemes is forecasting slippage of £2,349,000 at month 10. (£2,178,000 reported at month 8).

**a) Thornwell Primary**

Slippage of £575,000 is forecast due to an optimistic original expenditure profile. (£457,000 reported at month 8)

**b) 21<sup>st</sup> Century Schools**

Slippage of £1,542,000 is forecast due to an extended consultation and engagement process. (£1,525,000 reported at month 8)

**c) ESR: Access for All**

Slippage of £127,000 is forecast as this budget is mainly earmarked for special adaptations for children with disabilities and the demand in 2013/14 has been low. It is unlikely that it will need to be utilised in this financial year but it would be prudent to slip to 2014/15 to cover any increase in demand. (£138,000 reported at month 8)

**d) New Caldicot Green Lane**

Slippage of £50,000 is required for works identified following post occupancy review. (Not reported at month 8)

**e) New Raglan Primary, 21<sup>st</sup> Century Schools**

Slippage of £25,000 is forecast due to an optimistic original expenditure profile. (£58,000 reported at month 8).

**f) Rogiet Primary**

Slippage of £15,000 is required to complete remedial works following post occupancy evaluation. (Not reported at month 8)

**g) Caldicot Castle Park (St Mary's Remodelling)**

Slippage of £15,000 is required to complete remedial works following post occupancy evaluation. (Not reported at month 8)

### 2.4.3 Infrastructure and Transport Schemes

Infrastructure and Transport Schemes is forecasting slippage of £383,000 at month 10. (£29,000 reported at month 8)

**a) Parking Studies**

Slippage of £44,000 is forecast as the Authority has agreed a contribution towards parking software in 2014/15 to support a de-criminalised parking project. (£29,000 reported at month 8)

**b) Safety Fences**

Slippage of £103,000 is forecast as safety barrier work has been delayed this year due to persistent bad weather. (Not reported at month 8)

**c) Accessibility Enhancements, Road Safety and Signing Upgrades**

Slippage of £184,000 is forecast where schemes have struggled to get off the ground due to planning issues and links to other projects that haven't materialised. (Not reported at month 8)

**d) Structural Repairs – Public Rights of Way**

Slippage of £52,000 is forecast. The Castle Meadows Bridge project is complete but the Coastal Path and other schemes have been delayed due to poor weather and ground conditions.

**2.4.4 Regeneration Schemes**

Regeneration Schemes is forecasting slippage of £5,190,000 at month 10. (£4,356,000 reported at month 8)

**a) Proposed New Abergavenny Library**

Slippage of £3,424,000 is forecast due to the project being on hold pending further consideration of options to improve the library service in Abergavenny. (£3,454,000 reported at month 8)

**b) Rural Development Plan Schemes**

Slippage of £157,000 is forecast on Rural Development Plan schemes. The projects form part of Monmouthshire's RDP which is mainly funded through European and Welsh Government support as part of business plan 2. Monmouthshire has agreed to match fund these schemes through the capital programme. Welsh Government recently extended the deadline for business plan 2 to December 2014 meaning that some slippage is required to mirror the revised timescale. (£151,000 reported at month 8)

**c) Section 106 Schemes**

- (i) Llanfoist and Llanwenarth Ultra is forecasting slippage of £144,000 where delays have occurred due to the need to revise the funding profile for two remaining projects as a result of less S106 funding being available than previously anticipated. (£100,000 reported at month 8)
- (ii) Caldicot new 3G Astro turf pitch is forecasting slippage of £470,000 due to the work required to divert sewers found under the pitch. Currently unfunded cost pressures are being anticipated on this project in 2014-15 totalling £60,000 as a result of delays and knock on increased costs. A financing proposal is being put together and should be presented to Cabinet in April 2014.
- (iii) Castle Oak Usk is forecasting slippage of £103,000. The main scheme outstanding is Usk Rugby club who were planning to relocate but have found land contamination issues at the site. The rugby club are looking at alternatives and are due to submit a revised project plan to Cabinet in April 2014. The funding has to be spent by May 2015 or be repaid to the developer. (Reported at month 8)
- (iv) Bayfield multi use games area is forecasting slippage of £70,000 due to delay's with obtaining planning permission. (Reported at month 8)
- (v) Magor and Undy Community Hall is forecasting slippage of £50,000, following an extended period of public consultation and engagement to consider use of the remaining funds. A Cabinet report is due to be submitted in April 2014. (£34,000 reported at month 8)
- (vi) Church Road Caldicot offsite recreation is forecasting slippage of £59,000. Delays have occurred due to the need to confirm match funding from other sources. (Not reported at month 8)
- (vii) Croesonen Recreation is forecasting slippage of £40,000 where a revised scheme has been received which if approved by Cabinet will take place in 2014/15.
- (viii) Croesonen Infants site Abergavenny is forecasting slippage of £23,000. The budget was originally earmarked to match fund external finance but the bid was unsuccessful so the funds will contribute towards extending a 20mph zone in the vicinity programmed for 2014/15. (Reported at month 8)

Where Section 106 funding is forecast to be slipped it is important to monitor the “spend by” date set in the Section 106 agreement. The following table outlines the current position for those schemes requesting slippage of Section 106 funding:

Scheme	Slippage requested	Spend by date
--------	--------------------	---------------

Magor & Undy Community Hall	£49,846	Passed (date unknown)
MUGA - Bayfield Open Space	£70,470	02/07/2014
Castle Oak, Usk	£103,001	24/05/2015
Caldicot new 3G ATP	£28,961	22/12/2015
Church Road Caldicot – Offsite Rec	£59,165	22/12/2015
Llanfoist and Llanwenarth Ultra	£143,858	09/01/2018
Recreation Croesonen	£40,000	Not specified
Croesonen Infants Site, Abergavenny	£23,374	Not specified

**d) Replacement Cattle Market**

Slippage of £300,000 is forecast, £100,000 relates to the completion of the sewerage treatment plant, not yet able to commission due to insufficient flow. £200,000 relates to access works to the main site and entrance to neighbouring farm which were scheduled for completion following the main project. (Not reported at month 8)

**e) Caerwent House, Major Repairs**

Slippage of £300,000 is forecast where delays have occurred due to the changeover of staff and associated workloads; the timescale of serving legal notices; trying to locate current owners and establishing certainty that there is a secondary buyer following the completion of compulsory purchase. (Not reported at month 8)

**f) Brewery Yard Development**

Slippage of £13,000 is forecast due to consent delays. A second interim payment is due imminently leaving minor a slippage request to ensure completion as per terms. (Not reported at month 8)

**g) Woodstock Way Linkage Scheme**

Slippage of £9,000 is forecast where delayed commencement whilst financing of the scheme was established. (Not reported at month 8)

**h) Shire Hall Furniture and Equipment costs**



Slippage of £17,000 required for expected furniture replacement costs in the new year. (Not reported at month 8)

**i) Improve Income Generation Museums**

Slippage of £10,000 is forecast as the scheme has been on hold due to the proposed mandate linking TIC's with Museums having an impact on the requirements of the EPOS system. (Not reported at month 8)

**2.4.5 ICT Schemes**

ICT schemes are forecasting slippage of £388,000 at month 10. (£58,000 reported at month 8.)

**a) CRM**

Slippage of £147,000 is required due to a delay in the procurement framework arrangements and changes to the options for the contact centre and the CRM arising out of the Williams commission. (Not reported at month 8)

**b) Highways Asset Management and Road System**

Slippage of £47,000 is forecast due to system development being slower than anticipated. (£58,000 reported at month 8)

**c) Improve Physical and Virtual Access to the Museum collection**

Slippage of £40,000 is required due to the scheme being linked to a project officers salary costs whose employment term continues into 2014/15.

**d) Land Charges M3 system**

Slippage of £32,000 is forecast where testing in the M3 system has highlighted errors that are unlikely to be resolved in time for the live system to be upgraded and fully resolved by the end of the financial year. (Not reported at month 8)

**e) Agresso 5.6 Upgrade**

Slippage of £31,000 is required as the scheme was approved late in the year and is anticipated to continue into 2014/15. (Not in programme at month 8)

**f) Agile Working and video conferencing facility**

Slippage of £29,000 is forecast to enable further work to be undertaken at County Hall, Usk on VOIP and video conferencing screens following the installation of the new system. (Not reported at month 8)

**g) Provision of online facilities, Revenue's section.**

Slippage of £13,000 is required as the scheme was approved late in the year and is anticipated to continue into 2014/15. (Not in programme at month 8)

**h) Internet/Intranet Functionality**

Slippage of £39,000 is forecast for further digitisation of documentation held at Magor. (Not reported at month 8)

**i) Sims Development Costs**

Slippage of £10,000 is requested. This is a recently approved scheme and every effort will be made to complete in year but some slippage may be required. (Not reported at month 8)

**2.4.6 County Farms Schemes**

County Farms schemes are forecasting slippage of £351,000 at month 10. (£107,000 reported at month 8)

**a) County Farms Maintenance**

Slippage of £344,000 is forecast. £150,000 relates to committed works where tenants have been advised but legal or non-finance issues have caused delays. The balance is mainly as a result of the weather, access consent issues or where stock needs to be out of the buildings once weather improves. (£100,000 reported at month 8)

**b) County Farms Asset Disposal Costs**

Slippage of £7,000 is forecast due to Legal delays on the sale of one site. (Reported at month 8)

**2.4.7 Inclusion Schemes**

Inclusion Schemes is forecasting slippage of £447,000 at month 10. (£216,000 reported at month 8)

**a) Disabled Facilities Grants**

Slippage of £150,000 is forecast due to a reduction in grant applications received during the year. (Not reported at month 8)

**b) Access for All**

Slippage of £237,000 is forecast to fall in line with 21<sup>st</sup> Century Schools programme. (£216,000 reported at month 8)

**c) Low Cost Home Ownership Schemes**

Slippage of £60,000 is forecast as the budget is earmarked for two equity share property schemes at Castlewood which are unlikely to complete until the new financial year. (Not reported at month 8)

**2.4.8 Other Schemes**

**a) Non County Farms fixed asset disposal costs**

Non County Farms fixed asset disposal costs is forecasting slippage of £15,000, the proposed sale on one school and one general asset to the current buyer may not take place so additional funds may be required to sell. (£5,000 reported at month 8)



### 3. CAPITAL RECEIPTS

#### Capital Receipts Forecast – comparison to MTFP

- 3.1 In table 1 below, the forecast capital receipts for 2013/14 to 2016/17 have been compared to the MTFP capital receipts forecast presented in the capital budget proposals to Cabinet on 13<sup>th</sup> February 2013.

Table 1: Capital Receipts forecast at month10 for 2013/14 to 2016/17 – comparison to MTFP capital receipts forecast

	Forecast Capital Receipts				
	2013/14	2014/15	2015/16	2016/17	Total
	£000's	£000's	£000's	£000's	£000's
Education Receipts	163	1,635	9,306	0	11,104
County Farms Receipts	1,633	645	100	0	2,352
General Receipts	115	16,650	0	0	16,765
Strategic Accommodation Review	490	1,500	150	0	2,140
Dependent on Outcome of LDP	0	750	4,000	4,000	8,750
<b>Total</b>	<b>2,401</b>	<b>21,180</b>	<b>13,556</b>	<b>4,000</b>	<b>41,137</b>
MTFP Capital Receipts Forecast	2,375	22,750	16,700	0	41,825
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>26</b>	<b>(1,570)</b>	<b>(3,144)</b>	<b>4,000</b>	<b>(688)</b>

#### 2013/14 Capital receipts

- 3.2 The Capital receipts forecast to be received in 2013/14 total £2,401,000. (£2,687,000 at month 8). Receipts received during 2013/14 become available for financing current and future years' capital programmes.

3.3 The expected total forecast capital receipts for the year from the MTFP approved by Council in February 2013 was £2,375,000. At month 10, this forecast has increased by £26,000 mainly due to:

- Two County Farm receipts (£748,000) and one General receipt (£15,000) which were not in the MTFP at budget setting
- The delay of the sale of five assets from 2012/13 into 2013/14 (£1,000,000)
- Increases in the forecast sale value of a school asset and a Strategic Accommodation review asset (£98,000)

Offset by

- The delay of four Education receipts and two County Farm receipts from 2013/14 to 2014/15 (£1,750,000) due to time required to obtain planning permissions and to resolve issues with access and consents.
- The sale in 2012/13 of a larger part of a county farm asset than budgeted (£85,000), reducing the balance to be sold in 2013/14.

### **Total Capital receipts**

3.4 Total forecast receipts at month 10 for 2013/14 to 2016/17 have decreased compared to the MTFP capital receipts forecast by £688,000 (£417,000 at month 8). This is mainly as a result of:

- The delay of part of the receipts relating to two LDP assets into 2017/18 to outside the MTFP window (£2,000,000) due to a more realistic profiling of the receipts.
- A reduction in the forecast receipt values for three assets (£2,485,000), the majority (£2,250,000) relating to an LDP asset which following withdrawal from the LDP was added back with reduced land area and increased level of affordable housing.
- The sale of one LDP asset which is not expected to go ahead (£250,000).

Offset by:

- An increase in the forecast receipt values for three assets (£744,000)
- Forecast receipts for ten assets which were not forecast as part of the MTFP (£1,713,000). £2,047,000 was reported at month 8.
- Eight receipts which were previously forecast for 2012/13, which were delayed and are now being forecast in the MTFP window (£1,589,000).

3.5 In addition to the above, changes in timing of when capital receipts that formed part of the MTFP forecast are due to be received will result in variances when comparing the MTFP forecast to month 10, when looking at individual years in isolation. However over the four year period concerned there is no net impact of these timing differences.

- 3.6 All of the sales have obtained Member approval as part of budget setting through Council or through separate Cabinet reports being considered.

### Useable Capital Receipts Available

- 3.7 In table 2 below, the effect of the changes to the forecast total Council fund and Education capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2013/17 MTFP capital budget proposals.

Table 2: Movement in Available Useable Capital Receipts Forecast

<b>TOTAL RECEIPTS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance b/f 1 <sup>st</sup> April	6,552	7,620	14,935	28,328
Forecast Receipts in year	2,401	21,180	13,556	4,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Forecast receipts to be applied	(1,337)	(3,417)	(167)	(167)
<b>TOTAL Estimated balance c/f 31<sup>st</sup> March</b>	<b>7,620</b>	<b>14,935</b>	<b>28,328</b>	<b>32,165</b>
<b>TOTAL Estimated balance reported in 2013/17 MTFP Capital Budget Proposals</b>	<b>5,078</b>	<b>16,990</b>	<b>33,526</b>	<b>33,362</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>2,542</b>	<b>(2,055)</b>	<b>(5,198)</b>	<b>(1,197)</b>

- 3.8 The forecast Total Council Fund and Education Fund balance at 31 March 2014 has increased by £2,542,000 compared to the MTFP (£1,594,000 was forecast at month 8) due to:

- An increase in forecast receipts in 2013/14 due to changes in the forecast year of receipt and due to sales not included in the MTFP at budget setting (£26,000). See 3.1 above.
- Forecast slippage in the capital programme into 2014/15 which is financed by capital receipts (£3,028,000). £1,670,000 was reported at month.8.
- A forecast under spend (£203,000) of projects budgeted to be financed by capital receipts.
- A budgeted set aside of £1,000,000 is not forecast as the related capital receipt for County Hall is not now being forecast in the MTFP window.

*Offset by:*

- A lower receipts balance brought forward (£1,184,000)
- An increase in expenditure budgets which are due to be financed from capital receipts (£530,000)

3.9 With regards to total receipts, the above table illustrates that, based on:

- a) The 2012/13 outturn;
- b) The capital receipts forecast; and
- c) The capital budgets in place for 2013/17,

There will be a balance of available receipts at the end of the MTFP window of £32,165,000 (£32,557,000 at month 8). This is a decrease of £1,197,000 compared to the MTFP, which is due to:

- Decreased receipts brought forward at 31 March 2013 (£1,184,000)
- An decrease in the total forecast receipts (£688,000)
- An increase in forecast applied receipts (£325,000)
- Offset by:
- A budgeted set aside of £1,000,000 relating to the County Hall receipt which is now not being forecast in the MTFP window.

However, as is shown below this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a significant risk. To that extent the balance of useable total receipts at the end of 2013/14, currently forecast at £7,620,000, and future year balances should be closely monitored.

3.10 Furthermore, the above forecast of available useable capital receipts does not take account of the following future pressures that have yet to receive formal Cabinet approval:

- The total Authority contribution towards the Future Schools programme.
- Any further ICT capital bids that may be required under the new ICT strategy.
- Any pressures in 2013/14 and later years relating to the completion of schemes in the current year programme noted in this report.

3.11 Table 3 below summarises the risk factors associated with capital receipts materialising in the respective years of account and at the value forecast.



Table 3: Risk Factors associated with the Capital Receipts Forecast

Risk Factor – as at outturn	2013/14	2014/15	2015/16	2016/17
	£000	£000	£000	£000
Low	947	0	0	0
Medium	565	16,470	100	0
High	888	4,710	13,456	4,000
	<u>2,401</u>	<u>21,180</u>	<u>13,556</u>	<u>4,000</u>
<b>And as a percentage of in year receipts</b>				
	%	%	%	%
Low	39	0	0	0
Medium	24	78	1	0
High	37	22	99	100
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

3.12 Forecast receipts for 2014/15 onwards are usually marked as high risk in terms of the timing of receipt or of their value, unless further information is available which suggests otherwise.

### Low Cost Home Ownership receipts

3.13 As in table 4 below, the forecast balance of low cost home ownership capital receipts at the end of 2013/14 is £60,000.

Table 4: Low Cost Home ownership 2013/14 Capital Receipts Forecast Outturn Position

	Low Cost Home Ownership £000
Balance b/f 1 <sup>st</sup> April 2013	60
Receipts received at month 8	0
Receipts to be applied	0
<b>Expected balance c/f 31<sup>st</sup> March 2014</b>	<u><b>60</b></u>

#### 4. MOVEMENT FROM ORIGINAL TO REVISED BUDGET

4.1 The revised capital budget at month 10 of £31,143,000 is made up of £15,265,000 of original budget, slippage from 2012/13 totalling £12,216,000 and £3,662,000 of budget revisions.

Table 1: Summary of movement from original to revised 2013/14 capital budget

<b>Scheme Type</b>	<b>Original Budget £000's</b>	<b>Slippage b/f from 2012/13 £000's</b>	<b>Budget Virements £000's</b>	<b>Budget Revisions £000's</b>	<b>Revised Budget £000's</b>
Asset Management Schemes	2,783	1,049	9	1,518	5,359
School Development Schemes:	3,249	2,422	0	344	6,015
Infrastructure and Transport Schemes	4,611	592	0	155	5,358
Regeneration Schemes	3,300	6,746	(9)	759	10,797
Sustainability Schemes	0	0	0	259	259
County Farms Schemes	273	294	10	0	577
Inclusion Schemes	850	287	0	165	1,302
ICT Schemes	0	612	0	452	1,064
Other Schemes	198	214	(10)	10	412
<b>Total</b>	<b>15,265</b>	<b>12,216</b>	<b>0</b>	<b>3,662</b>	<b>31,143</b>

4.2 Virements made within the programme have, as expected, had no overall net effect. All virements have been processed in accordance with the virement rules outlined with the Authority's Financial Regulations.

4.3 The £3,662,000 of budget revisions during 2013/14 comprises the following items:

- £1,518,000 Asset Management schemes - £915,000 County Hall demolition and remodelling (Torfaen share), £266,000 Drainage works at Caldicot Comprehensive and Leisure Centre site, £200,000 Car Park Granville and Wyebridge street, £25,000 Car Park Riverside, south of rowing club, £100,000 Thornwell Sewerage Diversion, £12,000 Caldicot Castle SW Tower, additional grant.
- £344,000 School Development Schemes - £349,000 New Raglan Primary 21<sup>st</sup> Century Schools, (£5,000) Flying Start Minor Improvements, reduction in grant.
- £155,000 Infrastructure and Transport schemes - £65,000 RTCG Road Safety, £80,000 Walking and Cycling scheme, £10,000 Rail Strategy Update
- £759,000 Regeneration schemes - £434,000 Section 106 schemes, £300,000 Caerwent House major repairs, £25,000 Woodstock Way Linkage scheme.
- £259,000 Sustainability schemes – PV Schemes various sites
- £165,000 Inclusion schemes – Low Cost Home Ownership
- £452,000 ICT schemes - £220,000 Replace MCC central storage devices, £45,000 purchase of Sharepoint and active directory licences, £20,000 replacement of video conferencing facilities, £87,000 Sims Development Costs, £48,000 Agresso Upgrade, £13,000 Provision of online facilities (Revenues), £9,000 Feasibility Study for provision of Wi-Fi, £10,000 Development of digital strategy and action plan.
- £10,000 Other Schemes – Increase in asset disposal costs budget.

4.4 All of the revisions and future year changes are supported by Member decisions or awarding documentation where appropriate.

## **5. CAPITAL FINANCING SUMMARY**

### **Introduction**

- 5.1 In addition to the budgetary control and monitoring required over the capital expenditure for the Authority, it is of equal importance to maintain similar control and monitoring over the financing that supports this expenditure.
- 5.2 Capital expenditure incurred by the Authority will need to be financed. The following important points need to be considered:
- An over spend against budget on a capital schemes leads to a need for additional financing to be identified.
  - A reduction in available financing compared to budget on a capital scheme also leads to a need for additional alternative financing to be identified.

### **Capital Financing Summary**

- 5.3 The forecast capital outturn at month 10 for the 2013/14 financial year for the capital programme is £20,926,000, which compared against a revised budget adjusted for slippage of £20,995,000 gives a forecast under spend of £68,000 which requires a corresponding net decrease in financing in 2013/14.
- 5.4 The financing streams available are:

### **External Funding**

- 5.5 External Funding sources either comprise fixed general sums or sums to be allocated towards specific expenditure.
- Supported Borrowing / General Capital Grant
  - Grants and Contributions

- S106 and S278 Contributions
- Low Cost Home Ownership capital receipts

### Council Resources

5.6 Council Resources are ultimately under the control of the Authority and are the balances that are available to finance additional unplanned expenditure.

- Unsupported Borrowing
- Capital Receipts
- Direct Revenue Financing
- Earmarked Reserve Funding

5.7 The capital financing forecast summary is illustrated in table 1 below:

Table 1: Capital Programme 2013/14 –Capital Financing – Month 10

	Forecast Outturn £000	Revised Budget £000	Provisional Slippage £000	Adjusted Revised Budget £000	Increased /(Reduced) Financing £000
Supported Borrowing	2,325	2,325	0	2,325	0
General Capital Grant	1,420	1,420	0	1,420	0
Grants and Contributions	3,574	3,685	63	3,622	(48)
S106 Contributions	250	778	528	250	0
Unsupported Borrowing	11,175	17,029	5,854	11,175	0
Earmarked Reserve Funding	576	1,279	616	663	(87)
Capital Receipts	1,337	4,568	3,028	1,540	(203)
Low Cost Home Ownership	0	60	60	0	0
Unfinanced Expenditure/Shortfall in financing	270	0	0	0	270
<b>Total</b>	<b>20,926</b>	<b>31,143</b>	<b>10,149</b>	<b>20,995</b>	<b>(68)</b>

5.8 The reduced net financing on the capital financing summary above can be mainly explained as follows:

## 5.9 Grants & Contributions

The reduction in financing of £48,000 is due to the forecast under spend of £96,000 on the County Hall demolition scheme, of which 50% is financed by way of contribution from Torfaen.

## 5.10 General Capital Receipts

The reduction in financing of £203,000 is mainly due to:

- A £28,000 under spend on the Brewery Yard scheme as one external partner is not expected to take up the grant offered.
- Under spends on the County Hall demolition scheme (£48,000) and various small under spends within school development schemes (£23,000).
- The slippage of surplus financing of £108,000 from 2012/13 into 2013/14 which has not yet been allocated to other schemes.

## 5.11 Reserves

The reduction in financing of £87,000 is due to the forecast under spend of £87,000 on various reserve funded ICT schemes.

## 5.12 Unfinanced Expenditure / Shortfall in financing

Forecast expenditure totaling £270,000 is currently shown as unfinanced at month 10. This is due to forecast unbudgeted expenditure relating to Abergavenny cattle market regeneration and fixed asset disposal costs as documented in appendix 1 of this report.

**SUBJECT: 2nd Annual Report on the Council's Strategic Equality Plan**

**MEETING: Cabinet**

**DATE: 2<sup>nd</sup> April 2014**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

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

**3. KEY ISSUES:**

One of the specific duties in the Equality Act 2010 requires Public Bodies to publish an Annual Report detailing the progress on achievement of the actions outlined in the plan covering the period 1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2013.

**4. REASONS:**

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

**5. RESOURCE IMPLICATIONS:**

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

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

By its very nature, the Annual Report on the Strategic Equality Plan will have implications for all the protected characteristics and an Equality Impact Assessment screening and sustainable development assessment checklist will accompany this report.

**7. CONSULTEES:**

Head of Strategic Partnerships, Improvement Support Officer.

**8. BACKGROUND PAPERS:**

Equality Act 2010, EHRC Guidance WLGA Guidance, MCC Strategic Equality Plan.



**9. AUTHOR:**

Alan Burkitt Policy Officer Equality and Welsh Language

**10. CONTACT DETAILS:**

Tel: 01633 644010

E-mail: [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)



# Contents

---

Strategic Equality Plan Annual Report 2012-13 .....	1
Foreword.....	3
Glossary of Terms and Acronyms.....	4
Introduction .....	6
3 Aims of the General Duty if the Equality Act 2010.....	7
Setting Equality Objectives.....	8
Outstanding Objectives from the Action Plan.....	9
Engagement.....	10
Assessment of Impact .....	11
Equality Information .....	13
Employment Information .....	14
Pay Differences.....	14
Staff Training.....	15
Procurement.....	16
Reporting and Publishing.....	16
The Welsh Language.....	16
Examples of Good Practice .....	17
In Conclusion .....	20
Appendix 1- Equality Challenge.....	21
Appendix 2 - Equality Impact Assessment Form .....	23
Appendix 3 Equality Action Plan.....	28
Appendix 4 MCC Employment Data .....	50

# Version Control

---

<b>Title</b>	Monmouthshire County Council Strategic Equality Plan second Annual Report 2012 - 2013
<b>Purpose</b>	Legal document required under the Equality Act 2010
<b>Owner</b>	Monmouthshire CC
<b>Approved by</b>	Cabinet
<b>Date</b>	2 <sup>nd</sup> April 2014
<b>Version Number</b>	One
<b>Status</b>	Official version
<b>Review Frequency</b>	Annual
<b>Next review date</b>	01/04/2015
<b>Consultation</b>	<b><i>GAVO, Abergavenny Carers(affiliated to Carers Wales), CAIR (Monmouthshire Disablement Association) ,Monmouthshire Equality and Diversity Group (MEDG), Corporate Equality Network (CEN) Management Teams, Internal (The Hub), external (Council website).</i></b>

# Strategic Equality Plan

## Annual Report 2012 to 2013

This document is available on the Council's website at

[www.monmouthshire.gov.uk](http://www.monmouthshire.gov.uk)

If you require a hard copy of this document or a copy in a different format, e.g. large print, Braille, audio version, word format for screen readers etc. please contact the:

Policy Officer Equality and Welsh Language

Monmouthshire County Council

County Hall

Y Rhadyr

Usk

NP15 1XJ

Phone: 01633 644010 or 07793798920

Email: [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

## Foreword

The Public Sector Equality Duty requires that all public authorities covered under the specific duties in Wales should produce an annual equality report by the 31<sup>st</sup> March each year and are, therefore, delighted to present Monmouthshire County Council's second annual report on its Strategic Equality Plan. The Equality Act 2010 has represented a real challenge for Monmouthshire County Council to ensure that its functions, decisions and behaviours fully take into account the impact they make on people/groups of people with protected characteristics.

The Council finds itself in a very challenging financial environment both currently and for the foreseeable future with very difficult decisions having to be made, but our adoption of the obligations under the Act ensure that we need to fully take into account the impacts and effects these decisions have on those that the Act seeks to protect.

Over the reporting period of April 2012 to March 2013 we have continued to make encouraging progress but still acknowledge that there is a long way to go to ensure that we consider carefully our actions in relation to people with protected characteristics. We are steadily improving our data collection processes and have taken on board the need to consult more effectively with service users help to deliver more inclusive services tailored to meet their needs. We hope that this report gives you clear evidence that this is happening.

Councillor Philip Hobson

Paul Matthews

Deputy Leader of the Council

Chief Executive

& Equality and Welsh Language Champion

## Glossary of terms and acronyms

---

EqlA – Equality Impact Assessment

Stakeholder – an individual who is affected or can be affected

Citizen – member of the public

Objective – can be a goal, purpose or aim

Impact – having an effect

Procurement – buying goods or services

Elected Members – Councillors

WLGA – Welsh Local Government Association

EHRC – Equality and Human Rights Commission

VALREC – Valleys Regional Equality Council

SEWREC – South East Wales Race Equality Council

STONEWALL CYMRU – an organisation that engages with lesbian, gay and bi-sexual people

CAIR – Monmouthshire Disablement Association

SACRE - Standing Advisory Council on Religious Education

GAVO – Gwent Association of Voluntary Organisations

MEDG – Monmouthshire Equality and Diversity Group

CEN – Corporate Equality Network



# Introduction

## Links to strategies

The Council's Strategic Equality Plan 2011-15 is not a standalone plan and has close links to a number of other key council, partnership and national strategies, plans and policies. Some of these have been specifically focussed on equality and others which have included equality as a key theme. Examples being:

- Welsh Language Scheme ( 2012-2015).
- “Strategaeth Mwy na geiriau”/”More than words strategy” 2011
- Monmouthshire Inclusive and accessible Events Guide
- Monmouthshire Local Development Plan 2011-21
- Strategy for Older People Wales Phase 3
- Monmouthshire Domestic and Sexual Abuse Strategy 2011-14
- Monmouthshire Single Integrated Plan 2013-17

The Equality Act 2010 not only requires the Council to comply with its general and specific duties (highlighted below), but also provides an opportunity for it to demonstrate its commitment to the principles of equality which have long been a feature of its functions prior to the implementation of the Act.

# The 3 aims of the General Duty of the Equality Act 2010

In exercising its functions the Council must have due regard to:

1. eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
2. advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
3. foster good relations between people who share a protected characteristic and those who do not;

The act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

## **The Specific Duties in Wales**

The broad purpose of the specific duties is to help public bodies, such as this Council, in their performance of the general duty, and to aid transparency. In Wales the specific duties are set by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

The following are the specific duties:

- Setting equality objectives and publishing strategic equality plans
- Engagement
- Assessment of impact
- Equality information
- Employment information, pay differences and staff training
- Procurement
- Reporting and publishing

## Setting equality objectives and publishing Strategic Equality Plans

Monmouthshire's **Equality Objectives** are listed below:

1. Make Equality a key element of our thinking and decision making process.
2. Be an equal opportunity employer, with a workforce and leadership that is aware of, understands and respects the equality agenda
3. Getting to Know the people we serve and employ
4. Protect and support vulnerable people in our communities

5. Encourage people to become more active and involved in helping to shape the Council decisions and service provision.

These objectives are supported by an extensive collection of actions (Appendix 4) which are bound by prescribed timelines.:

## Outstanding actions from the action plan – 2012 – 2013

The actions (below) are the ones that were not completed (by 31<sup>st</sup> March 2013) and have been highlighted as outstanding and to be dealt with as a matter of urgency.

**14.** Ensure that Functional public bodies are aware of their obligations under the Equality Act 2010 – Town + Community Councils etc

**17.** Re-establish the Councils Corporate Equality Network. Members to champion equality agenda across their divisions.

**18.** Develop corporate training programme for raising awareness and understanding of Equality Act 2010 and equality and diversity issues.

**28.** Develop a bilingual and accessible Council Website (high proportion bilingual but then website to be replaced in April 2013)

**29.** Develop and circulate a questionnaire to collect information regarding all existing staff across all the protected characteristics

# Engagement

The Council has worked closely with the following external groups and organisations over the last 12 months to help embed equality and diversity, to assist us in implementing our Strategic Equality Plan (SEP) and SIP (Single Integrated Plan 2013 – 2017) and also carrying out bespoke pieces of work.

- Monmouthshire Equality and Diversity Group - MEDG - (consisting of: Aneurin Bevan Health Board, Crown Prosecution Service, GAVO, Heddlu Gwent Police, HM Prison Service, Charter Housing, SACRE, CAIR, Monmouthshire Housing, The Police Authority, Communities First, Action 50+ Abergavenny, SEWREC, Melin Housing Association, Gwent Visual Improvement Service and Monmouthshire People First). This group has acted as an independent engagement group and played a key role in advising/challenging and also scrutinising the Council's financial savings proposals 2012 -13 and will do so next year 2013-14.
- CAIR – (Monmouthshire Disablement Association) has also become heavily involved with the Council's Highways department in monitoring drop kerb locations, hedges obstructing pathways etc. The Council's Policy Officer Equality and Welsh Language attends regularly to work closely with the group.
- GAVO (Gwent Association of Voluntary Organisations) has an extensive database to which they circulate relevant Council information.
- Abergavenny Carers – as CAIR above.
- The Partnership and Engagement Team organised a programme of engagement events to gather data for the Single Integrated Plan 2013-2017. Two of the key elements of the SIP are equality linked – “nobody gets

left behind” and “older people are able to live their good life”. The engagement sessions were broken down into 5 “challenge sessions” (Abergavenny, Monmouth, Usk, Caldicot and Chepstow), 3 separate design sessions in Little Mill Village Hall, sessions in Abergavenny Community Education Centre and finally sessions in the four leisure centres(Abergavenny, Caldicot, Monmouth and Chepstow).

- Children and Young people were engaged with on the SIP being asked on what did they think of the themes within the SIP and if they thought that anything had been left out.
- Parents from the Acorn Centre in Abergavenny were also engaged on this subject.
- In the financial year 2013-14 It is planned to engage with more groups from the protected characteristics in order to get a greater understanding of their needs and an opportunity for them to have their say and to impact on future service delivery .

## Assessment of Impact

- The equality impact assessment (EqIA) process has been subject to a fundamental review in order to make it more robust and user friendly.
- A document has been developed which is known as the “Equality Challenge.” (appendix 1) and is to be completed by the responsible officer /author as a screening document, to assess any potential impact, and if needed consider ways of mitigating at the earliest stage of policy/service development/re-development.
- All papers to Cabinet, Select committees and for Single member decisions must be accompanied by a completed EQIA Challenge, full EQIA document (Appendix 2). Examples of this document can be found by

using this link to take you to the Council's website: <http://www.monmouthshire.gov.uk/meetings/> and by then clicking on Cabinet.

- The Council once again asked the MEDG to both scrutinise and challenge the Senior Leadership Team (SLT) with regard to the financial savings proposals for 2013/14. This special MEDG meeting took place in January 2013 and a number of comments and recommendations for action were made.
- There has been significant progress made in the EQIA process but it is recognised that there are a number of improvements that are still to be made especially in relation to the Financial savings proposals – earlier scrutiny of proposals by the Equality Officer and the MEDG has been strongly recommended, and as previously mentioned engagement with more groups representing the protected characteristics.

## Equality Information

For the Council the collection of relevant equality information is essential when it comes to knowing our service users and shaping the services that we need to provide. It is widely recognised that there are significant challenges when it comes to collecting accurate information in relation to equality and diversity, particularly for some of the more “sensitive” of the protected characteristics such as sexual orientation and gender reassignment. Indeed, there have already been dissenting voices from members of the public regarding the need to collect some of this information but the Council has remained firm in its support of the principles of the Equality Act 2010.

Significant work still needs to be carried out to ensure that all departments collect consistent data regarding the 9 protected characteristics covered by the Equality Act 2010 and also the Welsh Language under the Welsh Language Measure 2011. Also careful consideration needs to be given as to how much detail is required for each individual data collection opportunity on an individual basis.

A great deal of work has been carried out in setting up a more robust data collection process and coupled with greater engagement we have begun to build a more accurate picture of the residents of Monmouthshire to allow us to better tailor our services to meet their needs. It is however acknowledged there is still much work to do.



## Employment Information

Discussions between Human Resources and Payroll have taken place to detail what the Council are required to collect under the Equality Act 2010 in respect of its 4,000 strong workforce. The information currently being collected is (age, sex, disability, and ethnicity) and discussions have been taking place to increase the range of data to be collected. Having said that the Council are confident that the 2013-14 report will have the full range of required data available for scrutiny. The procurement of a new HR system is being considered and a key element of the specification is that it can collect and collate the wide variety of data that we need to collect as an authority as per the requirements of the Equality Act 2010.

## Pay Differences

- In support of the comprehensive equal pay exercise an Equal Pay Action Plan was developed to support its smooth operation. All of the actions have since been completed well ahead of schedule. The Authority remains fully committed to the principles of Equality and all new posts are rigorously scrutinised using the GLPC job evaluation process.

## Staff Training

- The Council's Induction Programme is run 6 times per year and is attended by on average 12 members of staff. The programme has a specific section which deals with the Equality Act 2010, equalities in general and the Welsh Language.
- The Sensory Team continue to run 4 half day sessions per annum for staff and partner organisations on sight, hearing and dual sensory loss.
- The Corporate Training Team in conjunction with the Equality Officer have reviewed the current training provision in relation to equalities and the Welsh Language and have explored packages to put on Learning Pool. This progress has been interrupted by the loss of the Training Manager to another post within the Authority. Once a new Training Manager is appointed this issue will be a key one to address and complete. Currently this action is highlighted as an outstanding one.
- The Equality Officer made a presentation to the Social Services Sensory Team on the Equality Act 2010 and the Welsh Language Act 1993

For the Training data please refer to Appendix 6 at the rear of this document

## Procurement

The Procurement Team has adopted the documentation of the South Wales Purchasing Consortium which will need to be revised to take into account the Equality Act 2010 and the Welsh Language Act 1993. Once this has been done more work will have to be carried out in ensuring that those pieces of legislation are strictly adhered to in the procurement process.

## Reporting and Publishing

This report is being published as per the requirements of the Equality Act 2010 and will be available in alternative formats upon request from the 1<sup>st</sup> April 2014.

## The Welsh Language

- Work is in progress to develop the Council's third Welsh Language Scheme (2012 – 2015) in close consultation with the Welsh Language Commissioner and an action plan is at the draft stage.
- A Welsh Language Linguistics Skills Survey has also reached the draft stage of completion.
- A management group has been set up and meetings have taken place to discuss the requirements and potential implications of the “More than words Strategy”/ “Strategaeth Mwy na geiriau 2011”. This strategy from the Welsh Government requires that providers of social care make an “active offer” regarding providing services through the medium of Welsh if the service user so wishes. The Council we need to audit the number

of staff in Social care that have Welsh language skills and work in partnership with Aneurin Bevan Health Board to provide this service.

- The Welsh Language Monitoring Report 2012-13 was produced and sent to the Commissioners office by the 30<sup>th</sup> June 2013

## Examples of Good Practice

This section highlights some of the good work that has been carried out in Monmouthshire across the protected characteristics over the 2012 – 2013 period.

- The Authority's Adoption and Maternity policies have been aligned to provide the same levels of protection and benefits – Pregnancy and maternity.
- All road/street schemes etc are now screened by an independent officer for compliance issues and design errors - Disability.
- The Highways Division facilitated an Open space consultation between themselves, a Caerwent assistance dog user and the Equality Officer to discuss the best available solution to an access issue - Disability.
- Council officers responded to CAIR's offer for Officers to use electric wheelchairs to discover at first hand the issues faced with drop kerbs, inconsiderate parking etc - Disability.
- Bryn y Cwm, Countryside and other officers worked with CAIR to locate and install a disabled friendly gate to allow access to Castle Meadows Abergavenny - Disability
- Highways and CAIR meet regularly to discuss drop kerb etc issues - Disability.

- Youth services Counselling officer is regularly counselling 4 transgender students – Transgender status
- An Accessible and inclusive events guide written March 2013 - Disability
- The EQIA process has been fundamentally revamped in consultation with Welsh Local Government Association + Departmental Management Teams – all characteristics
- The Equality and Welsh Language Officer gave a talk to the Social Services Sensory Team on the Equality Act 2010 - all characteristics
- In October 2012 Monmouthshire began a new Library Home Delivery service for the housebound and elderly throughout the county. We replaced our traditional mobile library with a much smaller van (which is less costly to run) which delivers pre-selected books to customers who find it difficult to visit their local library – age/disability
- To provide easier access to public computing facilities each library has – a DDA compliant rise and fall computer workstation, accessibility software such as Read and Write Gold and Dolphin SuperNova, a large 23” screen (most libraries also have a 21” screen), large key keyboards and tracker ball / roller ball mouse - disability.
- Forced marriage training for Education and Social Care and Housing staff was arranged by the Domestic Abuse officer – Sex/Race.
- An emergent reader’s reading group is held weekly in Usk prison library. A high proportion of the group are foreign national prisoners - Race.
- The Domestic Abuse and Sexual Violence against Women Strategic Board was created with operational networks feeding back - Sex.

- The KiVa anti bullying programme was piloted in schools, along with a challenging attitudes: Healthy relationships 4 week programme for year 5/6 pupils. Also Positive behavior management training including Team Teach
- Bullying Prevention multi agency group established. Developing guidance, information, good practice to support schools.
- The Monmouthshire Equality and Diversity Group re started November 2012 - all characteristics.
- All Human Resources policies, application forms, procurement docs, equal opp forms checked for compliance - all characteristics.
- Monmouthshire County Council Website has been re designed to be fully accessible with a AAA rating. Sports Wales complimented MCC as disabled users found site easy to use - Disability
- ASD (Autistic Spectrum Disorder) Network run by Council – Disability.
- Inclusive Youth Club Usk started.
- The first ever wheelchair road race ever held in UK was held in Abergavenny – Disability.
- The Monmouthshire Community Chest for 2012 13 had the largest payout in Wales for inclusive disability sport applications – Disability.
- Monmouthshire selected by Welsh Govt for authoring an autism specific Accessing Leisure facilities booklet 2013 – disability
- 2 Welsh speakers are encouraged to Skype each other in different care homes in order to allow use of their first language.

## In Conclusion

This is the Council's second annual report and is an accurate statement of the steps that we have and are taking to tackle this challenging piece of legislation. We have highlighted areas that we recognise need developing and how we intend to address them but also have highlighted areas that we feel are examples of good practice and are proud of.

The financial year 2012 to 2013 was a very difficult one for the Council in respect of the equality agenda due to the severe financial situation being faced by the Council and some of its key partners. The Council is however confident that despite these financial constraints it has demonstrated a firm commitment to the Equality Act 2010 and to the people of Monmouthshire who come under the umbrella of the protected characteristics.

**Appendix 1**

**The “Equality Challenge”**

<b>Name of the Officer</b> completing “the Equality challenge”		Please give a <b>brief description</b> of the proposed policy or service reconfiguration	
<b>Name</b> of the Division or service area		<b>Date</b> “the Equality challenge” completed	
Protected characteristic affected	<b>Negative impact</b> <b>(yes or no)</b>	Neutral impact (yes or no)	<b>Positive Impact</b> <b>(yes or no)</b>
Age			
Disability			
Marriage + Civil Partnership			
Pregnancy and			



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

What are the Issues	Ideas as to how we can <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments) or how do we <b>PROMOTE</b> the <b>positive impacts</b>
➤	➤
➤	➤
➤	➤
➤	➤



**Appendix 2**  
**Equality Impact Assessment Form**

## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>

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

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

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.....

## Forthcoming Document Consideration

We always welcome any feedback or contributions anyone has to this document and our work towards equality. A database of completed equality impact assessments and the schedule of assessments by directorate and department will be available to review on our website.

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

Name: Alan Burkitt – Partnership and Engagement. Tel: 01633 644010.

Contact Email: [Equality@monmouthshire.gov.uk](mailto:Equality@monmouthshire.gov.uk) or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Post: Partnership and Engagement, Monmouthshire County Council, County Hall, Y Rhadyr, Usk, NP15 1XJ

## Strategic Equality Plan Action Plan

Appendix 3: Equality Objective One - Make Equality a key element of our thinking and decision making process.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
1	Report annually on progress of Strategic Equality Plan through Council political and professional structures	Annually	Policy Officer Equality + Welsh Language  Corporate Equality Network	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
2	Proactively publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc	Annually, in-line specific duties	Human Resources  Policy Officer Equality + Welsh Language, Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

3	Work with Monmouthshire partner organisations to raise profile of the equality agenda,	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
4	Promote equality agenda through Monmouthshire Local Service Board Strategic Partnership structure	2012 -16	Strategic Partnership + Engagement Lead	S	✓	SO	✓
			Policy Officer Equality + Welsh Language	A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
5	Promote the Monmouthshire Strategic Equality Plan and Equality Objectives	2012 -16	Communications Team	S	✓	SO	✓
			Corporate Equality Network	A	✓	GR	✓
			Monmouthshire Equality + Diversity Group	D	✓	M & CP	✓
				R	✓	P & M	✓
			Elected Member Equality Champion	R&B	✓	W	✓



6	Develop the role and work programme for the Elected Member Equality Champion	December 2012	Policy Officer Equality + Welsh Language Democratic Services WLGA Training	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
7	Hold Elected Member Briefing Sessions on relevant equality topics	2012 -16	Policy Officer Equality + Welsh Language Members Secretary	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
8	Provide advice and guidance to elected members and Council staff on equality issues as required	As required	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

<b>9</b>	Annually review and improve the Equality Impact Assessment process.	Annual review and update	Policy Officer Equality + Welsh Language + Supporting People Manager	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>10</b>	Ensure that research and statistics are used to give better quality data when carrying out Equality Impact Assessments	2012 -16	Policy Officer Equality + Welsh Language All Council Departments	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>11</b>	Work with partners and colleagues to improve data and information related to protected characteristics	2012 -14	Policy Officer Equality + Welsh Language Improvement + Democracy WLGA (Welsh Local Government Association) Other Council's	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

12	Existing strategies, policies and procedures will be subject to a structured programme of review to assess any potential impact on the protected characteristics	2012 - 2014	Representatives from departments  Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
13	Ensure that the Councils' Contract/procurement process takes into account Equality considerations – review existing contract documentation.	April 2013	Policy Officer Equality + Welsh Language  Procurement Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
14	Ensure that Functional public bodies are aware of their obligations under the Equality Act 2010 – Town + Community Councils etc	May 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

15	Monitor the Council Complaints and compliments procedure for any equality issues –.	Quarterly	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

## Equality Objective Two - Be an equal opportunity employer, with a workforce and leadership that is aware of, and respects the equality agenda

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
16	Draw up a schedule to review all Human Resources policies and procedures e.g. Dignity at Work Policy, Domestic Abuse Policy. Pregnancy/maternity and Adoption etc.	January 2013	Human Resources Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
17	Re-establish the Councils Corporate Equality Network. Members to champion equality agenda across their divisions.	December 2012	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

<b>18</b>	Develop corporate training programme for raising awareness and understanding of Equality Act 2010 and equality and diversity issues	June 2013	Policy Officer Equality + Welsh Language Workforce Development Manager Departmental Training Officers	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>19</b>	Investigate opportunities to provide training with partner organisations and neighbouring local authorities	November 2013	Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>20</b>	Research equality related campaigns and promote appropriately. e.g. International Women's Day, Holocaust Week, UN International Day for Older People Celebration	2012 -15	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

21	Produce equality focused communications e.g. stories and articles for Team Spirit magazine and the Council website	Bi-monthly	Policy Officer Equality + Welsh Language Communications Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
22	Ensure the relevant Equality web pages of the Council website contain up-to-date equality information	March 2013 and continually update	Policy Officer Equality + Welsh Language Communications Manager	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
23	Re launch the Councils' Corporate Branding Guidelines to raise staff awareness on accessibility and Welsh Language considerations	January 2013	Communications Team	S		SO	
				A	✓	GR	
			Policy Officer Equality + Welsh Language	D	✓	M & CP	
				R		P & M	
				R&B		W	✓

24	Complete the revised Welsh Language Scheme and get agreed by Council	December 2012	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
25	Implement the Welsh Language Scheme 3 year Action Plan and produce an annual monitoring plan.	2012 - 15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
26	Develop a Welsh Language Linguistic Skills Strategy	April 2013	Policy Officer Equality + Welsh Language Welsh Language Support Officer	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓



27	Implement the Linguistic Skills Strategy 3 year Action Plan and monitor annually	2012 -15	Policy Officer Equality + Welsh Language Welsh Language Support Officer Corporate Equality Network	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓
28	Develop a bilingual and accessible Council Website	1 <sup>st</sup> April 2013	Communication Team Policy Officer Equality + Welsh Language	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	✓

## Equality Objective Three - Getting to know the people we serve and employ.

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
29	Develop and circulate a questionnaire to collect information regarding all existing staff across all the protected characteristics	February 2013	Policy Officer Equality + Welsh Language  Human Resources	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
30	Ensure the Council's recruitment process collects the relevant equality information	January 2013	Human Resources  Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

<b>31</b>	Review customer services data collection methods to ensure relevant equality information being collected	April 2013	Policy Officer Equality + Welsh Language Customer Service Lead Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>32</b>	Utilise research and statistical sources, e.g. Census 2011 (available from July 2012) to help build a better picture of equality	September 2013	Policy Officer Equality + Welsh Language Improvement + Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>33</b>	Develop and promote standardised equality questions for use on questionnaires, consultations and engagement activity	July 2013	Policy Officer Equality + Welsh Language Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

<b>34</b>	Work in partnership with other listed public bodies to engage hard-to-engage citizens.	2012 - 16	Policy Officer Equality + Welsh Language  Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>35</b>	Work in partnership with organisations that can support and help both the Council and people from protected characteristics (WLGA, Stonewall, VALREC, SEWREC Transgender Wales, Welsh Language Commissioner etc)	2012 - 16	Policy Officer Equality + Welsh Language  Partnership + Engagement  Monmouth Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

## Equality Objective Four - Protect and support vulnerable people in our communities

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
36	Publish the equality information required as part of the Council specific duties e.g. Equality Impact Assessments, Staff information etc	Annually, in-line specific duties	Human Resources Communication Team	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
37	Develop a Community Cohesion Action Plan	November 2012	Community Cohesion Officer	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

<b>38</b>	Work with local and regional partners to implement and promote community cohesion in Monmouthshire	2012/16	Community Cohesion Officer  Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>39</b>	Implement the Monmouthshire Domestic and Sexual Abuse Action Plan.	2012 - 13	Domestic Abuse Co-ordinator	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
<b>40</b>	Improve accessibility for disabled students and staff in our secondary schools through reasonable adjustments being made	2012 - 16	Additional Learning Needs + Inclusion  Property Services	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

41	Improve access to services for the sensory impaired	2012 -16	Social Services Policy Officer Equality + Welsh Language Equality + Diversity Group	S		SO	
				A		GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	
42	Ensure that all contractors comply with current equality legislation	November 2013	Procurement Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
43	Provide accurate accessible information on Website and key distribution to outlets e.g. surgeries, Hospitals etc	2012 - 16	Customer Relations	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

44	Deliver the 5 core elements of the “Frailty Project”	2012 – 13	Social Care + Health	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
45	Develop the School Reporting Toolkit for Bullying and Racial Incidents  Pilot for 1 year and review	October 2012 – September 2013	School Improvement	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
46	Continue to run “My Life” courses for post 16 students with learning, physical and mental health illness	2012 – 13	Adult + Community Education Service	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	



47	Undertake a recruitment campaign to enhance our pool of foster carers	2012 – 13	Health + Social Care (Fostering + Adoption)	S		SO	✓
				A	✓	GR	
				D	✓	M & CP	✓
				R	✓	P & M	
				R&B	✓	W	✓
48	Review + develop the Councils' Telecare services	2012 – 14	Social Care + Health	S		SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B		W	

## Equality Objective Five - Encourage people to become more active and involved in helping shape Council decisions and service provision

Ref	Action	Timescale	Responsibility	Impact on Protected Characteristics			
49	Find out what barriers prevent people from becoming involved with public service providers	October 2013	Policy Officer Equality + Welsh Language  Partnership + Engagement  CAIR, Abergavenny Carers, Monmouthshire Equality + Diversity Group	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
50	Encouraging and enabling regional partner organisations to explore innovative ways of encouraging people to become involved with the Council e.g. Stonewall Cymru, Diverse Cymru, Disability Wales etc	November 2013	Policy Officer Equality + Welsh Language  Partnership + Engagement	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

51	Attend Cair and Abergavenny Carers etc to engage, support and exchange information	2012 - 16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R		P & M	
				R&B	✓	W	✓
52	Attend and Support the 50+ Forum	2012 -16	Policy Officer Equality + Welsh Language	S	✓	SO	
				A	✓	GR	
				D	✓	M & CP	
				R	✓	P & M	
				R&B	✓	W	✓
53	Support and work with the Menter Iaith, Urdd and Greater Gwent Fforwm Iaith to improve Welsh Language provision within Monmouthshire.	2012 - 16	Policy Officer Equality + Welsh Language Menter Iaith Blaenau Gwent/ Torfaen, Mynwy. The Urdd	S		SO	
				A	✓	GR	
				D		M & CP	
				R		P & M	
				R&B		W	✓

54	Actively promote the Council 's complaints and compliments policy to members of public with protected characteristics	December 2013	Corporate Complaints Officer Policy Officer Equality + Welsh Language	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
55	Implement the agreed action plan for the Monmouthshire Equality + Diversity Group and revisit the remit of the group	2012 -13	Monmouthshire Equality + Diversity Group members	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓
56	Develop the role and work programme for the Disability Equality Champion	April 2013	Policy Officer Equality + Welsh Language Leader of the Council Head of Democracy	S	✓	SO	✓
				A	✓	GR	✓
				D	✓	M & CP	✓
				R	✓	P & M	✓
				R&B	✓	W	✓

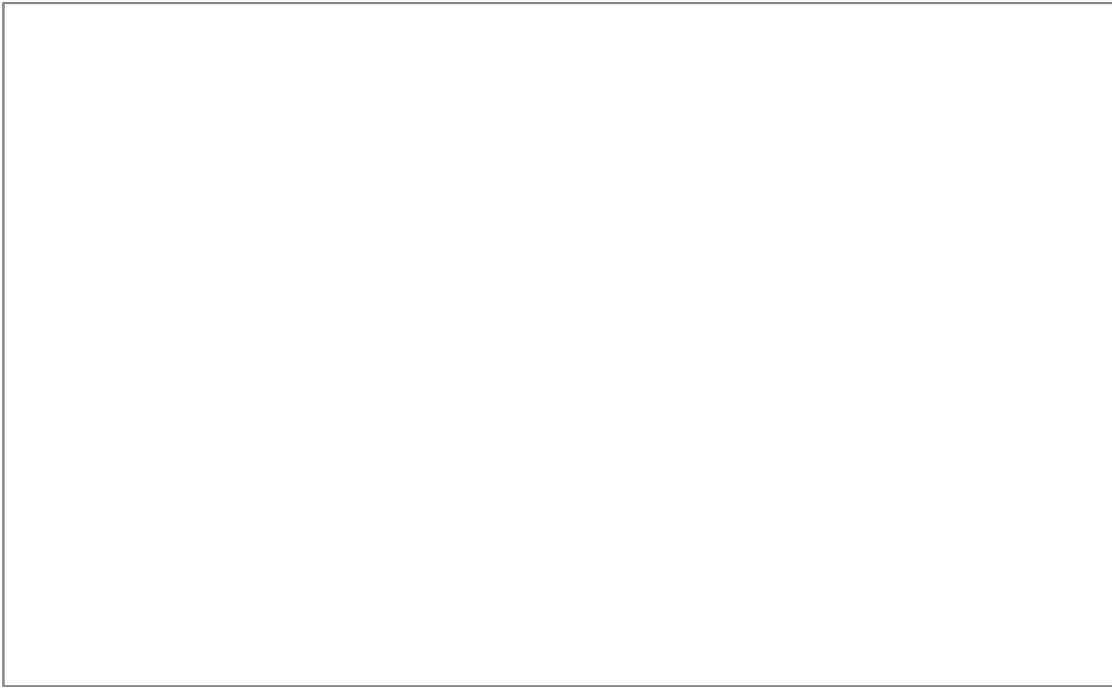
## Appendix 4 MCC Employment data

Data must be collected specifically for people:-

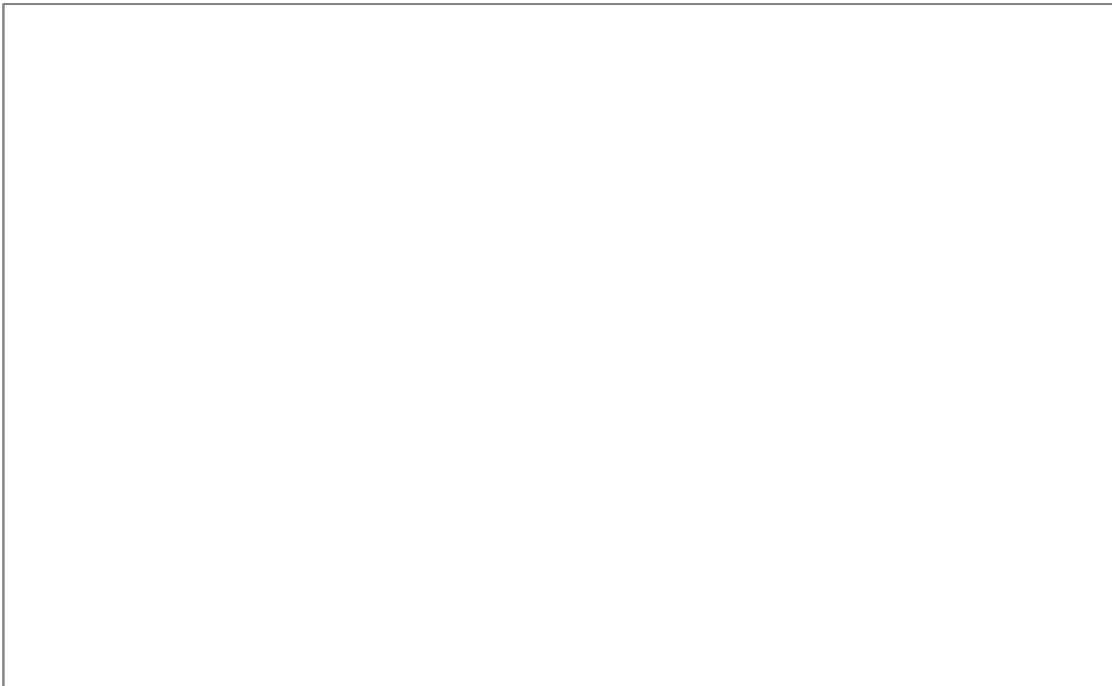
- employed by the authority on 31 March each year by the **protected characteristics**
- People who have applied for jobs with the authority over the last year
- Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not
- Employees who have applied for training and how many succeeded in their application
- Employees who completed the training
- Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made
- Employees subject to disciplinary procedures
- Employees who have left the Councils employment.

### Gender monitoring is required by

- Men and women employed, broken down by:
  - job
  - grade (where grading system in place)
  - pay
  - contract type (including permanent and fixed term contracts) working pattern (including full time, part time and other flexible working patterns)



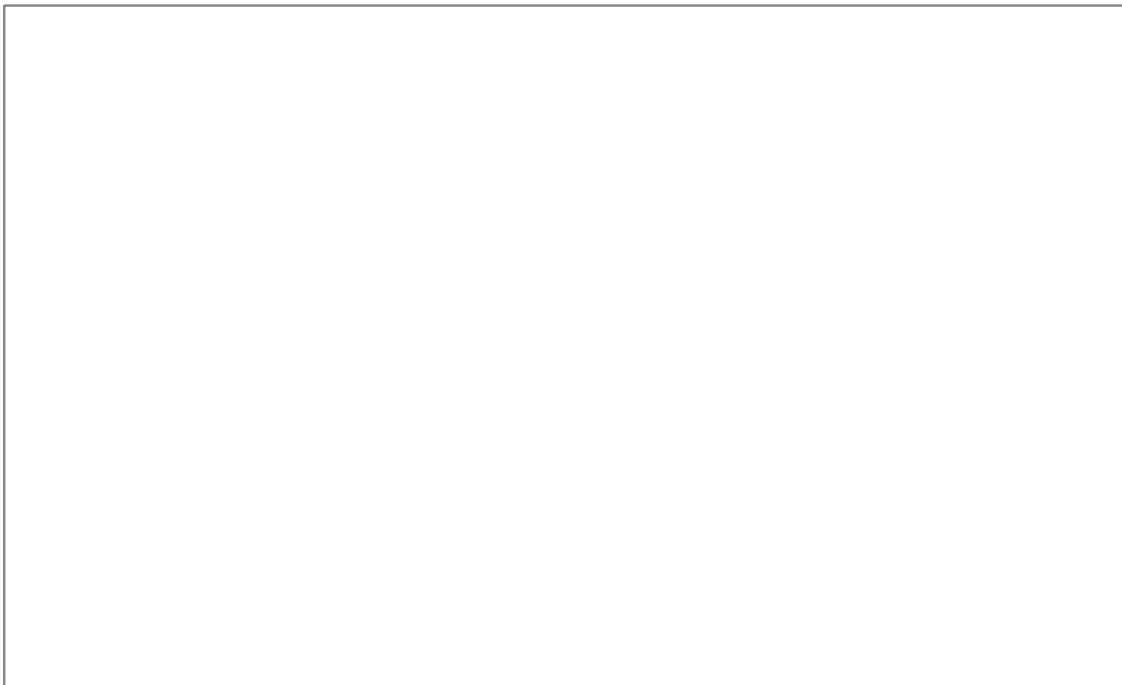
Transgender	Total
Blank	361
NO	139
Prefer Not to Answer	58
YES	2
(blank)	3465
Grand Total	4025



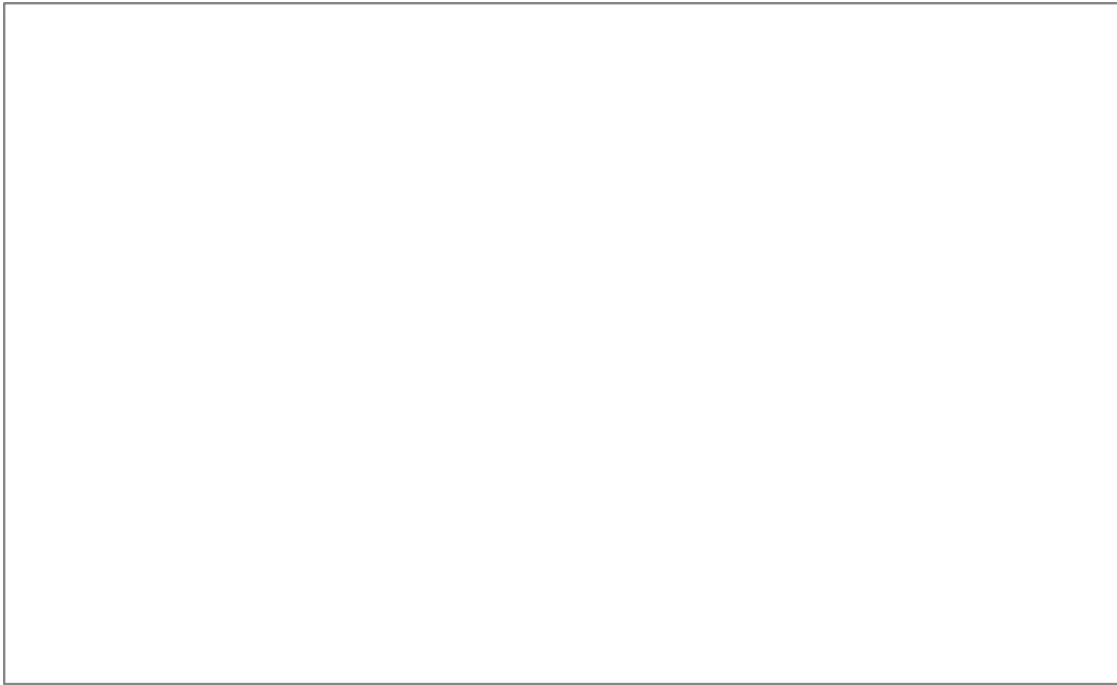
Pregnancy/Maternity	29
Not declared/ Not Applicable	3996



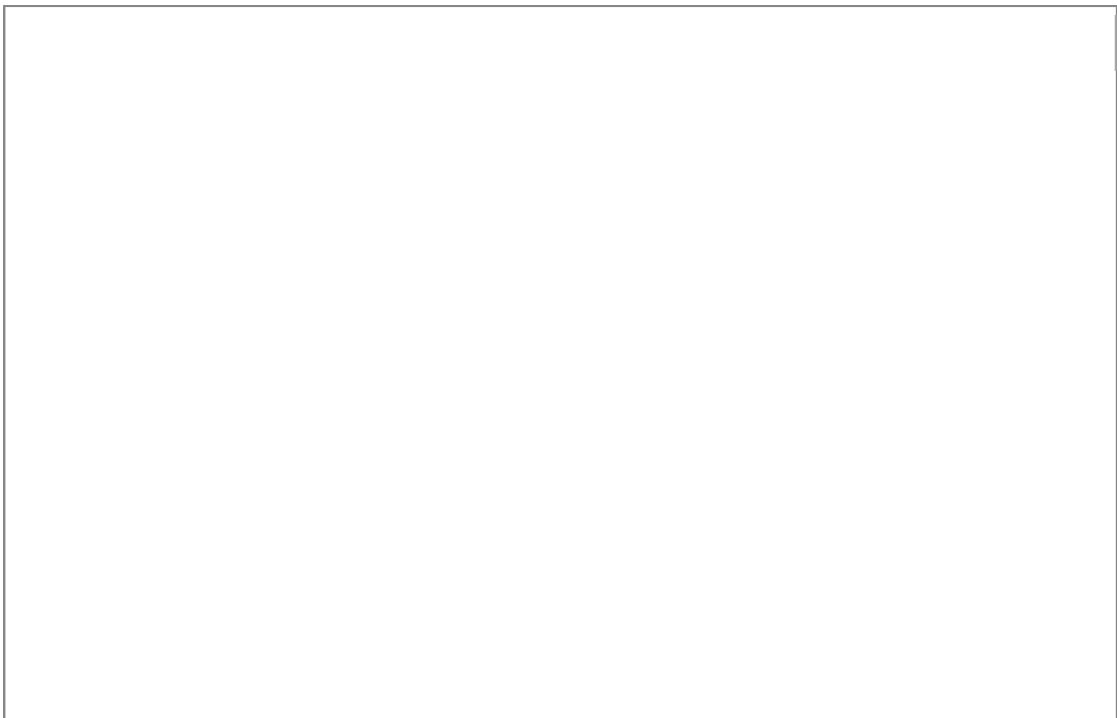
Language	Total
Not Known	3983
BSL	5
FRENCH	12
MAKETON	1
N/A	2
OTHER	8
SPANISH	2
WELSH	6
(blank)	6
Grand Total	4025



Religion	Total
Not known	3765
Agnositc	4
Atheist	13
Christian	166
HINDU	1
Humanist	3
Jehovah Witness	2
Methodist	2
Other Relgion	2
SIKH	1
(blank)	5
Not Stated2	61
Grand Total	4025

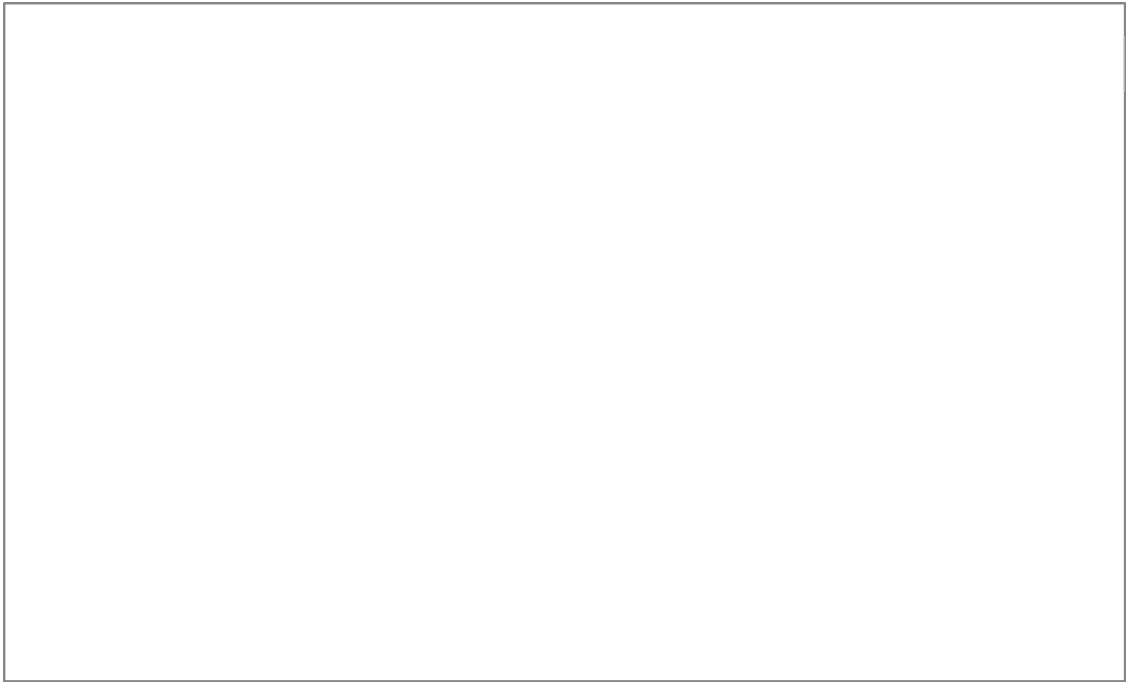


Marital Status	Total
(blank)	3753
Civil Partner	32
Single	48
Married	163
Divorced	20
Not Specified	8
Widowed	1
Grand Total	4025

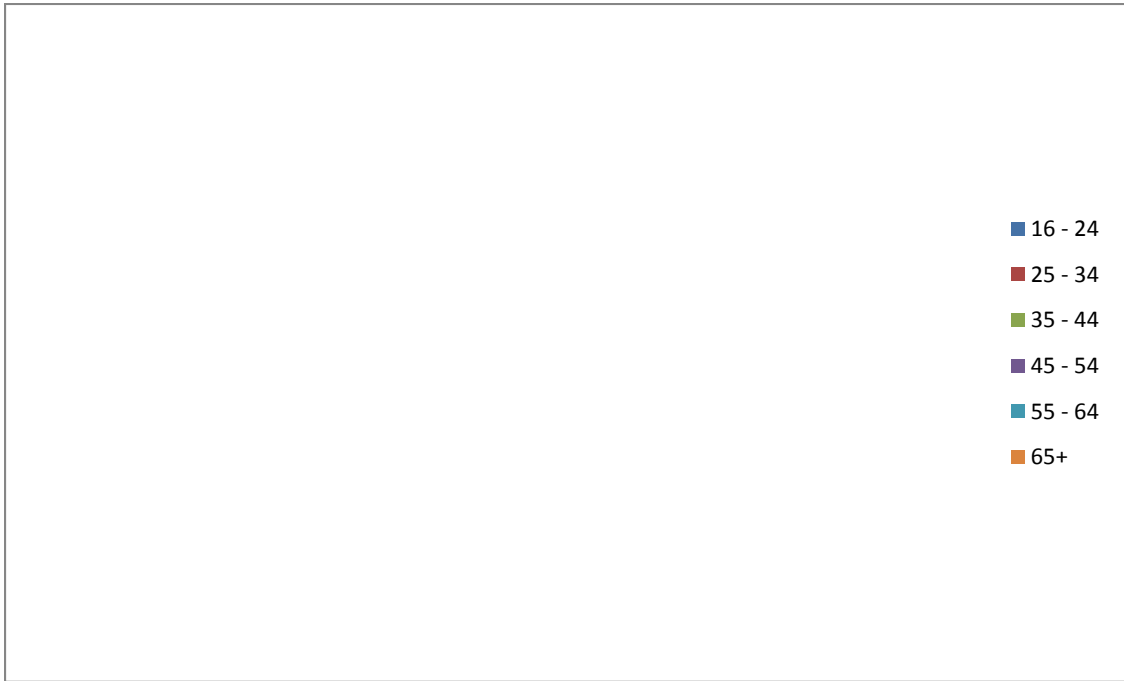


Ethnicity	Total
Not Known	2140
Any Other Mixed Background	4
Any Other White Background	21
Black African	1
British	57
Chinese	3
English	229
Indian	2
Irish	8
Other Asian Background	1
Other Ethnic Group	2
Scottish	18
Welsh	1532
White and Asian	2
White and Black African	1
White and Black Carribean	2
Not Declared	2
Grand Total	4025





Disabled	Total
Not specified	3762
No	225
Refused to say	2
Unknown	8
Yes	28
<b>Grand Total</b>	<b>4025</b>

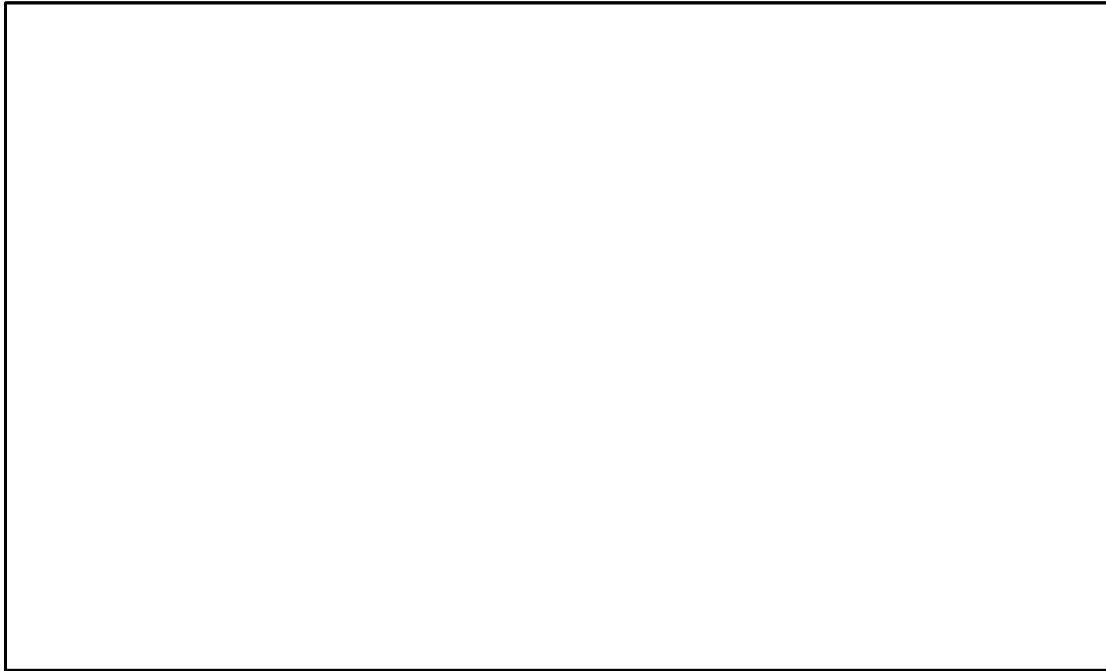


Age	Total
16 - 24	373
25 - 34	628
35 - 44	984
45 - 54	1196
55 - 64	735
65+	109
<b>Grand Total</b>	<b>4025</b>



Sex	Total
Female	2923
Male	1102
Grand Total	4025

**The data for sexual orientation was not collected but will be for 2013 - 2014**



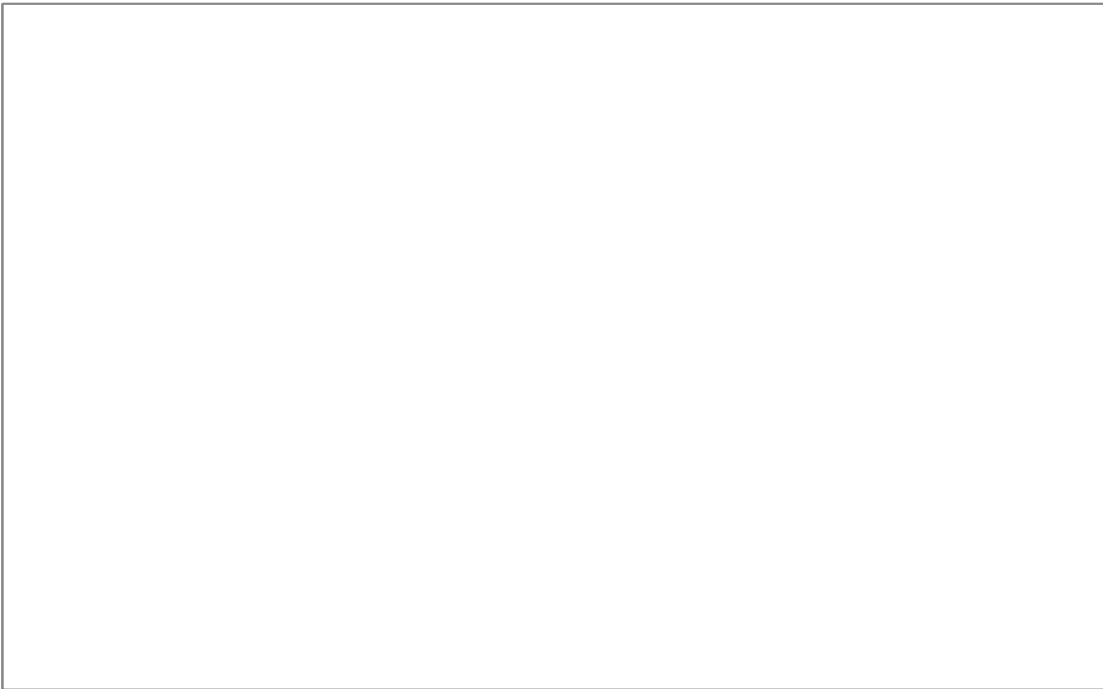
Religion	Total
AG	1439
ATH	89
BUD	246
CAT	19
CHRIST	4
HINDU	1130
HUM	5
JW	19
MUS	4
NONE	6
NOT	20
OT	338
SIKH	51
(blank)	1
Grand Total	8
	3379



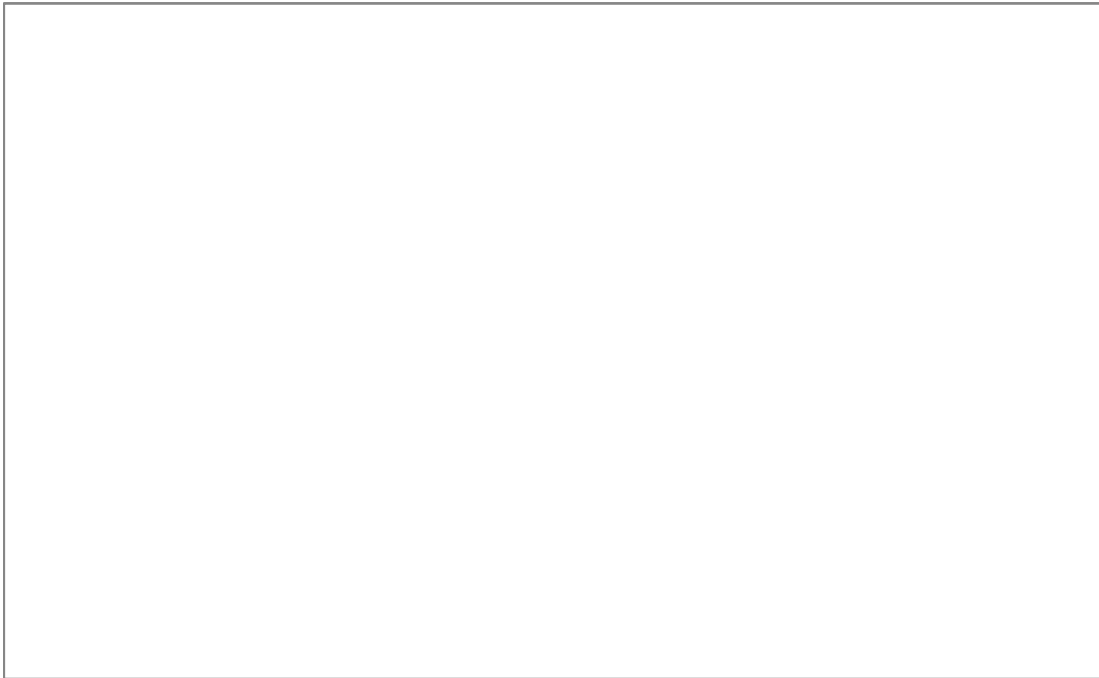
Sex	Total
Female	2049
Male	1330
Grand Total	3379



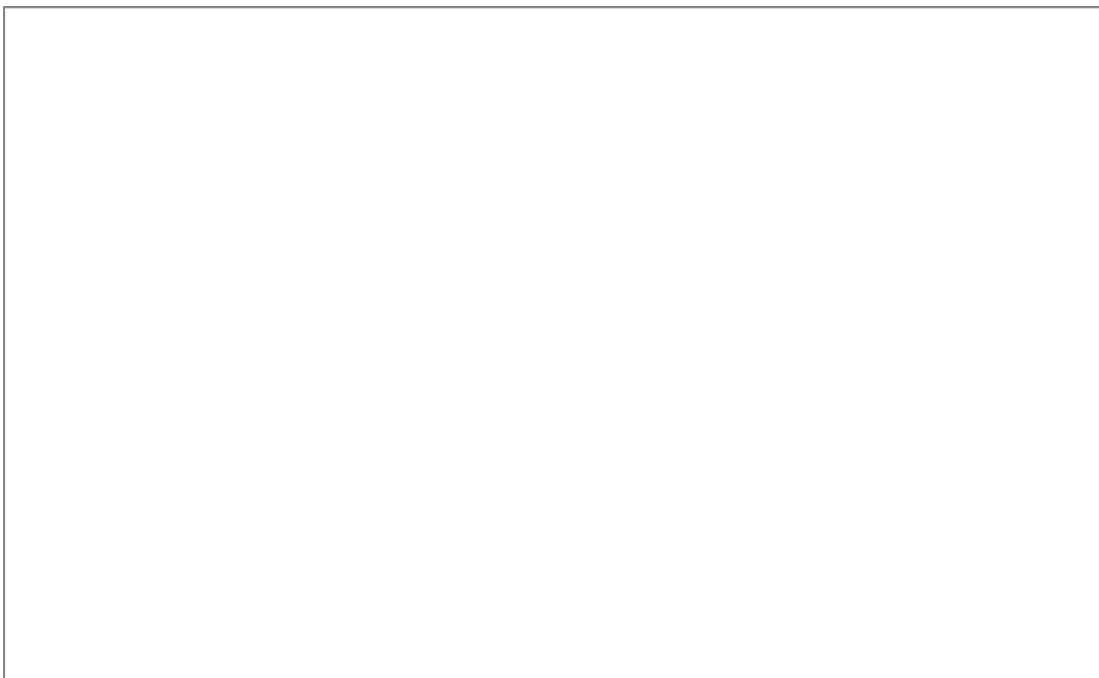
Disability	Total
Not Stated	2379
No	939
Yes	47
(blank)	14
Grand Total	3379



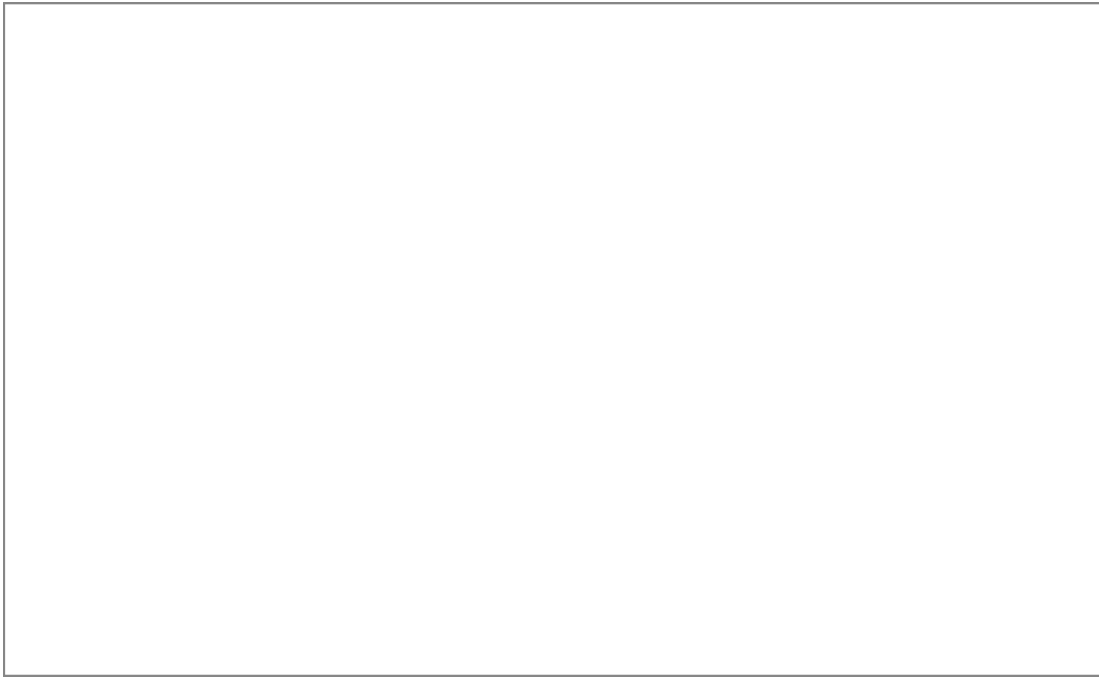
Age	Total
16 - 24	719
25 - 34	750
35 - 44	578
45 - 54	637
55 - 64	213
65+	5
(blank)	477
Grand Total	3379



Nationality	Total
Not Stated	1375
English	513
European Union	22
International Non EEU	26
Irish	11
Scottish	19
United Kingdom	164
WELSH	1238
(blank)	11
Grand Total	3379



Ethnic Origin	Total
Blank	373
Welsh	1753
English	869
Not Stated	160
Other White Background	62
Scottish	32
Any Other Mixed Background	3
Indian	7
White and Black African	3
British	46
Any other Asian Background	13
Irish	20
White and Asian	5
Black African	17
Black Carribean	2
Other Ethnic Group	5
White and Black Carribean	4
Pakistani	3
Chinese	2
Grand Total	3379



Language skills	Total
Unknown	3346
BSL	1
FRENCH	3
German	1
Maketon	1
WELSH	7
(blank)	20
Grand Total	3379

**Preg + Maternity - 2**

**Transgender - 0**

**Marriage + Civil partnership – not currently collected**

**Sexual orientation – not currently collected**

- **Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not.**

It is important to note that all posts that become vacant in the Council must be applied for and follow the corporate procedure for appointment. The only time that this process is not followed is when there are internal re-organisations and posts of existing staff may be ring fenced or people “at risk” may be slotted in if they have the appropriate skills and qualifications.

- **Employees who have applied for training and how many succeeded in their application and employees who completed the training**



Equal Opportunities  
Monitoring Summary.:

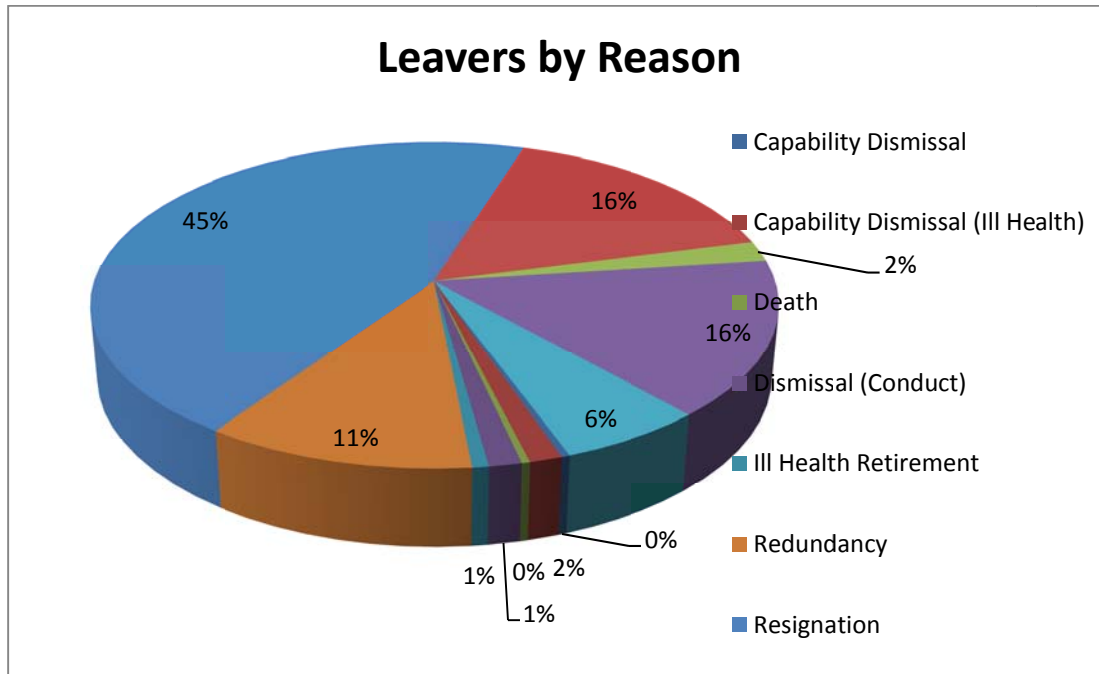
We do not currently record unsuccessful applications for training. Also the numbers in the excel spreadsheet above will on numerous occasions be people attending multiple courses.

- Employees involved in disciplinary and grievance procedures either as complainant or as a person against whom a complaint was made

	Sex		Ethnicity				Age Profile						Disability
	M	F	Unknown	British	Welsh	English	16-24	25-34	35-44	45-54	55-64	65+	
<b>Disciplinary</b>	5	27	13	2	13	4	1	8	5	10	6	2	1
<b>Grievance</b>	2	4	1	1	3	0	0	1	2	2	1	0	0

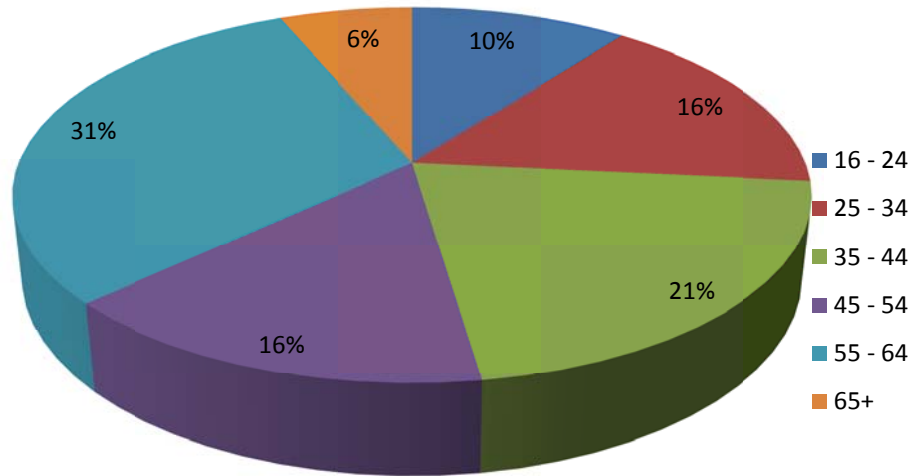


- Employees who have left the Councils employment

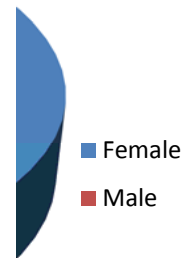


Termination	Total
Capability Dismissal	1
Capability Dismissal (Ill Health)	4
Death	1
Dismissal (Conduct)	4
Ill Health Retirement	2
Redundancy	33
Resignation	135
Retirement	48
Some Other Substantial Reason	6
Temp/fixed term contract	46
TUPE Transfer	18
(blank)	
<b>Grand Total</b>	<b>298</b>

### Leavers by Age Profile

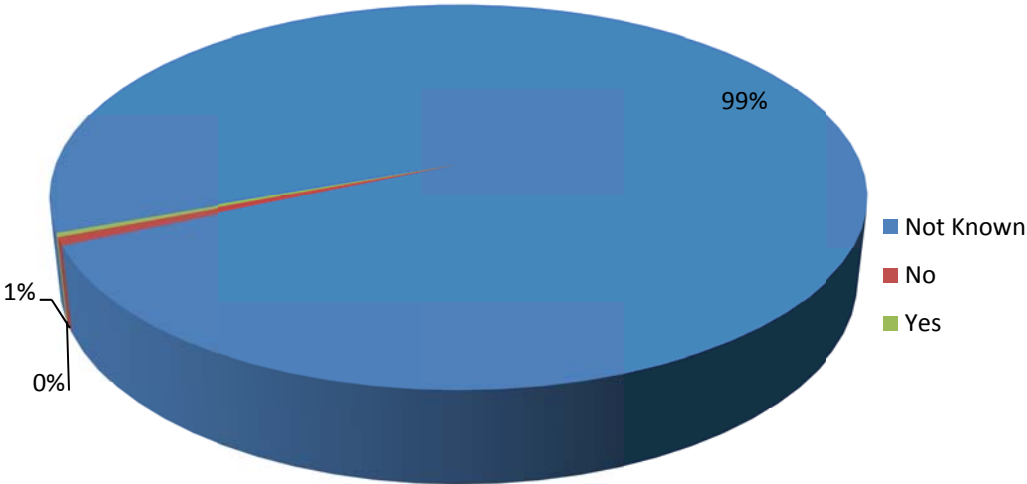


Age	Total
16 - 24	31
25 - 34	48
35 - 44	63
45 - 54	46
55 - 64	91
65+	19
<b>Grand Total</b>	<b>298</b>



Sex	Total
Female	212
Male	86
<b>Grand Total</b>	<b>298</b>

### Leavers by Disability



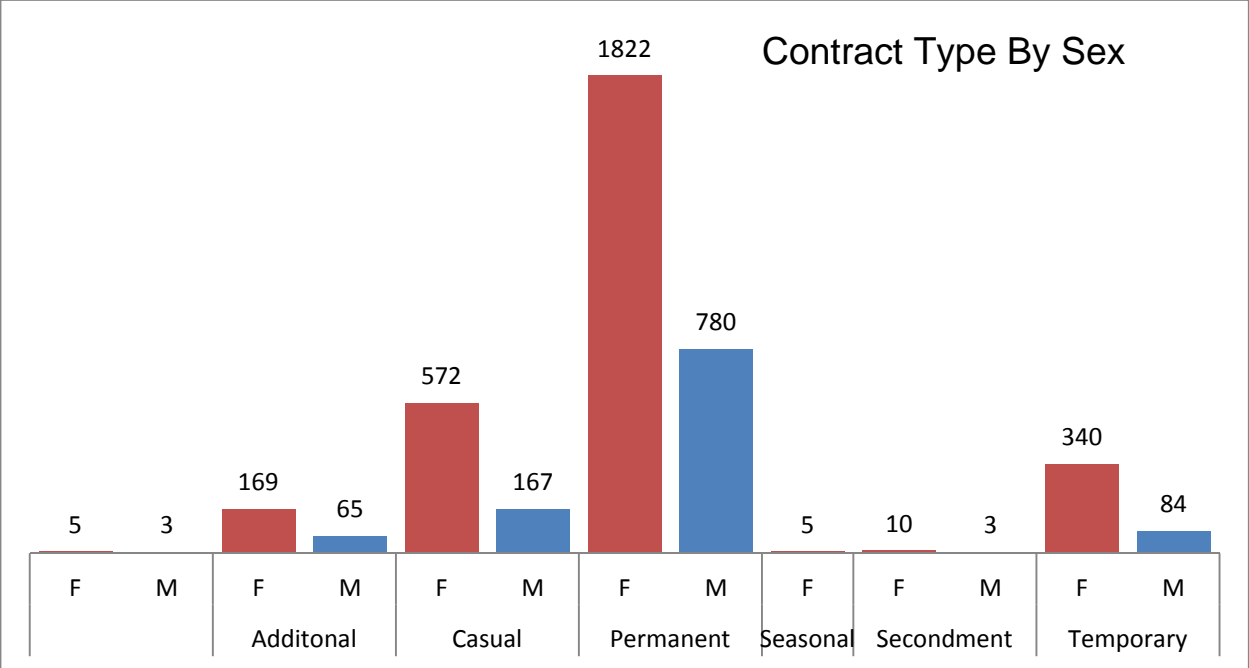
Disability	Total
Not Known	295
No	2
Yes	1
Grand Total	298

und

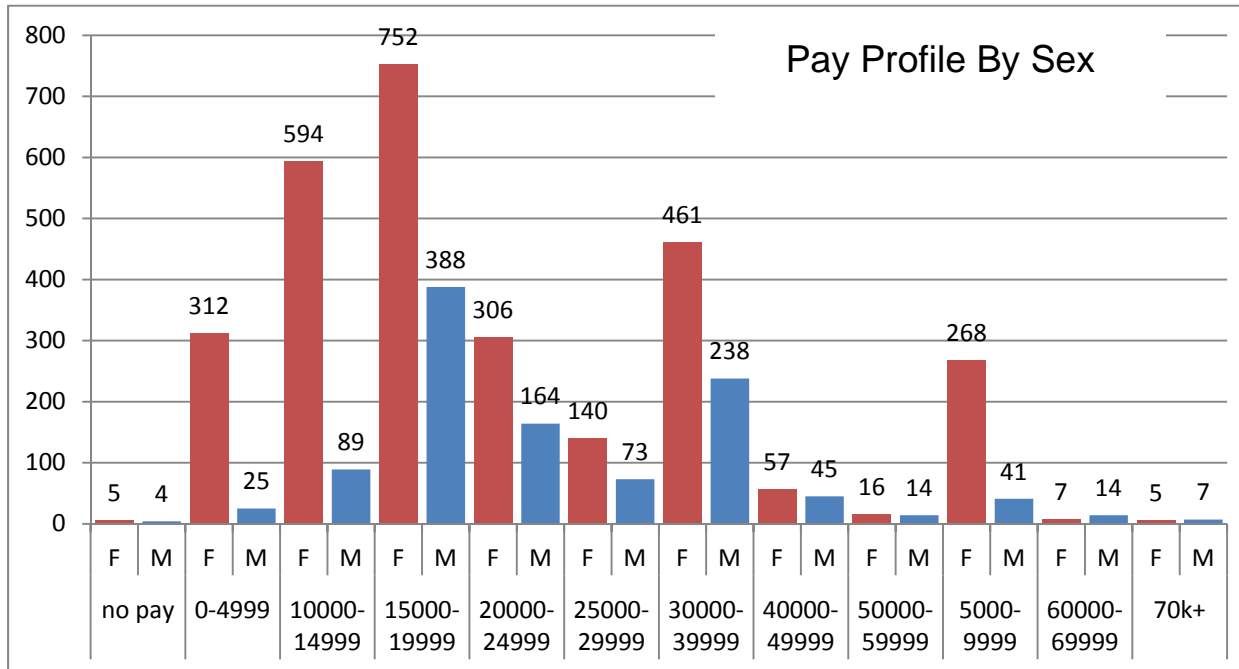
Ethnicity	Total
Not Known	158
Any other White Background	1
British	1
English	19
Indian	1
Welsh	114
Scottish	4
Grand Total	298

The reason why the data does not include the leavers full range of protected characteristics is that we have not yet implemented the full data collection exercise to be undertaken by the Council's staff. It is anticipated that this will be sent out in October 2013.

- Gender monitoring



Contract by sex	Sex	Total
	F	5
	M	3
<b>Additonal</b>	F	169
	M	65
<b>Casual</b>	F	572
	M	167
<b>Permanent</b>	F	1822
	M	780
<b>Seasonal</b>	F	5
<b>Secondment</b>	F	10
	M	3
<b>Temporary</b>	F	340
	M	84
<b>Grand Total</b>		<b>4025</b>



Salary Profile	Sex	Total
no pay	F	5
	M	4
0-4999	F	312
	M	25
10000-14999	F	594
	M	89
15000-19999	F	752
	M	388
20000-24999	F	306
	M	164
25000-29999	F	140
	M	73
30000-39999	F	461
	M	238
40000-49999	F	57
	M	45
50000-59999	F	16
	M	14
5000-9999	F	268
	M	41
60000-69999	F	7
	M	14
70k+	F	5
	M	7
Grand Total		4025

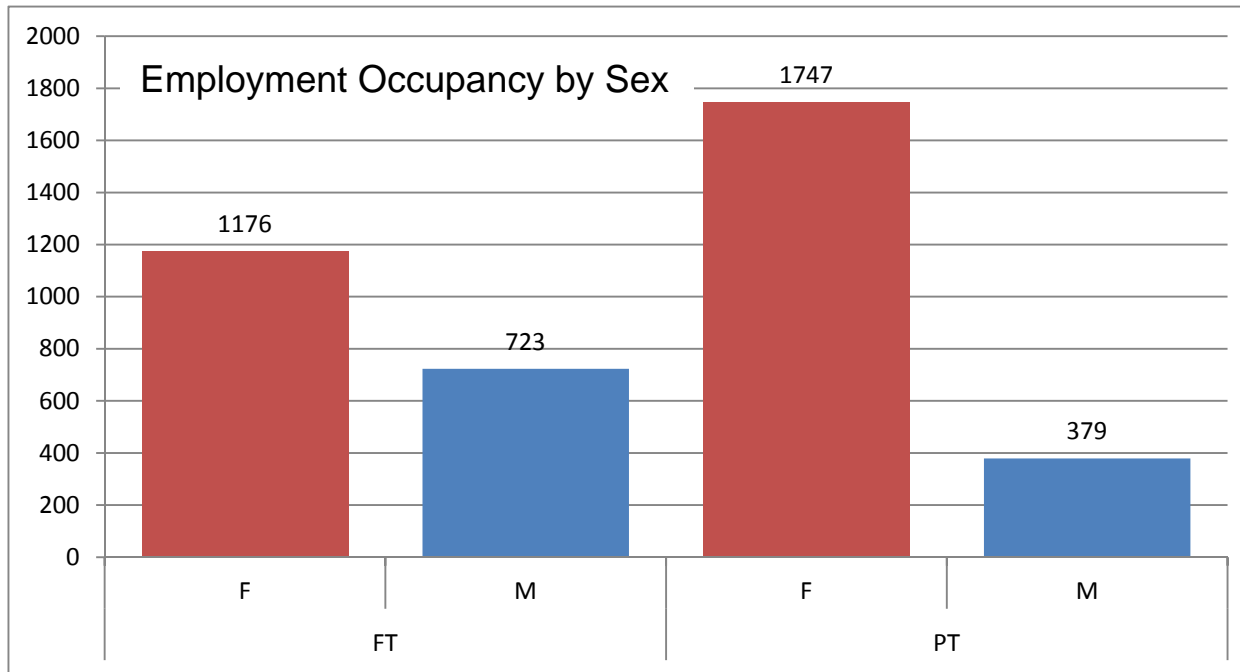
## Grade by sex

80% CHIEF OFFICER GRADE	M	2
ASSISTANT HEAD ISR 10-14	F	1
	M	1
ASSISTANT HEAD ISR 12-16	F	3
	M	4
ASSISTANT HEAD ISR 13-17	F	1
	M	1
ASSISTANT HEAD ISR 1-5	F	4
	M	1
ASSISTANT HEAD ISR 17-21	M	1
ASSISTANT HEAD ISR 19-23	M	1
ASSISTANT HEAD ISR 3-7	F	1
	M	1
ASSISTANT HEAD ISR 6-10	F	2
	M	1
ASSISTANT HEAD ISR 7-11	F	1
ASSISTANT HEAD ISR 8-12	M	1
ASSISTANT HEAD ISR 9-13	F	1
Band A scp 5-9	F	125
	M	14
Band B scp 9 -13	F	556
	M	71
Band C scp 13 -17	F	267
	M	203
Band D scp17-21	F	684
	M	200
Band E scp 21-25	F	226
	M	74
Band F scp 25-29	F	149
	M	92
Band F/G bar scp 29	F	4
	M	2
Band G scp 29-33	F	52
	M	45

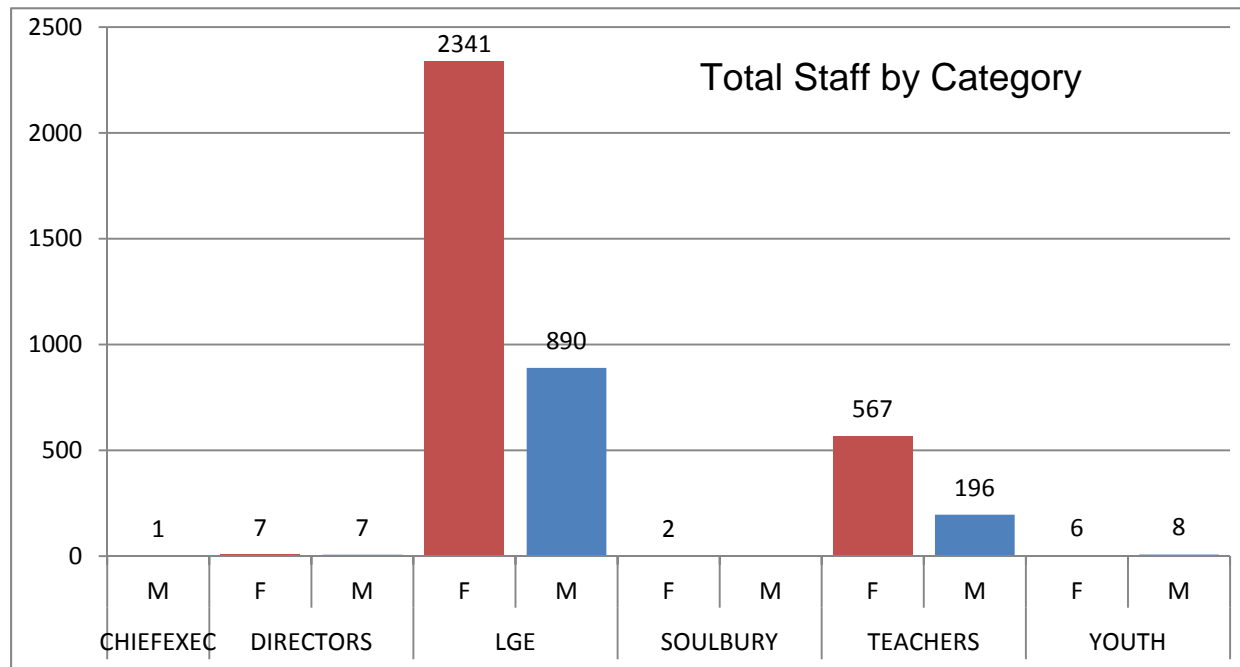
Band H scp 33-37	F	41
	M	41
Band I scp 37-41	F	110
	M	47
Band J scp 41-45	F	37
	M	41
Band K scp 45-49	F	23
	M	20
Band L scp 49-53	F	11
	M	10
Band M scp 53-57	F	3
	M	8
CHIEF EXECUTIVE OFFICER	M	1
Chief Officer 51.5 - 57.5 %	F	4
	M	3
Chief officer 53.5	M	1
Chief Officer 60-63 %	F	1
Chief Officer 69-72%	F	2
	M	1
DEPUTY HEAD ISR 6-10	F	3
	M	2
DEPUTY HEAD ISR 10-14	F	1
DEPUTY HEAD ISR 12-16	F	1
DEPUTY HEAD ISR 21-25	F	1
DEPUTY HEAD ISR 23-27	M	2
DEPUTY HEAD ISR 2-6	F	3
DEPUTY HEAD ISR 26-30	M	2
DEPUTY HEAD ISR 4-8	F	2
	M	1
DEPUTY HEAD ISR 5-9	F	3
DEPUTY HEAD ISR 7-11	F	3
	M	1
DEPUTY HEAD ISR 8-12	F	4
	M	1
HEAD TEACHER GROUP 1 ISR 10-16	F	1
HEAD TEACHER GROUP 1 ISR 12-18	F	2
	M	1
HEAD TEACHER GROUP 2 ISR 11-17	F	3

HEAD TEACHER GROUP 2 ISR 12-18	F	1
	M	1
HEAD TEACHER GROUP 2 ISR 13-19	F	1
	M	1
HEAD TEACHER GROUP 3 ISR 13-19	F	2
HEAD TEACHER GROUP 3 ISR 14-20	F	1
	M	3
HEAD TEACHER GROUP 3 ISR 15-21	M	2
HEAD TEACHER GROUP 3 ISR 16-22	M	1
HEAD TEACHER GROUP 3 ISR 19-25	F	1
HEAD TEACHER ISR 6-12	F	2
HEAD TEACHER ISR 7-13	M	1
HEAD TEACHER ISR 8-14	F	2
HEAD TEACHERS GROUP 1 ISR 11-17	F	2
HEADTEACHER GROUP 3 ISR 18-24	M	2
HEADTEACHER GROUP 4 ISR 15-21	M	1
HEADTEACHER GROUP 4 ISR 17-23	M	1
HEADTEACHER GROUP 4 ISR 18-24	M	2
HEADTEACHER GROUP 7 ISR 28-34	F	1
HEADTEACHER GROUP 7 ISR 31-37	F	1
HEADTEACHER GROUP 8 ISR 33-39	F	1
HEADTEACHER GROUP 8 ISR 37-43	M	1
LGE 40-45	F	1
LGE SCP 15-18	F	1
LGE SCP 17-21	F	1
LGE SCP 25-29	F	1
LGE SCP 29-33	F	1
LGE SCP 32-34	F	1
LGE SCP 5	F	2
LGE SCP 53-57	F	1
LGE SCP 8 NON SPINAL	F	
MAIN PAY SCALE TEACHER	F	164
	M	59
MODERN APPRENTICE	F	1
NO SPECIFIC GRADE		
	F	5

PROSPECT TRAINEE	F	3
	M	5
S1-6 Soulbury	F	1
SCP 21-25	F	5
SCP 52	M	1
Soulburt Education Psychologists	F	1
Soulbury Ed Psychologists 7-10	F	1
Soulbury Education Psychologist	M	1
Soulbury Education Psychologists	F	1
SOULBURY SCP 11-14	M	1
Soulbury SCP 12-16	F	1
SOULBURY SCP 1-5	F	1
Soulbury SCP 16	M	
SOULBURY SCP 16-19	F	1
	M	1
Support Worker 13-16	M	1
TEACHERS UPPER PAY SPINE	F	342
	M	97
UNQUALIFIED TEACHER	F	5
	M	2
Youth Professional Range 11-14	F	1
Youth Professional Range 13-16	F	3
	M	2
Youth Professional Range 19-22	M	1
Youth Professional Range 24-27	F	2
	M	1
YOUTH PROFESSIONAL SCALE 13-16	F	1
Youth SCP 11-13	M	
Youth Support Worker 11-14	M	1
Youth Support Worker 1-4	F	8
	M	7
Youth Support Worker 2-6	F	2
Youth Support Worker 5-9	F	1
Youth Support Worker 9-12	F	1
	M	1
no grade noted	F	12
	M	5
Grand Total		4025



Sex	Total
F	1176
M	723
F	1747
M	379
	4025



Sex	Total
M	1
F	7
M	7
F	2341
M	890
F	2
M	0
F	567
M	196
F	6
M	8
	4025







## The “Equality Challenge” (Screening document)

<b>Name of the Officer</b> completing “the Equality challenge”  <b>Alan Burkitt</b>	Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration :  Statutory obligation to report on progress with the Strategic Equality Plans’ action plan		
<b>Name</b> of the Division or service area  Partnership and Engagement	<b>Date</b> “Challenge” form completed  5 <sup>th</sup> March 2014		
0Protected characteristic affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  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 <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with affected parties).
➤ There are no assessed negative impacts	➤
➤	➤
➤	➤
➤	➤

### The next steps

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

The Strategic Equality Plan is designed to have a wholly positive impact on the citizens of Monmouthshire as it has the Equality Act 2010 – the latest piece of equality legislation- at its very core

- 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 DA Burkitt Designation Equality + Welsh Language**

**Dated 07/03/2014**

## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
2 <sup>nd</sup> Annual Report Strategic Equality Plan 2012-13	Chief Execs	Policy + Engagement
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Alan Burkitt	Alan Burkitt	7 <sup>th</sup> March 2014

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

Yes above

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

The report is a statutory obligation under the Equality Act 2010 and highlights to the Equality and Human Rights Commission and the citizens of Monmouthshire evidence of good equality practice across the Council and any actions yet to be completed

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.

MEDG, Corporate Equality Network, Disability Sports Officer, Head of the Library Service

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.

7. Final stage – What was decided?

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

No need to consider any changes

• **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.....DA Burkitt.....Designation...Equality + Welsh Language.....Dated...07/03/2014.....**

## The “Sustainability Challenge”

<b>Name of the Officer</b> completing “the Sustainability challenge”  <b>Alan Burkitt</b>		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  Statutory obligation to report on progress with the Strategic Equality Plans’ action plan	
<b>Name</b> of the Division or service area		<b>Date</b> “Challenge” form completed  5 <sup>th</sup> March 2014	
Aspect of sustainability affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  Please give details
<b>PEOPLE</b>		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	
<b>PLANET</b>		X	
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	
<b>PROFIT</b>		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 <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments)
➤ There are no assessed negative impacts	➤
➤	➤
➤	➤
➤	➤

## 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 DA Burkitt**

**Dated 05/03/2014**



**SUBJECT: SALE OF LAND AT MYNYDDBACH TO MHA**  
**DIRECTORATE: Regeneration & Culture**  
**MEETING: Cabinet**  
**DATE: 2nd April 2014**  
**DIVISION/WARDS AFFECTED: Shirenewton**

1. **PURPOSE:**  
To seek approval for the sale of approximately 0.12 hectares of Council owned land at Mynydd bach at less than best consideration to enable the provision of affordable housing.
2. **RECOMMENDATIONS:**  
To agree to the sale of land at Mynyddbach to Monmouthshire Housing at less than best consideration, using the powers provided via the General Disposal Consent Order (Wales)2003.
3. **KEY ISSUES:**
  - 3.1 Cabinet have previously agreed to the sale of the land at Mynyddbach for affordable housing, however due to an application by the Community Council to register the site as a village green, the proposed disposal was put in abeyance pending the outcome of the village green process.
  - 3..2 The Village Green application was later refused and we are now in a position to commence the sale of the site to Monmouthshire Housing for the construction of 2 affordable housing units which have already received planning consent.
  - 3.3 In the report 'A Place to Call Home' prepared by the Affordable housing Task and Finish Group they concluded that there was little evidence to suggest that Council land sales were making a significant contribution to supplying the number of affordable homes

required. One of their recommendations (R2) was that ‘the Council re-examines its approach to land value incorporating a fresh look at value. This would provide more flexibility to RSL’s and others to provide new forms of housing’.

- 3.4 It is therefore proposed that in the case of Mynyddbach, the site is transferred at 50% of the affordable market value to demonstrate the Council’s commitment to affordable housing and recognising the beneficial impact that the provision of 2 affordable housing units will have in the locality. There are 175 households on Monmouthshire’s Housing Register who specified Shirenewton on their application and 53 of those have a local connection to Shirenewton.

#### **4. REASONS:**

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

#### **5. RESOURCE IMPLICATIONS:**

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

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

Sale of this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

#### **7. CONSULTTEES:**

All Cabinet Members

Leadership Team  
Head of Finance  
Head of Legal Services  
Monitoring Officer  
Cllr Down

### **Results of Consultation**

Councillor Down has objected to the sale of the land at less than market value.

**8. BACKGROUND PAPERS:** None

**9. AUTHOR:**

Debra Hill-Howells            Estates & Sustainability Manager

Shirley Wiggam              Senior Strategy & Policy Officer

**10. CONTACT DETAILS:**

**Tel:** 01633 644281

**E-mail:** [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)

**Tel:** 01633 644474

**E-mail:** [shirleywiggam@monmouthshire.gov.uk](mailto:shirleywiggam@monmouthshire.gov.uk)

**Appendix B**

**The “Equality Challenge” (Screening document)**

<b>Name of the Officer</b> completing “the Equality challenge” Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  The report seeks consent to land to Monmouthshire Housing Association to enable the construction of two affordable housing units in Mynydd bach.	
<b>Name</b> of the Division or service area Estates & Sustainability, RCT		<b>Date</b> “Challenge” form completed 19.02.14	
0Protected characteristic affected	<b>Negative impact</b> Please give details	Neutral impact Please give details	<b>Positive Impact</b> Please give details
Age		The transfer of the asset will enable the construction of two affordable housing units.	
Disability		The transfer of the asset will enable the construction of two affordable housing units.	
Marriage + Civil Partnership		The transfer of the asset will enable the construction of two affordable housing units.	
Pregnancy and maternity		The transfer of the asset will enable the construction of two affordable housing units.	
Race		The transfer of the asset will enable the construction of two affordable	



		housing units.	
Religion or Belief		The transfer of the asset will enable the construction of two affordable housing units.	
Sex (was Gender)		The transfer of the asset will enable the construction of two affordable housing units.	
Sexual Orientation		The transfer of the asset will enable the construction of two affordable housing units.	
Transgender		The transfer of the asset will enable the construction of two affordable housing units.	
Welsh Language		The transfer of the asset will enable the construction of two affordable housing units.	

What are the potential negative Impacts.	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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 this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

- 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

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Proposed transfer of land at Mynydd bach for the provision of two affordable housing units	R&C	Estates & Sustainability
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
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 proposed transfer of this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

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 A**

**The “Sustainability Challenge”**

<b>Name of the Officer</b> completing “the Sustainability challenge”  Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  To transfer a plot of land to Monmouthshire Housing to enable the development of two affordable housing units.	
<b>Name</b> of the Division or service area  Estates & Sustainability		<b>Date</b> “Challenge” form completed  19.02.14	
Aspect of sustainability affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  Please give details
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		The transfer of this land will have a neutral impact.	
Improve housing quality and provision			The transfer of this land will enable the provision of two affordable housing units.
Reduce ill health and improve healthcare provision		The transfer of this land will have a neutral impact.	
Promote independence		The transfer of this land will have a neutral impact.	
Encourage community participation/action and voluntary work		The transfer of this land will have a neutral impact.	



Targets socially excluded		The transfer of this land will have a neutral impact.	
Help reduce crime and fear of crime		The transfer of this land will have a neutral impact.	
Improve access to education and training		The transfer of this land will have a neutral impact.	
Have a positive impact on people and places in other countries		The transfer of this land will have a neutral impact.	
<b>PLANET</b>			
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 appearance of environment		No impact either way	
<b>PROFIT</b>			
Protect local shops and services		No impact either way	

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		No impact either way	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			This site has been identified as a pilot project for Welsh timber framed construction
Increase and improve access to leisure, recreation or cultural facilities		No impact either way	

What are the potential negative Impacts	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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 scheme has been identified as a pilot project for the development of a welsh timber framed property. The Scheme will enable the development of 2 affordable housing units.

- 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**

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

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

Contact Email: [hazelclatworthy@monmouthshire.gov.uk](mailto:hazelclatworthy@monmouthshire.gov.uk)



**SUBJECT: EMPLOYEE PERFORMANCE ASSESSMENT**

**MEETING: CABINET**

**DATE: 2 APRIL 2014**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE**

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

**2. RECOMMENDATION**

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

**3. KEY ISSUES**

- 3.1 Our Council and County are experiencing unprecedented challenge on all levels – financial, social and environmental. We are required to think differently and develop solutions to problems; engage more meaningfully with communities to unlock ideas and opportunities; develop the skill-set needed to deliver and sustain 21<sup>st</sup> century public services and; on the whole, embrace an adaptive leadership challenge that increases the capacity of the workforce to achieve goals efficiently and effectively. The People Strategy outlines the challenge and the opportunity for employees and sets out the organisational development framework that demonstrates clarity of mission, defines outcomes and results and sets the context for an organisation which aims to empower and motivate its people as a means of inspiring success. Monmouthshire County Council is a large and complex organisation with over 4,500 employees operating in excess of 650 complex and diverse services and functions. There is a need to build on existing systems and process for employee appraisal in order to establish a consistent and concise approach to enabling our employees to understand their contribution to the delivery of the Council's key priorities.
- 3.2 With our local public services partners, we have developed a distinctive Single Integrated Plan, which is supported by a set of sub-strategies and operational plans that set clear direction for the future. Chief Officers and Heads of Service have developed their service

and business improvement plans setting out the objectives and performance standards for each individual service area. In addition and by their very nature, service and business improvement plans contain standard measures and targets relating to employee performance.

- 3.3 The responsibility for delivery of the plans and improvements rests with all employees. However, unless each employee understands their individual contribution towards overall team, service and organisational objectives, it can be difficult for them to fully engage, and maximise their performance and thus, the ability of the Council to demonstrate sustained improvement.
- 3.4 In order for the Council to deliver great outcomes for its citizens, it needs a mixed workforce, consisting of both paid and unpaid workers. Given that the paid workforce makes up the most significant proportion of resource at this time, it is vital that we maximise the potential of those on our payroll to deliver. Whilst we accept the balance of paid-unpaid workers will change over time, we need skilled employees capable of encouraging community animation in order that residents engage deeply with shaping the future of their places.
- 3.5 Across the organisation, performance standards and systems exist and are used to good effect. Children and Young People and Social Care and Health have well defined performance systems as part of the formal standards of ESTYN and CSSIW. However, having processes and procedures does not necessarily mean we have the most effective systems in place to engage with, inspire, motivate and drive employees to be creative, enterprising and strive for higher levels of success. An effective Employee Performance Assessment System must be consistently applied, meaningful in terms of value added and be the direct link to what matters to the communities we serve.
- 3.6 The Employee Performance Assessment system must meet the needs of the organisation now and in the future. Systems do not need to involve a lot of onerous administration. The systems that tend to gain the most traction are simple, quick and straightforward to apply. The system should support the task of performance assessment rather than become it. In the light of paradigm shift taking place in public service, there is a need to achieve consistency of direction and clear consensus about what needs to be done to improve in this ever-difficult climate. Our planning framework is strengthening – but we must ensure strategic priorities link to delivery plans and that we involve and empower all employees to be the best they can be. In short, we must translate the core behaviours (Appendix II) we expect employees to demonstrate into a behavioural framework for the organisation.

#### **4. REASONS**

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



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

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

4.8 In the pursuit of a process fit for purpose, a wide range of staff have worked tirelessly to provide the building blocks for the development of this final simple process. The work of the following is recognised with thanks: Sian Hayward, Claire Robins, Sue Caswell, Lisa Gribben, Julie Anthony, John McConnachie, Lisa Knight Davies, Employee Services. The final format was developed with the assistance of Rachel Jowitt.

## **5. RISKS**

5.1 The current system presented risks and these remain going forward. Specifically, there is a risk that the process will not be adopted systematically across the Council. This risk is mitigated in two ways. Through the production of the simple one-page framework that is capable of easily engaging all 4,500 employees. Whilst this is a first step in our pursuit of an effective whole-authority Employee Performance assessment system, it is conceivable that as the process evolves, the system will grow and develop with our learning and experience. In addition, there will be significant support provided by the Employee Services and Training teams to ensure that appropriate skills development is provided across the organisation. This forms part of the programme of the rollout of the system over the next three months.

5.2 The most significant risk is standing still and failing to recognise the need to evolve our processes for testing performance. Underpinning this framework is a deep commitment to identifying the changes needed in our county and seeing our Council as the vehicle to help bring them about. The Employee Assessment system is one more essential building block in enabling us to become a rapidly adapting entity that adapts to changing environments, today and tomorrow.

## **6. CONSULTEES**

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

## **7. RESOURCE IMPLICATIONS**

7.1 None

## **8. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS**

8.1 The introduction of this system will provide an opportunity across every layer of the workforce and contribute to delivering sustainable and resilient communities.

## **9. BACKGROUND PAPERS**

9.1 In order to help with understanding of what a value based system looks like, an example is available as a background paper. The example details the work of the Juno Beach Police Department and is included to help with developing an understanding of main principles.

## 10. AUTHOR

Final Author: Marilyn Maidment – People Services Manager

## 11. CONTACT DETAILS

[marilynmaidment@monmouthshire.gov.uk](mailto:marilynmaidment@monmouthshire.gov.uk) 07770 680423

**MONMOUTHSHIRE COUNTY COUNCIL  
EMPLOYEE PERFORMANCE ASSESSMENT FORM**

*These five questions form the simple principles of the system.*

- 1. What does good performance in your role look like?  
(What does the spectrum of “good enough” through to excellent look like?)**

*In some roles, “good enough” is OK, in particular where core standards of service have been set owing to financial considerations have been set and clearly established. We need to recognise this, but also provide an opportunity for teams to self-assess and decide how high they want to/ can aim. They will be monitoring their own progress with the managers acting as a facilitator/enabler and ensuring the links with the organisation’s purpose, values and mission are identified and understood. It is this section that starts to outline the detail of what values, behaviours and performance are relevant to the role/team and getting them to think about expectation and aspiration.*

- 2. How do you measure this? (Measure what matters to the customer).**

*Once the values, behaviours and performance are devised, the measures will flow out of them.*

- 3. How could you improve?**

*This could be a range of methods of support including opportunity to develop a skill, time, networking, finance, coaching, mentoring, training and exposure to new thinking/ networks and ideas. This will be wholly outcome-based.*

- 4. How, when and what do you need to achieve it?**

*This is where the detail needed to make it happen is recorded. Guidance and training will focus on how to identify what is real and relevant and what is not. Support on the proper identification of training needs will be provided.*

- 5. Describe and evidence the ways you embody the core behaviours promoted by the Council**

*Examples, short stories, illustrations of the way in which the core behaviours have been demonstrated and displayed in a positive sense. This requires the employee to demonstrate a clear understanding of the behaviours, their importance and how they are applied in the context of working examples.*

## Appendix II

### Behaviour Examples

- Understand and engage with the greater purpose of the business
- knowing what they should be doing or what they are expected to do and the consequences for the organisation
- Clearly understanding what the consequences of non- performance will be for him/her
- Clear objectives or time frames
- Having the required skill set
- Work which addresses the need for challenge or being creative
- Personal motivation to perform well in the job
- Proactive when the role requires this
- Testing new ways of working and questioning to be able to see positives of an improved method/approach
- Letting your staff come up with ideas (demonstrating how ideas are encouraged)
- Not letting your staff do your job (excludes specific developmental approaches)
- Stepping back,using information and analysing activity etc.so that you can improve performance of yourself and others.
- Demonstrating that you develop productive working relationships
- Adopting and creating healthy/productive staff relationships which then enhance performance
- Maintaining objectivity and an open mind when dealing with staffing matters
- Appreciating good performance/success by others

**Equality Impact Assessment Form and Sustainable Development Checklist**

**EQUALITY IMPACT ASSESSMENT FORM**

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Employee Performance Assessment	Enterprise	All
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Marilyn Maidment	Marilyn Maidment	19 March 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)

To introduce a simple system of employee performance assessment.

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. P 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: Marilyn Maidment 19 March 2014

The “Sustainability Challenge”

<b>Name of the Officer</b> completing “the Sustainability challenge”  Marilyn Maidment		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  <b>To introduce a simple employee performance assessment process.</b>	
<b>Name</b> of the Division or service area  People Services (Enterprise Directorate)		<b>Date</b> “Challenge” form completed  19 March 2014	
Aspect of sustainability affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  Please give details
<b>PEOPLE</b>			
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	
<b>PLANET</b>			
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	
<b>PROFIT</b>			
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 <b>MITIGATE</b> the <b>negative impacts</b> (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: Marilyn Maidment 19 March 2014**



## REPORT

## AGENDA ITEM vi

<b>SUBJECT:</b>	<b>Proposed funding to Caldicot Town Team</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>2nd April 2014</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>Green Lane</b>

### 1. PURPOSE:

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

### 2. RECOMMENDATIONS:

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

### 3. KEY ISSUES:

- 3.1 Caldicot Town Team was established in 2012 as a consequence of the report prepared by The Means which identified the need to set up a Town Centre Partnership to “bring together the public and private interests around an agenda clearly focused on improving the vitality and vibrancy of the town centre”.
- 3.2 The Local Planning Authority recently considered the Asda food store application and the report references the Town Team as follows:

Funds have been identified from s106 contributions to establish a Town Centre Partnership to market and bring forward improvement to Caldicot town centre, as well as a budget to carry out physical improvements to Newport Road, thereby upgrading the local shopping environment to provide a greater draw to local shoppers. These improvements were recommended by a report by The Means for the County Council in 2008 titled, ‘Strengthening Caldicot Town Centre, alongside development at Woodstock Way’, and such improvements are not likely to materialise without the proposed development being implemented. These funds were secured on the outline application and are a vital part of the current submission.
- 3.3 S106 funding has been agreed for as follows:

“towards the establishment of a Town Centre Partnership (£225,000); and for the purpose of developing and implementing an action plan to improve and promote the town centre”
- 3.4 The Town Team (TT) are aware of the need to start developing a programme of activities and support in advance of the opening of the store and are already working on activities such as the Severnside News to support this.
- 3.5 The TT have identified an opportunity to sponsor the Fortress Wales event at Caldicot Castle for the sum of £5,000. In return for this sponsorship the TT will share in the risk and potential income from the event and are seeking the ability to host two events within the Castle and its grounds free of charge to promote local businesses and the town centre.
- 3.6 The report (see Appendix 1) was presented to Severnside Programme Board on 19<sup>th</sup> February and the Board voted that the Town Teams proposal should be recommended to Cabinet subject to the Town Team completing their constitution and holding an AGM before the funding is released.

#### **4. REASONS:**

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

#### **5. RESOURCE IMPLICATIONS:**

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

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

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

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

## **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 John Marshall

### **Results of Consultation**

Councillor Marshall has made the following statement:



As ward member for Green Lane, the area that covers Caldicot Town Centre, I have on numerous occasions since last autumn expressed reservations to Kellie Beirne regarding the set up of the 'town team' and the close working together with Mon CC.

Firstly, I do not dispute that the key members of the group have worked hard on a number of initiatives within that time, however, I do dispute how this small group of individuals have made some claim to represent the town or businesses of Caldicot, in fact from my experience this could not be further from the truth.

As ward member, and ever since the production of the Means Report, I have communicated with businesses through meetings and involvement of MCC officers in the effort to adhere to the recommendations made in that report. In fact the report is quite clear in that the town centre partnership group should not be exclusive and should engage the involvement of all those concerned, businesses and the community alike; sadly this has not been done.

The establishment of this group came as a result of a meeting of Caldicot Regeneration Group at Bethany Baptist Church in Caldicot, Mike Rice chaired the meeting. Numerous businesses attended including representation from Waitrose, Caldicot Dry Cleaners, Washbourne's Garage. There was also church representation, MCC and community members. It was agreed at the end of that meeting that an AGM would be held in August where a 'town team' would be established, a constitution agreed and various members would be elected to chair, secretary and be treasurer. This was agreed unanimously in order that whoever run the group would be seen by the community as having a mandate to do so. The AGM was cancelled by Aaron Weeks (chair elect?) and was done so without informing all previous visitors to the meeting, causing bad feeling. Some of those members have still not received an apology or explanation to this date. Furthermore, I actually helped acquire all business telephone numbers, emails details for the chair elect in order that any communication about development proposals in the town would be copied into these businesses, this has not happened. To date an AGM has not been held, although a date has now finally been set.

The current arrangements of this group smacks in the face of every principle given in the Mean's Report of a town centre partnership group working closely with the businesses and community of Caldicot. It deeply concerns me WHY this has happened and what motives are behind this? Finally what concerns me more is that MCC appear to recognise the individuals as acting on behalf of the town, where at this moment in time, quite clearly they don't.

I therefore, ask that this statement be given to all members of cabinet in consideration of this report.

**8. BACKGROUND PAPERS:**

None

**9. AUTHOR:**

Debra Hill-Howells Estates & Sustainability Manager

**10. CONTACT DETAILS:**

Tel: 01633 644281 or 07775851405

email: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)



## Appendix 1

## Business Case

**To:** Severnside Programme Board

**Ref:** Funding - Fortress Wales May 2014

**Date:** 03/02/2014

---

Caldicot Town Team would like to apply for £5,000 (Five thousand pounds) to the purpose of becoming a sponsor for the Fortress Wales re-enactment event, which is being held in May 2014 at Caldicot Castle.

This years event is estimated to cost around £12,000 to host, and is expected to bring in record numbers as the re-enactment is based on the centenary of WW1.

Caldicot Castle have asked us to be a sponsor for the event, after discussion, we felt that a £5,000 investment is large enough to become the only sponsor of the event.

The overall returns on the initial investments extends far wider than just hosting a great event.

7,500 attended last year's event,

based on a family of four ticket sales,

that equates to 1,875 families,

with an income of £37,500 from ticket sales

Minus hosting costs of £12,000 (est)

Profit of **£25,500**

If each family spent just £15 on food, drinks and other ancillaries

That would equate to **£28,125** income generated for the area.

By sponsoring the event, Caldicot Town Team are able to attach some conditions to the funding, which would be beneficial to the wider Severnside area.

We would be on the front cover of any publicity, and a program of events is currently being discussed with local printers, and would be sold on the day and along with prebooking. A souvenir brochure is also being considered for after the event, Caldicot Town Team will be allowed to advertise upcoming events, which would increase the profile of the town team, and the potential to upsell.

We will be having negotiations with Caldicot Castle regarding the use of the grounds free of charge for a number of events over the next year or two, which would save expenses from future events, as charges are being introduced for all events that are to be held within the Castle grounds.

We would request that a box office style unit be opened in the town centre, and the event to be ticketed only, meaning visitors would have to visit the town centre to collect wristbands and programs before the event, and on the day. This again, would increase the likelihood of upselling to the visitors, through food outlets, newsagents within the town.

By prebooking the event, we would be able to send out more information about the event and the local area, and even be able to advise on places to stay within Monmouthshire, again, increasing the possibility of visitors spending more time and money within south Monmouthshire. We would also be able to create a marketing list, advertising to the visitors who have requested it, more information on other events throughout the year, rather than the process currently, which is to pay at the gate, with no information gathering systems in place.

We are also looking at creating a package deal, with local B&B's and hotels, and two day tickets to the event, increasing the potential for spin off sales even more.

We would also like to look at an offer with all retail outlets within the town centre, offering visitors a discount on anything purchased with a wristband, this will draw in visitors back to the town centre, during and after the event.

If we are able to secure a larger package deal, for a hotel (St Pierre or The Hampton for example)

We would be able to advertise this on national sites such as Wowcher, Groupon and Vouchercloud.

These offer sites have massive followings, and would be the cheapest way to mass advertise throughout the country for the event. Admittedly, not everyone who would see the offer would purchase a package deal; it may however increase the potential of them finding more about other offers for tickets, and may visit the site outside of the event.

We would arrange for an army vehicle from fortress wales to attend a couple of market sessions, to increase publicity and the potential to sell tickets for local people.

We would also look to arranging an article in the local papers South Wales Argus and Free Press, reviewing the event.

With our £5,000 investment , a contract would be written between The Town Team and Caldicot Castle, confirming that we would receive a share of the profits (percentage to be confirmed) which we would reinvest into an events bank account, for use on future events, in and around Severnside.

The organisation and set up of the event would be carried out by the castle and the fortress wales team.

**Amount of funded requested:** £5,000

**Benefits:** Local event, advertisement and publicity for the entire Severnside area

**Potential return:** A percentage of the profits (TBC), Increased revenue for local businesses, advertisement potential for the Severnside area, Building better links between cross parties, involved in the event, (Castle, businesses, residents etc.)

**Recommendation:** That the Programme Board agrees to the proposed investment in the Fortress Wales re-enactment



**Appendix B**

**The “Equality Challenge” (Screening document)**

<b>Name of the Officer</b> completing “the Equality challenge” Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  The report seeks consent to forward fund the work of the Caldicot Town Team up to the sum of 10k in advance of S106 funds becoming available. The loan will be re-paid at the point that S106s can be drawn down.	
<b>Name</b> of the Division or service area Estates & Sustainability, RCT		<b>Date</b> “Challenge” form completed 19.03.14	
0Protected characteristic affected	<b>Negative impact</b> Please give details	Neutral impact Please give details	<b>Positive Impact</b> Please give details
Age		The forward funding will enable the Town Team to develop a programme of activities to promote the Town centre for all users.	
Disability		As above	
Marriage + Civil Partnership		As above	
Pregnancy and maternity		As above	
Race		As above	
Religion or Belief		As above	
Sex (was Gender)		As above	
Sexual Orientation		As above	



Transgender		As above	
Welsh Language		As above	

What are the potential negative Impacts.	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
The report seeks consent to forward fund the work of the Caldicot Town Team up to the sum of 10k in advance of S106 funds becoming available. The loan will be re-paid at the point that S106s can be drawn down.	R&C	Estates & Sustainability
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Debra Hill-Howells	Debra Hill-Howells	19.03.14

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 report seeks consent to forward fund the work of the Caldicot Town Team up to the sum of 10k in advance of S106 funds becoming available. The loan will be re-paid at the point that S106s can be drawn down.

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 A**

**The “Sustainability Challenge”**

<b>Name of the Officer</b> completing “the Sustainability challenge”  Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  The report seeks consent to forward fund the work of the Caldicot Town Team up to the sum of 10k in advance of S106 funds becoming available. The loan will be re-paid at the point that S106s can be drawn down.	
<b>Name</b> of the Division or service area  Estates & Sustainability		<b>Date</b> “Challenge” form completed  19.03.14	
Aspect of sustainability affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  Please give details
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		The forward funding will enable the Town Team to develop a programme of activities to promote the Town centre for all users.	
Improve housing quality and provision		As above	
Reduce ill health and improve healthcare provision		As above	
Promote independence		As above	
Encourage community			The work is promoted by a local community group and anyone who



participation/action and voluntary work			lives in the Severnside area is able to become a member
Targets socially excluded		The forward funding will enable the Town Team to develop a programme of activities to promote the Town centre for all users.	
Help reduce crime and fear of crime		As above	
Improve access to education and training		As above	
Have a positive impact on people and places in other countries		No impact	
<b>PLANET</b>			
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 appearance of environment			The work of the Town Team involves upgrading the town centre

			environment for all users.
<b>PROFIT</b>			
Protect local shops and services			The work of the town team is to promote the town centre and support businesses.
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			Encouraging people to use their local town centre will protect existing jobs and if they are successful in their work encourage new businesses to take on the empty shops thereby creating jobs.
Preserve and enhance local identity and culture			The promotion of the town center to encourage local communities to shop locally rather than in other towns thereby protecting and enhancing local services.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No impact either way	
Increase and improve access to leisure, recreation		No impact either way	

or cultural facilities			
------------------------	--	--	--

What are the potential negative Impacts	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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 purpose of the advance funding is to allow the Town Team to develop a programme of activities to support and strengthen the town centre and its existing businesses in advance of the S106 funding being made available.

- 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**

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

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

Contact Email: [hazelclatworthy@monmouthshire.gov.uk](mailto:hazelclatworthy@monmouthshire.gov.uk)





## REPORT

### AGENDA ITEM vii

<b>SUBJECT:</b>	<b>Proposed transfer of the Adult Education Service from Children and Young Peoples Directorate to Enterprise</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>2nd April 2014</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

#### 1. PURPOSE:

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

#### 2. RECOMMENDATIONS:

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

#### 3. KEY ISSUES:

- 3.1 The Adult Education Service operates community based learning courses from Monmouth, Chepstow, Abergavenny, Caldicot and Usk. The service is made up of 15 full time and 3 part time equivalents. Courses are undertaken using part time tutors who are contracted to work based on the demand and viability of courses.
- 3.2 The purpose of the Service is to provide educational opportunities to communities and courses provided are varied based on demand including art classes, welsh, basic skills, yachtsmanship and business related courses.

- 3.3 The service plans to expand its support of Independent Living skills learners and the development of well-being, opportunities and work courses aimed at developing work skills. All of which are designed to develop and broaden the skills base of local communities, supporting independence, social inclusion, personal growth and work based opportunities through the development of social enterprises.
- 3.4 The service objectives are more aligned to the newly created Community Delivery Service which combines Services designed to support communities through the provision of information, housing, resources, community planning and learning opportunities. The creation of this new Service area provides the opportunity to re-align the Adult Education Services in line with other service provision sharing the same purpose, audiences and service objectives.

#### **4. REASONS:**

- 4.1 The service is funded through external franchise agreements, grants and income. From 14/15 there will be no MCC core funding.
- 4.2 Given that the target audience for the Adult Education Service is over 16's, the existing management arrangements through CYP do not provide the same synergies as could be obtained through the Enterprise Directorate.
- 4.3 It is intended that a review of the existing structure will be undertaken following the transfer of the service in common with all other Services within the new Community Delivery Service and to meet the outcomes of the agreed project mandate.
- 4.4 Given the current reliance on WAG funding it is intended to develop a programme of income generation activities outside of the franchise to future proof the service through increased financial independence.

#### **5. RESOURCE IMPLICATIONS:**

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



**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

**Results of Consultation**

No comments were received.

**8. BACKGROUND PAPERS:**

None

**9. AUTHOR:**

Debra Hill-Howells Estates & Sustainability Manager

**10. CONTACT DETAILS:**

Tel: 01633 644281 or 07775851405  
email: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)

**Appendix B**

**The “Equality Challenge” (Screening document)**

<b>Name of the Officer</b> completing “the Equality challenge” Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  The report seeks consent to transfer the Adult Education Service from the Children & Young Peoples Directorate to the Community Delivery Service within the Enterprise Directorate.	
<b>Name</b> of the Division or service area Estates & Sustainability, RCT		<b>Date</b> “Challenge” form completed 19.03.14	
0Protected characteristic affected	<b>Negative impact</b> Please give details	Neutral impact Please give details	<b>Positive Impact</b> Please give details
Age		The proposal involves a transfer of management arrangements to enable the service to be embedded at the heart of communities and self-funding.	
Disability		As above	
Marriage + Civil Partnership		As above	
Pregnancy and maternity		As above	
Race		As above	
Religion or Belief		As above	
Sex (was Gender)		As above	
Sexual Orientation		As above	

Transgender		As above	
Welsh Language		As above	

What are the potential negative Impacts.	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
The report seeks consent to transfer the Adult Education Service from the Children & Young Peoples Directorate to the Community Delivery Service within the Enterprise Directorate.	R&C	Estates & Sustainability
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Debra Hill-Howells	Debra Hill-Howells	19.03.14

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

Yes

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

The proposed change is being implemented to place Adult Education at the center of our communities, support the service in generating income and maximise the benefits associated with the co-delivery of other community services, e.g. libraries and one stop shops.

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 A**

**The “Sustainability Challenge”**

<b>Name of the Officer</b> completing “the Sustainability challenge”  Debra Hill-Howells		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  The report seeks consent to transfer the Adult Education Service from the Children & Young Peoples Directorate to the Community Delivery Service within the Enterprise Directorate.	
<b>Name</b> of the Division or service area  Estates & Sustainability		<b>Date</b> “Challenge” form completed  19.03.14	
Aspect of sustainability affected	<b>Negative impact</b>  Please give details	Neutral impact  Please give details	<b>Positive Impact</b>  Please give details
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		The Adult Education Service will continue to support community development through the provision of courses aimed to develop personal and business skills.	
Improve housing quality and provision		N/A	
Reduce ill health and improve healthcare provision		N/A	
Promote independence			The Adult Education Service will continue to provide support to those members of the community who need assistance with independent

			living as well as providing courses designed to teach work skills and develop social enterprises to provide work placement opportunities.
Encourage community participation/action and voluntary work		Adult Education already works within the community supporting and developing the community skills base.	
Targets socially excluded		Adult Education work with members of the community to support independent living and provide them with basic skills to help them back into the workplace.	
Help reduce crime and fear of crime		N/A	
Improve access to education and training		The Adult Education Service is designed to provide education and training at a community level.	
Have a positive impact on people and places in other countries		N/A	
<b>PLANET</b>			
Reduce, reuse and recycle waste and water		No impact either way	
Reduce carbon dioxide emissions		No impact either way	
Prevent or reduce pollution		No impact either way	

of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact either way	
Protect or enhance visual appearance of environment		No impact either way	
<b>PROFIT</b>			
Protect local shops and services		No impact either way	
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			Adult Education are developing social enterprises to provide work place opportunities
Preserve and enhance local identity and culture		Classes are built around the identified needs of 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		No impact either way	

or cultural facilities			
------------------------	--	--	--

What are the potential negative Impacts	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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 proposed integration of the Adult Education Service within the Community Delivery Service of the new Enterprise Directorate will enable us to maximise the benefits of co-located community services, support the development of social enterprises and income generation.

- 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**

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

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

Contact Email: [hazelclatworthy@monmouthshire.gov.uk](mailto:hazelclatworthy@monmouthshire.gov.uk)





**SUBJECT:** Restructure of the Partnership and Engagement, Improvement and Communications Teams  
**MEETING:** Cabinet  
**DATE:** 2nd April, 2014

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To agree the structure of the new Partnership and Policy team; including the deletion of posts within the existing structures and to seek approval to create new roles in the three strands of the team and to progress to the appointment of these posts. Specifically to agree :
  - 1.1.1 Within the Partnership Strand to delete the roles of Project Officer (x2), Data and Needs Assessment Officer; Project Support Officer, one Business Support Officer and one modern apprentice. To then create the roles of Partnership Manger, LSB Development Officer and a part-time Business Support Officer (0.6).
  - 1.1.2 Within the Policy and Performance strand to delete one Improvement Officer post. Then creation of a Policy and Performance Manager, a new Data Management Officer, and Data and Information Systems Officer.
  - 1.1.3 Within the Engagement and Communications strand the deletion of the Communications Assistant post; and the Communications Manager post. Then to create the roles of Engagement and Communications Manager, a second Communications Officer and a new Engagement Officer.
  - 1.1.4 There will be a reduction in the number of Area Service Officers from three to two and these roles will transfer into the newly created Enterprise Directorate where they will work within the Community Led Delivery Team.
  - 1.1.5 This report also formally deletes the post of deputy Chief Executive and the Business Support Officer associated with that team.

## **2. RECOMMENDATIONS:**

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

## **3. KEY ISSUES**

- 3.1 The report of the Chief Executive to Cabinet on the 12<sup>th</sup> February 2014 outlined the reconfiguration of the Senior Leadership Team. Critically it brought together a range of services within the corporate centre under the leadership of the Head of Policy and Partnership that have a key role in supporting the effective and efficient delivery of services across the organisation. This report is concerned with the alignment of the staffing resources within three existing teams: the partnership and engagement team; the Improvement Team; and the Communications Team into the new Policy and Partnership Team.
- 3.2 The purpose of the new Policy and Partnership Team is to provide the whole organisation with a strong and effective corporate centre to enable those service delivery parts of the Council to drive forward the Council's stated priorities. The corporate centre is the part of the organisation that is concerned with supporting politicians and managers deliver the best outcomes. This can be through enhanced policy development and support, effective change management support through effective staff and stakeholder management, communication strategies – both internal and external and partnership development to lever greater resources to those priority areas. It will seek to work alongside the resources and capacity that already exist in services, adding value rather than duplicating existing roles and responsibilities.
- 3.3 In the next twelve months Monmouthshire County Council will face some key tests of its ability to act in an effective strategic and corporate manner. There are two remaining Estyn monitoring visits which will, alongside specific educational foci, have a keen appreciation of the strategic alignment, performance management and evaluative culture of the organisation and there will also be a fundamental Corporate Assessment of the authority by the Wales Audit Office. In particular we must pay keen attention to those parts of the organisation that support delivery and effective decision making. The focus of the Corporate Assessment will be: *“Is the authority capable of delivering its priorities and improved outcomes for citizens?”*
- 3.4 In order to establish the structure, processes and value-set required to develop a high performing team expertise and application are pre-requisites but the new team will have to develop an agile and flexible approach to team work where it is able to blend their skills to support time bound specific priorities. The team members, whilst each demonstrating the requisite specialist skills and knowledge must demonstrate shared purpose and common aims. The team proposed for this purpose is set out in Appendix 2 and in a

hierarchical structure in Appendix 3. In order to achieve a structure which is considered fit for future purpose; it will be necessary to delete some existing posts within the 'legacy' structures. The newly created posts will be accountable for accelerated delivery of critical organisational outcomes.

- 3.5 The nature of the significant corporate challenges that lie ahead means that the savings made from the staff restructure have been limited to £135,645. This is lower than the £175,000 that is identified in the budget mandate. The difference has been made through increased income generation and reductions to the supplies and services budget.

#### **4. REASONS**

- 4.1 The proposed new structure within the Partnerships and Policy Team creates a high quality flexible and agile resource within the corporate centre of the organisation that will enable Monmouthshire meet its future challenges in an effective manner. There are changes within each of the three 'legacy' areas designed to strengthen existing provision and to re-focus the work around the core purpose of:

- supporting transformation;
- mobilising partners to exploit service design and delivery linkages;
- understand and evaluating impact;
- supporting the whole organisation communicate and engage with our communities; and
- effectively managing the regulatory interface to ensure public accountability.

- 4.2 In order to deliver the vision for the County, articulated in the Single Integrated Plan and support the County Council work successfully towards the three priorities of the Partnership Administration, an effective centre is a necessity.

- 4.3 Within each of the proposed service strands, the changes, and the rationale behind them, are as follows:

#### **Partnerships**

- 4.4 There has been significant change in the partnership agenda in Wales over the last three years. The Welsh Government's guidance for Local Service Boards (LSB), entitled *Shared Purpose; Shared Delivery* strongly advocated that LSBs move away from large free-standing partnerships e.g. Children's and Young People Partnership, Health Social Care and Well-being Partnership and the Community Safety Partnership to a single integrated structure. We have readily embraced this approach in Monmouthshire and the refreshed LSB has made progress in its first full year.

- 4.5 However, in our current staffing structures we do not have sufficient resource to actually undertake partnership work. Monmouthshire does not receive funding from some of the Welsh Government's key funding streams such as Communities First and this does impact upon the way that the team works. Rather than having a partnership team to do the doing (which in real terms runs contrary to the very nature of partnerships) we need to evolve the team to include high calibre officers who can influence and shape the partnership agenda and where appropriate commission interventions with our partners.
- 4.6 Whilst the team has worked with great purpose over the past period there is a sense that both Council staff and, critically, our partners have struggled to come to terms with the team's necessary development from partnership administrators to enablers in a shared leadership space such as the LSB.
- 4.7 In order to effectively support this development to an enabling and commissioning resource we propose the deletion of the tiers of generic Project Officers and Project Support Officers and introduce two new roles; a senior Partnership Manager and LSB Development Officer.
- 4.8 Monmouthshire does receive a substantial amount of funding from the Families First programme, approximately £737,000 this year. A central part of this funding and of the Families First agenda is the introduction and embedding of the Joint Assessment Families Framework (JAFF) and the Team around the Family (TAF). These are fundamentally multi-agency, partnership approaches to early intervention and preventative activities to protect children, particularly those at risk from suffering the consequences of poverty. Through discussions with the Chief Officer, Social Care and Health and the relevant Heads of Service we agreed that the responsibility for the JAFF/TAF resources will transfer to the Partnership team. This is a critical development both in terms of its on-going operational management responsibility but also in developing effective evaluative frameworks that understand the 'distance travelled' by families involved with the JAFF/TAF. This additional service delivery responsibility also requires the development of an additional managerial resource within the team – the Partnership Manager will take on this role in the new structure.
- 4.9 The restructure also sees the deletion of the current role of Project Officer: Data and Needs Assessment some of this functionality is transferred to a new data resource within the Policy and Performance strand of the team which compliments their work more closely.

## **Performance and Policy**

- 4.10 The performance and policy strand will have a critical role in the new team and its expansion recognises the need to focus attention on this area. Firstly, there is the creation of a 'policy' element that will provide intelligence to both the corporate centre and service

areas to develop new interventions and approaches to drive improvements in the way they work and deliver services to communities. Secondly, the team will support all areas of the organisation to ensure there is strong strategic alignment and that key planning, monitoring and evaluative activities are undertaken in a thorough and robust manner and that effective challenge exists within our organisational culture. Thirdly, it will support the workings of the Senior Leadership Team and Senior Management Team.

- 4.11 In order to facilitate this work there are some key changes. The introduction of Policy and Performance Manager is to provide additional resource to move beyond the compliance agenda and to support the dynamic developments in organisational development that are required. There will also be a re-focusing of the current Improvement officers to Improvement and Policy Officers, this subtle shift is to recognise the advice they will be able to provide service departments and support developments in evaluative practice as well as performance management.
- 4.12 One area that will see more substantive change is within the data management area. Data and the information it provides both qualitative and quantitative is increasingly important. However, given our position in the strategic planning cycle; the County's adopted Single Integrated Plan (SIP) lasts until 2017 and the requirement to undertake a Strategic Needs Assessment (SNA) every 3 years there is an opportunity to change the working focus around data. The Project Officer; Data and Needs Assessment will be deleted and in its place a new Data Development Officer created to work alongside a 0.8 Data and Systems Support Officer. This new resource will work closely with service departments and the Improvement and Policy Officers to secure improved data flows and maximise the use of the new SharePoint performance management structure.

## **Communications and Engagement**

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

areas such as cost recovery for work undertaken for partners and external bodies. A part of this work will be to explore the potential to establish a joint venture with Sea Communications to develop the digital engagement platform ‘*Shaped by Us*’.

**Area Service Officers**

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

**5. RESOURCE IMPLICATIONS**

- 5.1 The new Partnership and Policy Team is required to deliver £175,000 of the £595,000 savings required for the Chief Executive’s directorate as part of the 2014/15 budget.
- 5.2 The cost of the new structure amount to £725,538 – see table at Appendix 2. The deletion of management posts described above will generate savings of £446,313 whilst new roles will cost £310,669 – a net saving on staff costs of £135,645.
- 5.3 The savings target has been achieved through a thorough and rigorous examination of the supplies and services budget (£19,355) and a further saving of £20,000 will be realised through income and fee generation from Communications and Engagement strand of the new team. Through working in a more commercial way the team will seek to generate income for work it undertakes for partnerships and specific projects. Income and fee generation is an opportunity to exploit the external market, and to recover costs for specialist support that is provided to services that consequently yields cashable savings and efficiencies.

**Summary Of Savings**

Staff Savings (from above)	135,645
Communications Income Target	20,000
Use of existing supplies and services budgets	<u>19,355</u>
Total	<u>175,000</u>

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

**6. EQUALITY AND SUSTAINABILITY**

6.1 There are no sustainable development implications or equality issues.

**7. CONSULTEES:**

Cabinet Members  
Senior Leadership Team  
Trade Unions  
Affected Officers

**8. BACKGROUND PAPERS:**

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

**9. AUTHOR:**

Will McLean, Head of Partnerships and Policy

**10. CONTACT DETAILS:**

E-mail: [willmclean@monmouthshire.gov.uk](mailto:willmclean@monmouthshire.gov.uk)  
Tel: 07834 435934

Job Title	Grade	Top of Grade £	Total with Oncosts £	FTE	Total Cost £
<b><u>Current Structure</u></b>					
	81%				
Deputy CEO	CEO	89,100	115,830	0.6	69,498
Business Support Officer	E	21,734	28,254	1.0	28,254
Head of Policy and Partnerships	Spot	59,000	76,700	1.0	76,700
Project Officer	I	34,894	45,362	2.0	90,724
Project Officer - Data and Needs Assessment	I	34,894	45,362	1.0	45,362
Project Support Officer	F	24,892	32,360	2.0	64,719
Business Support Officer	D	19,317	25,112	2.0	50,224
Apprentice	App	10,000	13,000	1.0	13,000
Improvement Officer	I	34,894	45,362	2.0	90,724
Improvement Assistant	F	24,185	31,441	1.0	31,441
Welsh Language and Equalities Officer	H	31,160	40,508	1.0	40,508
Communications Manager	I	34,894	45,362	1.0	45,362
Communications Officer	G	28,127	36,565	1.0	36,565
Communications Assistant	E	21,734	28,254	1.0	28,254
Area Services Officer	J	38,422	49,949	3.0	149,846
Total		507,247	659,421	20.6	861,182
<b><u>New Structure</u></b>					
Head of Policy and Partnerships	Spot	59,000	76,700	1.0	76,700
Partnership Manager	M	49,525	64,383	1.0	64,383
LSB Development Manager	I	34,894	45,362	1.0	45,362
Business Support Officer	D	19,317	25,112	1.6	40,179
Policy and Performance Manager	K	42,032	54,642	1.0	54,642
Improvement Officer	I	34,894	45,362	2.0	90,724
Welsh Language and Equalities Officer	H	31,160	40,508	1.0	40,508
Welsh Language Support	E	21,734	28,254	0.2	5,651
Engagement and Communications Manager	I	34,894	45,362	1.0	45,362
Communications Officer	G	28,127	36,565	2.0	73,130
Engagement Officer	F	24,892	32,360	0.8	25,888
Area Services Officer	J	38,422	49,949	2.0	99,897
Data Post	H	31,160	40,508	1.0	40,508
Data Development Officer	E	21,734	28,254	0.8	22,603
Total		450,051	585,066	16.4	725,538
Total Savings					-135,645



<b>Summary</b>					
<b>Posts Deleted</b>					
Deputy CEO	81% CEO	89,100	115,830	0.6	69,498
Business Support Officer	E	21,734	28,254	1.0	28,254
Business Support Officer	D	19,317	25,112	1.0	25,112
Project Support Officer	F	24,892	32,360	2.0	64,719
Apprentice	App	10,000	13,000	1.0	13,000
Improvement Assistant	F	24,185	31,441	1.0	31,441
Communications Assistant	E	21,734	28,254	1.0	28,254
Area Services Officer	J	38,422	49,949	1.0	49,949
Project Officer	I	34,894	45,362	2.0	90,724
Project Officer - Data and Needs Assessment	I	34,894	45,362	1.0	45,362
				11.6	446,313
<b>New Posts</b>					
Partnership Development Officer	M	49,525	64,383	1.0	64,383
LSB Development Manager	I	34,894	45,362	1.0	45,362
Business Support Officer	D	19,317	25,112	0.6	15,067
Policy and Performance Manager	K	42,032	54,642	1.0	54,642
Communications Officer	G	28,127	36,565	1.0	36,565
Engagement Officer	F	24,892	32,360	0.8	25,888
Data Post	H	31,160	40,508	1.0	40,508
Welsh Language Support	E	21,734	28,254	0.2	5,651
Data Development Officer	E	21,734	28,254	0.8	22,603
				7.4	310,669
			Post saving	4.2	-135,645
<b>Summary Of Savings</b>					
Staff Savings (from above)					135,645
Communications Income Target					20,000
Use of supplies and services budgets					19,355
Total					175,000

Job Title	Grade	Total with		FTE	Total Cost £
		Top of Grade	Oncosts £		
<b>Current Structure</b>					
Deputy CEO	81% CEO	89,100	115,830	0.6	69,498
Business Support Officer	E	21,734	28,254	1.0	28,254
Head of Policy and Partnerships	Spot	59,000	76,700	1.0	76,700
Project Officer	I	34,894	45,362	2.0	90,724
Project Officer - Data and Needs Assessment	I	34,894	45,362	1.0	45,362
Project Support Officer	F	24,892	32,360	2.0	64,719
Business Support Officer	D	19,317	25,112	2.0	50,224
Apprentice	App	10,000	13,000	1.0	13,000
Improvement Officer	I	34,894	45,362	2.0	90,724
Improvement Assistant	F	24,185	31,441	1.0	31,441
Welsh Language and Equalities Officer	H	31,160	40,508	1.0	40,508
Communications Manager	I	34,894	45,362	1.0	45,362
Communications Officer	G	28,127	36,565	1.0	36,565
Communications Assistant	E	21,734	28,254	1.0	28,254
Area Services Officer	J	38,422	49,949	3.0	149,846
Total		507,247	659,421	20.6	861,182
<b>New Structure</b>					
Head of Policy and Partnerships	Spot	59,000	76,700	1.0	76,700
Partnership Manager	M	49,525	64,383	1.0	64,383
LSB Development Manager	I	34,894	45,362	1.0	45,362
Business Support Officer	D	19,317	25,112	1.6	40,179
Policy and Performance Manager	K	42,032	54,642	1.0	54,642
Improvement Officer	I	34,894	45,362	2.0	90,724
Welsh Language and Equalities Officer	H	31,160	40,508	1.0	40,508
Welsh Language Support	E	21,734	28,254	0.2	5,651
Engagement and Communications Manager	I	34,894	45,362	1.0	45,362
Communications Officer	G	28,127	36,565	2.0	73,130
Engagement Officer	F	24,892	32,360	0.8	25,888
Area Services Officer	J	38,422	49,949	2.0	99,897
Data Post	H	31,160	40,508	1.0	40,508
Data Development Officer	E	21,734	28,254	0.8	22,603
Total		450,051	585,066	16.4	725,538
Total Savings					-135,645

### **Summary**

#### **Posts Deleted**

Deputy CEO	81% CEO	89,100	115,830	0.6	69,498
Business Support Officer	E	21,734	28,254	1.0	28,254
Business Support Officer	D	19,317	25,112	1.0	25,112
Project Support Officer	F	24,892	32,360	2.0	64,719
Apprentice	App	10,000	13,000	1.0	13,000
Improvement Assistant	F	24,185	31,441	1.0	31,441
Communications Assistant	E	21,734	28,254	1.0	28,254
Area Services Officer	J	38,422	49,949	1.0	49,949
Project Officer	I	34,894	45,362	2.0	90,724
Project Officer - Data and Needs Assessment	I	34,894	45,362	1.0	45,362
				11.6	446,313

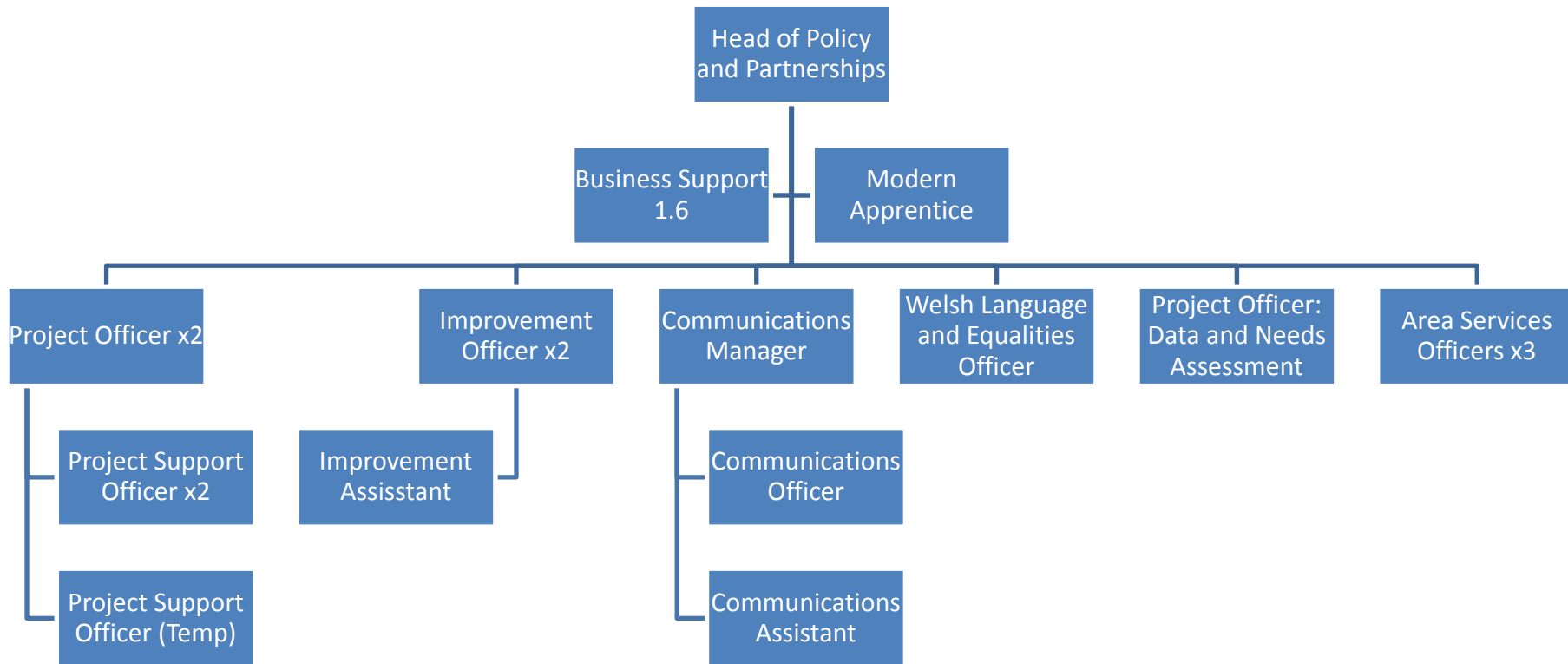
#### **New Posts**

Partnership Development Officer	M	49,525	64,383	1.0	64,383
---------------------------------	---	--------	--------	-----	--------

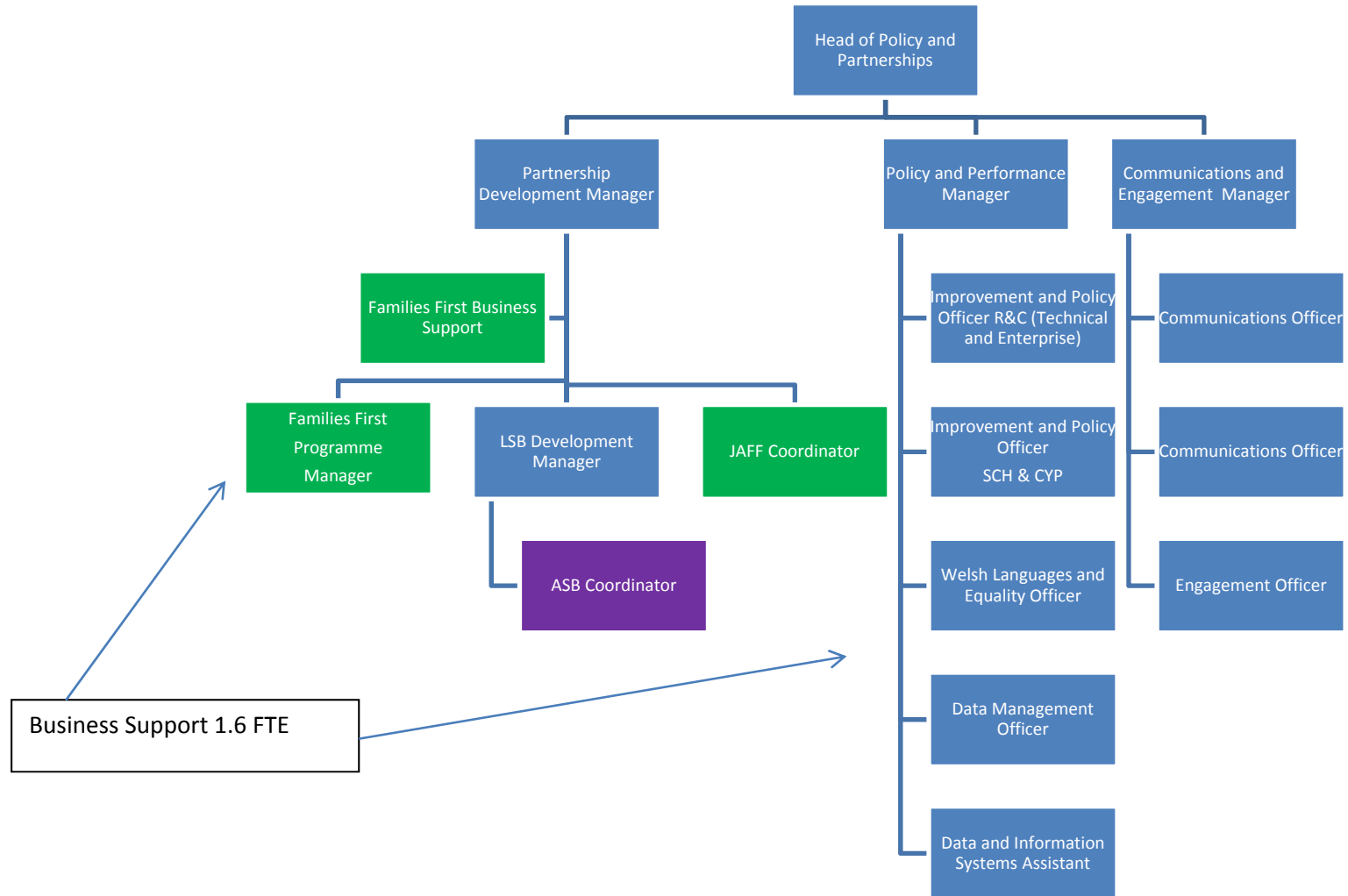


### Annex 3

#### As is structure



To be structure.



## **Annex 4 – New Job descriptions in the Partnership and Policy Team**

---

### **Strand 1 – Partnerships**

#### **Partnership Development Manager**

##### **The Purpose of this Role:-**

Provide inspirational and purposeful leadership in the partnership arena within Monmouthshire

##### **Be accountable for:**

- Achieving agreed partnership priorities and actions to improve outcomes for the population of Monmouthshire;
- Ensuring that our practice with vulnerable groups is safe;
- Effective, prudent and sustainable budget management;
- High levels of performance, demonstrated by effective quality assurance systems
- To lead the Partnership Team, with responsibility for the following staff:
  - LSB Development Manager
  - Families First Programme Manager
  - JAFF Coordinator
  - Families First Business Support
  - Anti-Social Behaviour Co-ordinator
  - Data Assistant (in conjunction with the Policy and Performance Manager)
  - Partnership Business Support Officers

##### **Expectation and Outcomes of this Role:-**

As the Council enters into a period of unprecedented challenges with a restricted financial settlement this role is critical to ensuring that the partnership agenda can deliver the key outcomes identified in the County's Single Integrated Plan.

- Actively support and develop the workforce to build innovation, resilience and practice excellence.
- Lead the change and improvement agenda across the wider partnership arena.
- Collaborate actively with other organisations where this is in the interests of the organisation and its service users.
- To be influential and work with all our key partners, in particular health, education and adults services, the police and key third sector organisations.
- To understand the diverse communities within Monmouthshire and work with the community to improve lives.
- Fulfil the Council's statutory duties in the range of areas including Equalities, Health and Safety etc.

##### **Your responsibilities are to:-**

- Lead and enhance the partnership offer within the Council and across the wider Public Service Partners.
- Provide leadership and management of the JAFF and TAF processes in the County and the JAFF coordinator and Business Support
- Oversee the Families First Programme across Monmouthshire and lead the associated staff.
- To represent Monmouthshire in the development and implementation of the Area Planning Board and re-commissioning of Substance Misuse services for Gwent.
- Lead the development and evolution of the Local Service Board and its supporting arrangements
- To provide influence and make key recommendations that will focus and influence the direction of the Local Service Board and associated planning infrastructure.
- Developing LSB shared priorities and translating Strategic plans into deliverables that can demonstrate impact and positive outcomes for communities across Monmouthshire.
- Provide an environment of effective governance to enable the delivery of the outcomes set out in the single integrated plan,
- To work alongside the Policy and Performance Improvement team to develop effective performance management systems for the integrated plan.
- To lead the Partnership Team, providing clear and accountable leadership
- To work with our Communications and Engagement Team to engage and develop local communities to allow them to create innovative solutions.
- To participate in appropriate national policy fora and communicate emerging policy positions to staff, members and partners
- To generate additional funding from external sources to support the partnership agenda
- To manage the team to meet deadlines and deliver commitments on time.
- To manage the LSB Development Manager and administrative support within the team providing both day to day oversight and supervision but also full and proper developmental management.
- To build and maintain an effective network of contacts within communities that will support the work of the team.
- To be flexible in approach, delivery and working hours.
- To maintain safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
- To abide by the principles and practice of equality of opportunity as laid down in the Council's Equal Opportunities Policy.

## **LSB Development Manager**

### **The Purpose of this Role:-**

To support the Partnership Manager to provide inspirational and purposeful leadership in the partnership arena within Monmouthshire

To support the Partnership Manager to:

- Achieve agreed partnership outcomes;
- Ensure that our practice with vulnerable groups is safe;
- Ensure effective, prudent and sustainable budget management;
- Ensure high levels of performance, demonstrated by effective quality assurance systems

### **Expectation and Outcomes of this Role:-**

The role is critical to ensuring the partnership achieves the outcomes set by the LSB working through the infrastructure with the full engagement of the wider Public Service Partners. You will be responsible for the production of the Single Integrated Plan, and all necessary updates and reports, whilst working with a full range of partners to translate policy into meaningful action with a focus on outcomes.

Leading and managing key areas of work to develop and implement the LSB priorities. Overseeing the development of priority action plans and nurturing robust relationships with senior colleagues from across the public sector. The role will, on behalf of the LSB, provide direction and challenge to enable partners to focus on achieving clear shared outcomes.

You will be a key member of the Partnership team and will:

- Actively support and develop opportunities for innovation, resilience and practice excellence.
- Promote the change and improvement agenda across the wider partnership arena.
- Collaborate actively with other organisations where this is in the interests of the organisation and its service users.
- Build relationships and establish credibility with all our key partners, in particular health, education and adults services, the police and key third sector organisations.
- Understand the diverse communities within Monmouthshire and work with the community to improve lives.
- Fulfil the Council's statutory duties in the range of areas including Equalities, Health and Safety etc.

### **Your responsibilities are to:-**



- Deputise on behalf of the Partnership Development Manager
- To represent the Partnership Team on a range of partnership planning groups, providing direction, challenge and ensuring a clear line of sight with the Single Integrated Plan.
- To lead key areas of work with partners to develop meaningful outcomes, evidence and evaluation to demonstrate robust implementation of the Single Integrated Plan.
- Lead on training and partnership development related to core partnership activities: outcome planning, programme evaluation, funding applications.
- Oversee Fynnon and dashboard development/maintenance in relation to progress on the LSB Priority Action Plans.
- Ensure partnerships have effective governance arrangements in place
- To work alongside the Policy and Performance Improvement team to develop effective performance management systems for the integrated plan.
- To work with our Communications and Engagement Team to engage and develop local communities to allow them to create innovative solutions.
- To participate in national policy fora and communicate emerging policy positions to staff, members and partners
- To generate additional funding from external sources to support the partnership agenda. Leading on the preparation, application and submission of partnership related funding bids.
- To develop a robust network of contacts and relationships with partners and communities across Monmouthshire.
- To maintain safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
- To abide by the principles and practice of equality of opportunity as laid down in the Council's Equal Opportunities Policy.

## **Policy and Performance Strand**

### **Policy and Performance Manager**

#### **The Purpose of this Role:-**

To ensure that Monmouthshire is aware of and develops responses to emerging national policies and opportunities to maximise the benefits for people and communities.

To ensure that the organisation has a performance management culture underpinned by a robust framework and is able to measure and demonstrate the impact while supporting service transformation. Where appropriate to support partners in the evidencing and delivery of joint outcomes.

#### **Expectation and Outcomes of this Role:-**

- To contribute to the development and implementation of comprehensive and inclusive range of strategies to drive continuous improvement and service transformation
- To ensure that the authority is in a position to respond to and maximise the potential of national and local developments that could improve the lives of the people and communities of Monmouthshire
- To drive the development and the application of an effective and robust performance management framework that ensures efficient and effective service delivery

#### **Your responsibilities are to:-**

- Ensure that the council is aware of national and local developments that have an impact on key areas of responsibility. Provide advice and develop policy and strategy that the council maximises opportunities to improve the lives of people and communities.
- To understand the implications of latest developments in research and practice that have implications for council policy and articulate these opportunities to shape policy development
- Work with other Policy and Performance Managers and agencies nationally and regionally to share and develop practice
- Develop and ensure consistent application of the performance management framework across the whole council to drive continuous improvement and maintain the reputation of the organisation
- Undertake the role of performance expert across the organisation as a whole, be capable of advising and guiding the Council at the highest level in respect of where best to deploy resources and make targeted interventions.
- Ensure the Council meets the requirements of the Local Government (Wales) Measure 2009 by demonstrating continuous improvement in its functions.

- Ensure that the council is able to generate evidence of impact and the metrics necessary to sustain and embed effective policy and change initiatives
- Through careful management and appropriate and timely challenge, safeguard the grant funding associated with either maintaining or improving our current level of performance.
- Work with colleagues across the council to ensure that strategies are based on evidence and needs assessments
- To identify opportunities to improve efficiency and effectiveness across the organisation, to resolve the complex organisational issues associated with delivering transformational change of this nature and to lead that change where required.
- Ensure that appropriate systems are in place to ensure that the council is acting in accordance with its responsibilities on equalities and the Welsh language
- To establish and maintain strong, professional and mutually beneficial relationships across the Council and with partner agencies, the Welsh Government and the Wales Audit Office as a foundation for delivering change
- To manage staff effectively ensuring clear alignment between individual and organisational goals (where appropriate)
- To have a commitment to delivering the vision and behaving according to the values of Monmouthshire County Council.
- To maintain safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
- To actively support the principles and practice of equality of opportunity as set out in the councils Equal Opportunity Policy.
- To undertake any other duties commensurate with the level of the post.

## **Improvement and Policy Officer**

### **The Purpose of this Role:-**

To support the Policy and Performance Manager to deliver a range of functions designed to ensure the Council as a whole is operating as efficiently, effectively and performing to the highest possible standards.

### **Expectation and Outcomes of this Role:-**

- To ensure the Council meets the requirements of the Local Government (Wales) Measure 2009 by demonstrating continuous improvement in its functions.
- To work with the Council's service areas to ensure the creation of robust, sustainable and affordable Service Improvement Plans which take forward the aspirations of the Council and manage any associated risks at a strategic level.
- To assist in the development of a performance management system across the whole authority to meet the requirements of the Council and to ensure a consistent approach is achieved for its implementation and use.

### **Your responsibilities are to:-**

- Work with colleagues to manage and co-ordinate the production of the Corporate Improvement Plan
- Ensure that all services have appropriate business plans (service improvement plans) that demonstrate clear links to council priorities and the vision for the county.
- Produce and update a strategic risk log and update this regularly reporting on progress to senior managers and elected members.
- Ensure the appropriate management information is available to ensure operational management of services and inform strategic developments including measurement of outcomes.
- Evaluate performance of identified service areas, undertake regular reporting and assessing the impact of service improvements to ensure that resources are used effectively to deliver the councils priorities
- Ensure that the authority complies with its obligations under the Local Government (Wales) Measure 2009 and related guidance and uses these to best effect to deliver improvements.
- Work with regulators to maintain a constructive dialogue, ensure compliance with national guidance and develop organisational learning from externally produced review and inspection studies
- Ensure an appropriate response to developments or changes in central government or Welsh Government policy relating to the management or performance and its link to other areas of operation.
- Advise senior managers and elected members on performance management and measurement issues.

- Present information at Select Committees, Council, Management Teams and other meetings.
- Work closely with colleagues in the Policy and Partnership Team to ensure maximise the benefits from alignment of performance management across the local authority and strategic partnerships.
- manage staff effectively ensuring clear alignment between individual and organisational goals (where appropriate)
- Have a commitment to delivering the vision and behaving according to the values of Monmouthshire County Council.
- Maintain safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
- Actively support the principles and practice of equality of opportunity as set out in the councils Equal Opportunity Policy.
- Undertake any ad-hoc duties commensurate with the level of the post

## Data Development Manager

### Expectation and Outcomes of this Role:

- To develop the needs assessment and associated management information and data in order to drive forward and coordinate policy and partnership working.
- To provide timely and robust information to teams; senior managers and councillors to help them manage services and hold them to account
- To help people understand information and use it to transform services for the benefit of people and communities.
- To supply information to external organisations like Care and Social Services Inspectorate Wales (cssiw) and Welsh Government to help them regulate services and plan for the future

Your responsibilities are to:

- Contribute to the development and maintenance of a data hub that will inform the work of the Policy and Partnership team and will provide key information regarding Monmouthshire's profile, in terms of specific needs, demography, crime patterns etc., at both a local and community level, that can be used to develop policies and plans.
- Identify and liaise with existing relevant networks and partnerships to identify existing resources, sources of information and data
- You will be expected to collate and analyse data to produce quarterly management information report to selected Directorate Management Teams and Select Committees to provide evidence to inform and influence decision making and scrutiny so you'll need to be able to analyse information and help people understand the story behind it.
- You'll need to apply an understanding of Outcome Based Accountability in the analysis of reports, identifying trends, anomalies and evidence of the effectiveness of policy on practice. We don't think performance management is about hitting targets, it's about driving better outcomes
- You will have to use specialist computer software reporting tools to interrogate databases to extract information. e.g. using Business Objects to collate and validate service data from manual systems where it is not available electronically. You will need to be comfortable with technology and happy using functions in Excel.
- You will have to work with managers and partners to ensure that their information needs are met and also support the Chief Officer and Heads of Service with their information needs so you'll need to be personable and willing to support others as well as having the technical and analytical skills to do this

- Information is in the public domain and used to underpin some pretty important decisions. It's really important that you ensure that information is accurate with a robust audit trail that will satisfy the requirements of internal and external auditors.
- You will need to design and prepare ad-hoc reports for managers, including Freedom of Information (FOI) requests to deadlines.
- You need to show attention to detail, calculate performance measures in line with set definitions and timescales. Sometimes the information on our system is inaccurate, you need to be able to spot when that happens. You'll also need to remain updated and advise the directorate on current national performance information requirements.
- You will be responsible for coordinating the reporting of information across Social Care and Health services and calculating, coordinating and submitting statutory Performance Indicator returns to the National Assembly for Wales and other national bodies.
- Ensure liaison with other agencies such as such as Welsh Assembly Government, Police, Health, Voluntary Organisations etc. to enable sharing of data and agreeing time based protocols for data sharing. Such data will be used to inform the Partnerships, enable planning and target setting, prepare external funding bids.
- Set up systems to co-ordinate the local authority response to specific consultation documents in a systematic co-ordinated way.
- You will demonstrate a commitment to cross sector and team working and be flexible in approach, delivery and working hours.
- To actively support and implement the principles and practice of equality of opportunity as lead down in the Council's Equal Opportunities Policy.

## **Data and Information Systems Officer**

### **The Purpose of this Role:**

- To supporting the work of the Policy and Partnership Team and in particular the work of the Data Development Officer
- To support the provision of timely and robust information to the local authority and its partners to enable the effective management of directly provided and commissioned services.
- To provide administrative support to the team including dedicated support to ensure the effective operation of the council's Welsh language scheme

### **Expectation and Outcomes of this Role:-**

The role needs someone who can work on their own initiative and can deliver accurate work within tight deadlines. This isn't to say you won't be supported - the opportunities for development will always be there and you'll be actively encouraged to take them.

We are an agile and flexible organisation, so you can work this way - as long as you meet the needs of the job. You will need to attend meetings of the council and its partners, including taking minutes so written and verbal communication skills are really important. You also need to be comfortable with numbers and proficient with ICT including a willingness to learn new skill and packages.

### **Your responsibilities are to:-**

- Collate and analyse data to contribute to an understanding of the work of the council and its partners. You'll need to be able to analyse information and help people understand the story behind it.
- Use data to show trends, anomalies. We don't think performance management is about hitting targets, it's about driving better outcomes
- Collate and validate service data from electronic and manual systems. You will need to be comfortable with technology and happy using functions in Excel.
- Contribute to the maintenance of a whole authority performance measurement system.
- Ensure that the information you collate is accurate with a robust audit trail that will satisfy the requirements of internal and external auditors.
- Contribute to regular performance reports to a set timescale to support the decision making process.
- Show attention to detail, calculating performance measures in line with set definitions and timescales. Sometimes the information you come across will be inaccurate, you need to be able to spot when that happens.
- Responsible for providing support to the authorities Equalities and Welsh Language Officer to ensure the efficient running of the Welsh Language scheme. This may involve small amounts of translation
- Undertake administrative duties to support work of the Policy and Engagement section. This will include minute taking at partnership meetings



- To have a commitment to delivering the vision and behaving according to the values of Monmouthshire County Council.
- To actively support the principles and practice of equality of opportunity as set out in the councils Equal Opportunity Policy.
- To Undertake any other duties commensurate with the level of the post

## **Communications and Engagement Strand**

### **Communication and Engagement Manager**

#### **The Purpose of this Role:-**

To be responsible for developing and implementing integrated and effective communication and engagement strategies for internal and external audiences and stakeholders. To create solutions for complex issues, through effective and inclusive community engagement techniques with stakeholders. Enabling the Community to influence key council business, through a range of inclusive and participatory Engagement processes. This role will lead on all aspects of Public Relations, including crisis management, media relations and Council campaigns.

#### **Expectation and Outcomes of this Role:-**

- To provide strategic leadership on engagement activities both at a strategic, county wide level and at more bespoke service design level.
- Provide leadership on communicating the council's priorities, services and decisions internally and externally
- To develop and implement a comprehensive and inclusive range of Strategies:
  - Engagement Strategy
  - Communications Strategy Internal and External
- To protect the integrity and reputation of the organisation through the promotion of factual, informative and accurate positive communication releases.
- To deliver an engaging Social Media presence
- To develop and maintain a partnership with the council's public service partners in delivering a strong, positive message with regard to the progress and impact of the Local Service Board.
- To provide specific communications support in emergency situations working with partners to provide information and advice

#### **Your responsibilities are to:-**

- Manage and lead a team of Communication and Engagement Officers.
- Provide leadership and direction to enable the team to be fully integrated across the Council services.
- Build positive relationships with external organisations and stakeholders to enable them to fully participate and engage in a robust and meaningful way.
- Ensure a comprehensive approach to Stakeholder analysis is developed and implemented to ensure an inclusive approach to engagement.
- Develop and embed a culture of 'community insight' that will provide the organisation, both at a corporate and service level, the opportunity to involve community member in the design and delivery of public services.

## **Communication Officer**

### **The Purpose of this Role:-**

To support the Communication and Engagement Manager to develop and implement, integrated and effective Communication and Engagement Strategies for internal and external audiences and stakeholders with a focus on the external audiences.

To provide high level professional support to enable the Manager to create solutions for complex issues, through effective and inclusive Community Engagement techniques with stakeholders. Enabling the Community to influence key council business, through a range of inclusive and participatory Engagement processes. This role will support the Manager to lead on all aspects of Public Relations, including crisis management, media relations and Council campaigns.

### **Expectation and Outcomes of this Role:-**

- To contribute to the development and implementation of a comprehensive and inclusive range of Strategies:
  - Engagement Strategy
  - Communications Strategy Internal and External (including Social Media)
- To protect the integrity and reputation of the organisation through the promotion of factual, informative and accurate positive communication releases.
- To deliver an engaging Social Media plan, promoting and encouraging its use to communicate with digital platform users.
- To assist in the writing, development and production of publicity materials.
- To assist in the writing and production of County Council publications.
- To assist in meeting requests for information about the council from organisations and members of the public.
- To assist in the consultation and involvement of user groups to enhance promotional services.
- To assist in implementing promotional strategies for the council, service departments and, where appropriate, external partners and providers.
- To assist with the development of the council's web-based services.
- To provide information alerts and respond to enquiries received through a range of communication channels including website, telephone, email and SMS.
- To assist in the general administration and smooth running of the council's promotional effort.

### **Your responsibilities are to:-**

- Contribute to the development of robust strategies and enable their implementation across the Council

- Build positive relationships with external media organisations and key stakeholders to enable them to fully participate and engage in communications in a robust and meaningful way.
- Prepare, schedule and implement campaigns linked to key Council business.
- Oversee the use of Social media across the council and provide training as requested

## **Engagement Officer**

### **The Purpose of this Role:-**

To support the Communication and Engagement Manager develop and implement, integrated and effective engagement strategies for internal and external audiences and stakeholders. To provide high level professional support to enable the Manager to create solutions for complex issues, through effective and inclusive Community Engagement techniques with stakeholders. Supporting the community to influence key council business, through a range of inclusive and participatory Engagement processes.

### **Expectation and Outcomes of this Role:-**

- To contribute to the development and implementation of a comprehensive and inclusive range of Strategies in particular the engagement strategy
- To implement robust Stakeholder Analysis techniques to ensure campaigns and activities are targeted and key stakeholders are able to fully engage.
- To develop an engagement network (internally) to ensure engagement principles are integrated across the Council.
- To provide training across the Council to ensure Service areas are confident and competent at engaging with service users and partners, to develop their services in an inclusive, informed way.

### **Your responsibilities are to:-**

- Contribute to the development of robust Engagement strategies and enable their implementation across the Council
- Build positive relationships with key stakeholders to enable them to fully participate and engage in Council business in a robust and meaningful way.
- Develop & promote integrated public engagement across the age ranges to enable partners to be involved, engage & understand the principles of engagement.
- Coordinate, organise & facilitate partnership groups & networks to enable co-ordinated engagement.
- Provide training and workshops for professionals in relation to Stakeholder analysis and engagement techniques.
- Organise and facilitate, key consultation processes. Facilitate groups, devise stakeholder analysis, provide options, develop action plan. (e.g. engagement with public, communities, groups, staff, stakeholders, organisations)
- Develop consultation questions & surveys. Research, manage and develop online consultation systems.
- Develop and implement the Engagement Framework with partners & manage LSB annual Engagement programme through the agreed Engagement Strategy process

## The “Equality Challenge” (Screening document)

<b>Will McLean</b>		To restructure the former Partnership & Engagement, Improvement and Communications team in line with the recent Chief Executive’s restructure and the commitment to achieve budgetary savings in 2014/2015.	
<b>Partnerships and Policy</b>		<b>19<sup>th</sup> March 2014</b>	
Protected characteristic affected	<b>Negative impact Please give details</b>	Neutral impact <b>Please give details</b>	<b>Positive Impact Please give details</b>
Age	None	X	
Disability	None	X	
Marriage + Civil Partnership	None	X	
Pregnancy and maternity	None	X	
Race	None	X	
Religion or Belief	None	X	
Sex (was Gender)	None	X	
Sexual Orientation	None	X	
Transgender	None	X	
Welsh Language	None	X	

What are the potential negative Impacts.	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (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**



## **Equality Impact Assessment Form**

**and**

## **Sustainable Development Checklist**



## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Chief Executive Restructure	Chief Executives	Partnerships and Performance
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Will McLean	Will McLean	19 <sup>th</sup> 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)

To align the various aspects of the corporate center into an effective team.

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.

There has been extensive consultation with the staff during the development of this restructure.

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.

Not applicable.

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.....

## The “Sustainability Challenge”

<b>Will McLean</b>		To restructure the former Partnership & Engagement, Improvement and Communications team in line with the recent Chief Executive’s restructure and the commitment to achieve budgetary savings in 2014/2015.	
<b>Partnerships and Policy</b>		<b>19<sup>th</sup> March 2014</b>	
Aspect of sustainability affected	<b>Negative impact</b> Please give details	Neutral impact Please give details	<b>Positive Impact</b> Please give details
<b>PEOPLE</b>			
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
<b>PLANET</b>			
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
<b>PROFIT</b>			
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 <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments)
➤	➤
➤	➤
➤	➤
➤	➤

## The next steps

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

A key part of this restructure is to more effectively deliver the county's Single Integrated Plan. With its vision for 'Resilient and Sustainable Communities' there should be a positive impact upon the aspects listed above.

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

**Signed**

**Dated**