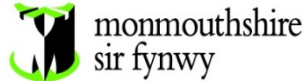


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Neuadd y Sir
Y Rhadyr
Brynbuga
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County Hall
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Monday, 31 December 2018

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 9th January, 2019, at 2.00 pm.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports:

- i. **FUTURE LEGAL DEPARTMENT**

1 - 8

Divisions/Wards Affected: All

Purpose:

Monmouthshire County Council has evolved considerably over the last decade and will continue to do so. The world is changing too. The combined effect is a growth in external pressures such as Child Protection cases (up >75% in 2018 alone) and an uncertain legal landscape owing to Brexit, and internal pressure resulting from an ambitious Corporate Plan and underlying strategies that require innovation and flexibility. Despite this change, the Legal department has not evolved at the same pace, and in some areas has retreated in terms of resourcing. The team itself is good; it comprises skilled, deeply experienced individuals with a genuine commitment to their work and the County. The fact that the level of service is where it is, is due to their willingness to go above and beyond. However, there is barely the structure or capacity to cope with current demand, and the situation is such that the department is unlikely to be able to deal with what current demand should look like, and needs change to support where the Council is so clearly heading. More broadly, external legal advice across the Council is uncoordinated, unexploited and not subject to any sort of quality assurance – as much is spent on external legal advice as is on the legal department in total.

This report aims to set out what the future legal department should look like and how this will be achieved. This first step is aimed at stabilising current legal provision while seeking efficiencies through new systems and structures of work that will enable 'true' demand to be met, costs to

be exposed and further cost rises across other departments prevented. Thereafter the aim will be to reduce costs through better coordination of pan-MCC legal advice and the upskilling of the legal department to take on more of this work in the future. Once this foundation is achieved, the opportunities of income generation can be assessed, turning elements of the legal department into fee-earners, not cost burdens, without impact on the core and statutory work already being undertaken.

Author: Matt Phillips, Head of Law and Monitoring Officer

Contact Details: matthewphillips@monmouthshire.gov.uk

- ii. **MARCH ON FOR WASTE CHANGES - RECYCLING RECEPTACLES** 9 - 22
Division/Wards Affected: All

Purpose: To seek approval to move to reusable bags for the collection of dry recyclables and recycled plastic bags for food waste. This will give a reduction in costs and potential for increased income generation as a result of changes to the types of bag we use to collect recycling. This report was taken to Strong Communities Select Committee and was recommended for approval by Cabinet.

Author: Carl Touhig

Contact Details: carltouhig@monmouthshire.gov.uk

- iii. **IMPLEMENTATION OF THE NEW PAY SPINE 2019** 23 - 44
Division/Wards Affected: N/A

Purpose: To appraise Cabinet of the financial and non- financial implications of implementing the new NJC pay spine in April 2019 and seek Cabinet approval of the preferred option to be implemented in April 2019.

Author: Tracey Harry, Head of People Services and Information Governance

Contact Details: traceyharry@monmouthshire.gov.uk

- iv. **MELVILLE THEATRE SITE - PROPOSED LEASE** 45 - 122
Division/Wards Affected: Priory/Cantref

Purpose: To consider the granting of a 3 year Lease to Melville Centre for the Arts CIC to further utilise the site promoting the arts through education, participation and entertainment serving the Local Community.

Author: Nicola Howells – Estates Surveyor

Contact Details: nicolahowells@monmouthshire.gov.uk

- v. **OUTDOOR EDUCATION - SERVICE CHANGE PROPOSALS** 123 -
Division/Wards Affected: All 140

Purpose: To agree the dissolution of the Gwent Outdoor Education Service partnership for which the Council is the lead partner, working with

Blaenau Gwent County Borough Council (BGCBC), Newport City Council (NCC) and Torfaen County Borough Council (TCBC) further to the withdrawal of partner subsidy.

To agree the closure of the Talybont Site, returning the site to Newport City Council for disposal, and subsequently to approve the associated staff redundancies if suitable redeployment cannot be found.

Author: Ian Saunders – Head of Tourism, Leisure, Culture and Youth
Ian Kennett – Head of Gwent Outdoor Education service
Richard Simpkins – Business Manager TLCY

Contact Details: iansaunders@monmouthshire.gov.uk

vi. **WELSH CHURCH FUND WORKING GROUP**

141 -
152

Division/Wards Affected: All

Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 6 of the 2018/19 financial year held on the 20th December 2018.

Author: David Jarrett – Senior Accountant – Central Finance Business Support

Contact Details: davejarrett@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economy & Tourism; Town Centre Regeneration; Leisure; Cultural services; ADM development	WLGA Council Capital Region Tourism	Devauden
P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections, Democracy promotion & engagement; Law, Ethics & Standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison; Audit; Development control; Building control; Community Hubs inc Adult Education		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Youth Service; Extended curriculum; Outdoor education; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Public Health; Health liaison.		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Housing & Homelessness; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

SUBJECT:	FUTURE LEGAL DEPARTMENT
MEETING:	CABINET
DATE OF REPORT:	9th JANUARY 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE

- 1.1 Monmouthshire County Council has evolved considerably over the last decade and will continue to do so. The world is changing too. The combined effect is a growth in external pressures such as Child Protection cases (up >75% in 2018 alone) and an uncertain legal landscape owing to Brexit, and internal pressure resulting from an ambitious Corporate Plan and underlying strategies that require innovation and flexibility. Despite this change, the Legal department has not evolved at the same pace, and in some areas has retreated in terms of resourcing. The team itself is good; it comprises skilled, deeply experienced individuals with a genuine commitment to their work and the County. The fact that the level of service is where it is, is due to their willingness to go above and beyond. However, there is barely the structure or capacity to cope with current demand, and the situation is such that the department is unlikely to be able to deal with what current demand should look like, and needs change to support where the Council is so clearly heading. More broadly, external legal advice across the Council is uncoordinated, unexploited and not subject to any sort of quality assurance – as much is spent on external legal advice as is on the legal department in total.
- 1.2 This report aims to set out what the future legal department should look like and how this will be achieved. This first step is aimed at stabilising current legal provision while seeking efficiencies through new systems and structures of work that will enable ‘true’ demand to be met, costs to be exposed and further cost rises across other departments prevented. Thereafter the aim will be to reduce costs through better coordination of pan-MCC legal advice and the upskilling of the legal department to take on more of this work in the future. Once this foundation is achieved, the opportunities of income generation can be assessed, turning elements of the legal department into fee-earners, not cost burdens, without impact on the core and statutory work already being undertaken.

2. RECOMMENDATIONS

- 2.1 Cabinet is requested to approve:
- a. the introduction of a new electronic way of working through the procurement of new case management and electronic ‘bundling’ software, and access to a pre-existing legal portal already used by 8 LAs in Wales;
 - b. the outcome of a job evaluation of all solicitor posts in the legal department;
 - c. the confirmation as permanent of the current, short term Business Manager position;
 - d. the recruitment of 2 commercially focused lawyers (contract, commercial property, planning, procurement, commercial general etc);
 - e. the recruitment of a family lawyer;
- 2.2 An initial, in-year capital cost of £23,000 is predicted for the electronic work. The anticipated first year (FY19/20) pressure incurred by this proposal above current budget is £196,028. However, anticipated savings in future years mitigate this initial cost.

3. KEY ISSUES

- 3.1 The recommendations follow an intensive review of the current legal department set against MCC demand. This was carried out following the initial steps of an estimate process that seeks first to understand the situation, second identify what the strategic intent is, where the department sits within that intent and what challenges to success need to be overcome, and third, identify a course of action.
- 3.2 In first seeking to understand, a comprehensive investigation has taken place. Starting with the department itself and one to one interviews with every member of staff, broadening to SLT and Heads of Service to identify what demand exists and what demand should look like, then to the political ambition and direction of the different groups across Council and the Corporate Plan and underlying strategies, liaison with neighboring local authorities and understanding their practice and the idea of collaboration, study of the overarching legal construct applicable to Councils in Wales, and thereafter into the wider legal network across Wales and beyond. This work continues.
- 3.3 This work exposed the fact that the lawyers were not paid market competitive salaries leading to a risk of losing skills and experience that could not be replaced. There had been a considerable rise in demand owing to external factors such as the UK-wide rise in child protection work, as well as internal factors such as the Asset Management Strategy (AMS) that placed the department over-capacity with an impact on quality and timeliness of work, human impact and cost. As demand has risen, resource has shifted to the most stressed area, but has not grown to meet the demand. The systems and structures of work are outdated and inefficient leading to unnecessary time and financial costs. External legal costs are rising year on year and now at least match the total spend on the legal department itself, albeit with no coordination or assurance of this spend. A lack of appropriate engagement meant that legal considerations and costs were not factored into strategies
- 3.4 This manifested as the loss of one lawyer earlier in the year and pressure from neighbouring Local Authorities looking to recruit by offering superior pay awards; market supplement payments therefore become necessary to retain staff. Of the 2 most recent legal posts advertised, one received a single applicant, the other received none and went unfilled. A single element of the AMS, the purchase of Castlegate, produced 153 hours of legal work that both required dedication by the single supporting lawyer beyond their core hours, and affected their ability to continue to develop external revenue streams; in market terms, this was £42,080.50 of legal service provided internally. The ongoing impact of this same project will be to generate an estimated workload in 19/20 similar in time and expense; while the property management of this purchase has been contracted externally, no such provision has been made for the legal workload generated.
- 3.5 The old-fashioned, paper-based method of working incurs considerable financial and time costs, as well as creating risk for those members of the department required to work with and transport enormous casefiles. Over 100,000 pages were produced last year at a cost in excess of £20,000, and the impact of copying and physically distributing huge casefiles for Court and other parties is incalculable, as well as a GDPR risk. External legal spending needs better understanding in the first instance as departments typically establish relationships with law firms and, understandably, rely on them to provide accurate and timely legal advice that the legal department cannot hope to achieve currently. These costs can be repeated without any system to exploit the advice and upskill existing lawyers, or take advantage of the myriad training opportunities offered by law firms, and the spend on external legal advice is likely to exceed £500,000 in the near future, if not already¹.
- 3.6 So what should the legal department be doing? At its core it needs to enable MCC to meet all statutory demands made of it and the other departments through timely, informed advice that always seeks to add value, as well as the fundamental, transactional work that requires legal coordination. It needs to go further than this; it needs to enable MCC and the ambitious and innovative approach it has – its strategic intent as articulated by the Corporate Plan and the

¹ It is difficult to be exact as to legal spend despite the work done across all departments with the finance team, but from 2012-17 the data available averaged just under £350,000 a year with some clear omissions, and the children services spend on Counsel for 17/18 alone was £309,418.93. Note, this is revenue costs and does not uncover 'hidden' capital expenditure on legal advice.

enabling strategies. For the former, this requires the department to keep pace with the ever-increasing workload across all areas of the department, and the latter requires greater capacity and broader skills in the commercial arena. This is what the changes proposed are aimed at.

- 3.7 The course of action chosen is one designed to establish a department suitably staffed and skilled to meet a greater proportion of the demand that MCC has, while growing resilience through appropriate salaries to allow both retention and recruitment, as well as a system of work that enables corporate knowledge to grow and be shared across the department. This means dealing primarily with capacity, which requires an up to date case management tool, an electronic bundling application that removes so much of the physical work of paginating and copying casefiles, and a secure, online share point that removes the need for physical copies of documents. Allied to this is the need to increase staff numbers to deal with a workload that currently exceeds capacity and skill, driving natural, internal customers to external legal provision at a cost.
- 3.8 The temporary introduction of a business manager role is assisting in the change management process and improving some areas of work to avoid missing Court deadlines, provide a single point of contact for the Courts and other parties, and developing electronic working to prevent lawyers from getting dragged into administrative work that distracts from their true roles in adding value through considered and expert legal advice. This role is currently focused on the children services work carried out within the department, but will naturally develop its terms of reference as a better understanding of the challenge emerges and skills are appropriately tasked within the department. Later, it might look to broaden to the whole department and implement effective training plans to ensure currency in the law, and start to tackle the issue of information management that is crucial to not only building corporate knowledge but also developing resilience in the department.
- 3.9 A new lawyer focused on children services will allow the Deputy Head of Law (DHoL) to step back from their own caseload and take a better, coordinating role across not just children service work but the wider gambit of family law, incorporating adult services work that is infrequent, but often an afterthought currently. This will allow these lawyers to take part in a broader sweep of legal work, improving their skills and developing corporate knowledge and resilience as well. This position will also allow prudent succession planning for the DHoL who is on a retirement pathway.
- 3.10 Two new commercially focused lawyers will allow the excess demand across MCC owing to the ambitions of the AMS and other plans to be met. It will also lead to earlier involvement of someone from the legal department in such planning, with the intention of reducing the need for external legal advice, or at least a better coordination of such advice and the ability to learn from it, preventing repetition. These roles will seek to utilise skills developed in either the public or private sector across a range of areas of law such as commercial property, energy industry, planning, contract, regeneration work, procurement or more general, in-house practice. As skills develop in this section, focus may then turn to additional income generation opportunities. This also accounts for prudent succession planning, recognising that a current PT role will initially reduce to 2 days a week then be taken as an eventual saving upon retirement.
- 3.11 If we are to retain our people, and attract the right kind of people to this department, the roles must be job evaluated with a view to increasing the offered salaries. The most recent recruitment attempts speak to this, as well as the incredibly competitive market for some lawyers at the moment leading to a round robin of appointments among local authorities and the establishment of a 'sellers' market'. Further, the new commercially focused section will need an appropriately resourced section head that will result from a change to job description.
- 3.12 Success will be a department structured and resourced to provide a high quality service across MCC in ensuring statutory functions are met, the ambitions in the Corporate Plan are enabled, and a foundation is laid for future expansion into further cost saving and eventually income generation. It will also mean MCC is aware of the in-house legal capability and make better use of it.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION

- 4.1 Through this plan, MCC can employ and develop high-skilled lawyers in support not only of MCC's duties and ambitions, but also of what the County itself is trying to achieve. It provides an opportunity in Monmouthshire to enter into a highly skilled career, and develop it in non-traditional ways that provide a force multiplier for the individual and the County. It is blind to circumstance and discerns based only qualifications and attitude. Beyond the immediate impact of job creation, this work should contribute to departments across MCC to enable them to deliver a better service.

5. OPTIONS APPRAISAL

- 5.1 Do nothing. The department is not capable of meeting MCC's demands. This is evidenced by the risk of wasted costs orders in Court and the need to send work externally at vastly inflated costs compared to the possible in-house solution. To do nothing would cost MCC considerably more than the proposed pressure financially, as well as increasing risk unacceptably.
- 5.2 Be meek. Why bother? To tinker will neither solve the problems nor establish a foundation from which considerable gains could be made in the future. Trying to add a part time lawyer here, or take a greater saving elsewhere by seeking to remove someone at retirement age for example would not create the space and time needed to develop our people and build resilience.
- 5.3 Be bolder. This is a first step, not a final proposal. Other options have been considered when it comes to finding an appropriate course of action and there is sufficient demand among SLT and Heads of Service to take this proposal further; for example, the addition of an employment lawyer could be added to the proposal, and even a trainee solicitor too (w/e Sep 19). However, this proposed course of action is not just about growing a department's numbers – it has to be tailored to a realistic period of growth that relies not just on sticking people into new roles and 'pressing play'. They will need mentoring and investment to fully realise the potential of this plan and so to spread the ambition too thin would dilute the possible returns on this investment. We can go bolder in 20/21.

6. EVALUATION CRITERIA

- 6.1 In recent months child protection work has had to be sent externally at considerable cost (just 2 cases would pay for the salary of a lawyer for 6 months). Initially, success will be no more cases being sent externally. The administrative burden of the current way of working has led to wasted costs orders in Court; success would be a cessation of any further such orders. The paucity of applicants and competition from other LAs has made getting and keeping staff hard; success will be a team happy in their roles and resourced suitably to prevent them from leaving, while attracting high quality talent into MCC.
- 6.2 The lack of consideration of legal factors in the AMS resulted from a lack of previous engagement. Success will be the Head of Law, or Head of Commercial Law section, being up to date on all MCC ambitions and able to allocate resource to each element, adding value at every step and ultimately reducing costs. An established network across the legal sector that leads to more targeted advice being sought at reduced cost, and increased learning for MCC, will be a success. Ultimately, a foundation of corporate knowledge across the department that builds resilience such that the loss of one lawyer to illness or circumstance does not affect output for short periods through a skills or capacity gap.
- 6.3 Finally, success will be a service that all departments are aware of and confident in coming to in order to prevent issues from arising, rather than to seek to solve issues already created, and this will come from considered advice that is timely and adds value.

7. RESOURCE IMPLICATIONS

- 7.1 See Appendix one. The savings calculated to offset the cost implications are basic, and do not attempt yet to articulate the potential cost savings in other departments that change could bring, let alone future revenue opportunities.

8. CONSULTEES:

- 8.1 A draft case was taken to SLT on 9 Nov and SLT/Cabinet 12 Nov, following on from one to one discussion with the Chief Executive and Cabinet Member for Governance. Consultation has also taken place, relative to the discrete areas of responsibility, with members of the legal department, and a copy provided to the UNISON representative. A further check of figures conducted with the finance department, as well as the inclusion of costs later identified after these consultations, has resulted in the pressure figure cited at para 2.2.
- 8.2 Further consultation will occur with the circulation of this paper prior to Cabinet

Matt Phillips
Head of Law and Monitoring Officer
matthewphillips@monmothshire.gov.uk

Appendix One

Pressure	IY	19/20	20/21	21/22	Notes
E-working	23,900 Capital Cost	5020	5020	5020	IY Capital Cost to implement then annual license, maint and support cost thereafter for Case Management and E-bundling software and portal web access
New Post - Business Manager		26317	27269	27269	Band F SCP 25-29 starting at 28.
New Post - Family Lawyer		37849	39201	40180	Band J following JE SCP 35-39
New Post - Commercial Lawyer		37849	39201	40180	Band J following JE SCP 35-39
New Post - Commercial Lawyer		37849	39201	40180	Band J following JE SCP 35-39
JE – 4 Solicitors		5799	9697	13411	
JE - Head of Commercial		8715	8745	9712	
Oncosts for pay adjustments		50945	53894	56407	33% used as standard for NI and Superannuation
Total		210343	222228	232359	
Savings	IY	19/20	20/21	21/22	Notes
E-working		2055	2055	2055	Reduction from current Lexis contract at 7075 to new supplier at est 5020
Photocopying		8000	8000	8000	Reduction from current real spend of 20000 to 12000.
DHoL Position		0	33000	33000	
PT Legal Asst		3203	3287	16900	

Oncosts for pay adjustments		1056.99	11974.71	16467	33% used as standard for NI and Superannuation
Total		14314.99	58316.71	76422	
Net pressure		196028	163911	155937	

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SUBJECT: MARCH ON FOR WASTE CHANGES – RECYCLING RECEPTACLES

MEETING: CABINET

DATE: 9th JANUARY 2019

DIVISION/WARDS AFFECTED: ALL

PURPOSE:

To seek approval to move to reusable bags for the collection of dry recyclables and recycled plastic bags for food waste. This will give a reduction in costs and potential for increased income generation as a result of changes to the types of bag we use to collect recycling. This report was taken to Strong Communities Select Committee and was recommended for approval by Cabinet.

1. RECOMMENDATIONS:

- 1.1 To approve the move to reusable bags for dry recycling to improve the quality of recycle, achieve savings and maximise income generation.
- 1.2 To approve the phased approach of roll out to allow bespoke solutions to be investigated to accommodate problematic collection areas e.g. High street shopping areas with mixed hereditaments (flats above shops with no outdoor storage).
- 1.3 To approve the use of recycled plastic bags for food waste collections to improve the quantity of food waste being reprocessed and achieve savings in support of budget pressures.

2. KEY ISSUES:

2.1 REUSABLE BAGS FOR DRY RECYCLATES (plastic, cans, paper, card)

- 2.1.1 Council budgets are under increasing pressure and services must look to innovative and new ways to achieve savings or deliver services with reduced funding.
- 2.1.2 Monmouthshire has an excellent recycling record but we must be aware of changes in markets, public perception and the national political priorities as well as innovation and legislative context when considering service changes.
- 2.1.3 As a result of the Recycling Review, a number of service changes have already been approved with an implementation planned for March'19. A number of additional options for service change have been considered and are proposed in this report which could be implemented to reduce costs further.

- 2.1.4 Whilst the outcome of Brexit negotiations are unknown, and the precise impact may be unknown for some time, it is certain there will be an impact upon the recycling market. Early indications are that low grade recyclates (i.e. those contaminated with other products) will be even less desirable to the market and so will suffer a greater variance in values in the near future. It should be noted that contaminated recyclates already generate a lower price than high quality and are sometimes rejected if contamination is unacceptable (although MCC recyclate is rarely rejected). Welsh Government has long called for greater separation of waste at the kerbside and do not support the comingling of domestic recycling collections.
- 2.1.5 MCC is moving towards greater separation of recycling through the recycling review meaning glass will be collected separately and the red and purple bags will no longer be collected into a single compartment on the refuse freighter (comingled). A change to reusable bags (similar to those used for garden waste but with a flap to act as a lid) gives us an opportunity to reduce our reliance upon and costs associated with single use plastic bags and increase income from those materials as the materials being collected in separate compartments on the lorry thereby reducing the risk of contamination.
- 2.1.6 As part of a public survey, residents were asked if they would be happy to use reusable recycling bags (Polyprop bags similar to garden waste bags but fully weighted and Velcro-lock lids) or plastic boxes for recycling (Appendix 1).
- 2.1.7 A public consultation exercise indicated that the public are not averse to such a change. Of the 1700 respondents canvassed the majority (10% more) supported the Council making the change to reusable bags. Additional results from the survey indicated that over 90% of households put 2 or less bags out a week of dry recycling and so we can include this modelling when purchasing reusable bags.
- 2.1.8 Single use plastic bags for recycling collections have benefits for residents i.e. clear streetscape after collection, easy to collect from hubs, easy to use and store and are acceptable to residents. Moving towards reusable bags for recyclates would reduce costs and also increase the income we are able to generate (better quality recyclate) but may impact on some of the benefits of single use plastic bags.
- 2.1.9 It is noted that such an approach may not suit all households e.g. flats, elderly complexes and mixed hereditaments but we already have bespoke operational services for many of these property types. We would continue to support households with bespoke solutions regardless of changes to containers and in line with our waste collections policies. The single use plastic bags offer greater flexibility because residents put out as many as are needed. A reusable bag holds approximately the same volume as two single use bags so for the vast majority will be quite adequate but for households where volume is a problem we will work with them to accommodate their needs.
- 2.1.10 This report was also taken to Strong Communities Select Committee in December 2018 and whilst they supported the move to reusable bags they highlighted the issues this may cause for flats across the County and mixed hereditaments in high streets in our main towns. Taking on board these concerns the implementation of these changes will be phased to ensure there is no negative impact for residents or businesses with more complex collection systems. The vast majority of properties will go onto the new collection system and we will

work with WRAP and Welsh Government over the coming months to identify best practice for the bespoke collections.

2.1.11 The service area will also continue to provide an assisted collection service for those who require it and also provide advice to residents to find solutions to ensure that they can continue to recycle if they have any concerns.

2.2 HANDLING FOOD WASTE IN THE FUTURE (recycled plastic v starch bags)

2.2.1 The Council signed a new contract for the treatment of Food Waste with Agrivert in April 2018. The contract stipulates that Agrivert must accept food contained in compostable (starch) bags. Whilst the company is obliged to receive food in compostable bags the compostable bags are not composted as part of this process; they are removed from the food and are sent to Energy from Waste (EfW) for treatment (incineration). Agrivert have indicated that they would prefer food waste collected in plastic bags as this increases the food capture yield and allow for the authorities to save money with no diminution in service.

2.2.2 Providing bags for food waste collections have been proven to increase participation in schemes by at least 25%. Monmouthshire have provided food waste collections in corn starch bags for over 10 years. These bags are usually produced overseas and shipped into the UK and begin to biodegrade naturally within 6 to 12 months.

2.2.2 Traditionally the food was composted 'in-vessel' and the compostable bags broke down in the process. From December 2018 Monmouthshire's food waste will be sent to the Agrivert Anaerobic Digestion (AD) plant in Bridgend where it will be processed to generate electricity for the national grid.

AD differs significantly from in-vessel composting as follows:

- decomposing at temperatures of 40 degrees
- In the dark and
- In the absence of oxygen

These conditions do not allow the current compostable bags that Monmouthshire uses to breakdown as part of the process as they require higher temperatures, light and oxygen.

2.2.3 The first step of the AD process is therefore to debug the food and send the bags for processing via the Energy from Waste Plant at Cardiff. Over the years of operating AD plants Agrivert have found that thin plastic liners offer a more cost effective solution for Authorities and are easier to process and remove in a pre-treatment stage.

2.2.4 Agrivert have proposed that a thin plastic liner is a more suitable and cost effective solution for all parties involved. Supplying food waste liners increases participation but the new AD contract would mean households can also use every day plastic bags to dispose of their food waste such as frozen pea or bread bags.

2.2.5 There is an increased scrutiny and public awareness of single use plastic waste in the environment and information conveyed to the public should be open and transparent on the rationale for plastic bags. The other authorities within Heads of the Valleys Food Waste

Contract are also considering such a change. Aligning the change at the same time would allow greater promotion and awareness scheme collaboration. Other authorities using AD have already changed to plastic bags for food waste. There is funding available for the promotion and education of AD and this could support the purchase of bags if we decide to make the change along with the other “Hub” Authorities.

- 2.2.6 Locally produced (Hereford) recycled plastic food waste liners are available. They have a 90% recycled plastic content that is sourced within the UK. They are approximately 43% cheaper than corn starch bags and this cost may reduce further if the 3 authorities and Agrivert procure collaboratively.
- 2.2.7 Lower grade 100% virgin material plastic food waste bags are cheaper again but this doesn't support the wider recycling message. Using recycled bags would create an opportunity to reduce costs and support local recycling reprocessors.
- 2.2.8 This recommendation was widely supported by Strong Communities Select Committee with one abstention. Members of the Committee and other Members visited the facility in November and were shown the AD treatment process including the mixed starch and plastic bags prior to being bulked for treatment through energy from waste.

3. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

- 3.1 The move to reusable bags for dry recyclables will significantly reduce costs and is a positive step towards the Welsh Governments Collection Blueprint. We currently use 50 tonnes of single use plastic bags to collect the recyclables and at present the red and purple bags are not recycled but sent to energy from waste. A move to reusable bags should also increase the quality of the recyclate meaning more can be used in the UK without sending abroad for secondary reprocessing. In the future there may be further opportunities to separate the waste streams further at sites within MCC to increase income generation.
- 3.2 The move to plastic bags for food will also reduce costs significantly and give residents the opportunity to use other single use plastic bags (e.g. Bread bags, vegetable bags, freezer bags) for their kitchen food waste. Although this would seem a retrograde step in light of the Plastic Free movement whether the bags are starch or plastic they will be disposed of in the same way through EfW. We have been unable to find conclusive Life Cycle Analysis data on the use of single use plastics versus starch bags for this purpose, nevertheless it should be emphasised that the proposed bags use recycled plastic and bags that might otherwise go into the residual waste stream may be used to process food waste. Starch bags are produced from arable land that may be better used for food crops, plastic bags are available that are manufactured locally from 90% recycled polymers.

4. OPTIONS APPRAISAL

Reusable bags

Option	Benefit	Risk	Comments
Do Nothing – continue to supply single use plastic bags	No change for the public or collection crews.	No budget saving. Recyclate quality affects value and	The changes to glass box and separation of other materials is already in

		increases costs in the future. Reliance on single use plastic bags with limited recycled content that are likely to increase in cost with plastic tax.	progress. Introducing additional changes at this point may cause greater uncertainty for the public.
Move to reusable bags for recycling as soon as practicable following procurement.	Many residents have raised concerns over single use plastics. Substantial costs savings. Closer to Welsh Government Collections Blueprint. Maximises benefit of new fleet capacity.	Public backlash to changes Streetscape issues with bags left after collections.	The food waste caddy and glass box will be left on the street. Given procurement and manufacturing times it's unlikely to be achievable until June. This may be too soon recycling review implementation.
Phased approach in issuing reusable bags. Deliver to the main residential areas and work with WRAP to identify best practice for problematic areas and areas with limited external storage and internal storage. This will allow us to monitor usage and quantify results and create bespoke solutions.	As above. Allows for a slower roll out of bags in areas that have been identified as problematic for streetscape issues or communal collection.	Will receive lower rebate as some material will be in plastic bags.	More palatable to residents in flats and businesses on the high street but reduced income opportunity and cost savings in first year.

Recycled plastic bags for food

Do nothing.	No changes for the public	No savings	Bags are being separated from waste and going to EfW
Continue to supply starch bags but allow residents to use plastic bags	No change to public from MCC but wider choice for residents and allows them to reuse other single use plastic bags	No savings – mixed message on what the process is	Bags are being separated from waste and going to EfW
Supply recycled plastic bags	Reduces costs, increase capture of food waste, easy for residents	Public perception of single use plastics causes backlash.	Ensure the message is clear and concise on the rationale that bags are being separated from waste and going to EfW

5. EVALUATION CRITERIA

We continually monitor the collections and tonnages recycled and will carry out a further customer satisfaction survey in early 2020.

6. REASONS:

The decision is to improve the quality of the recycle further and reduce costs in purchasing receptacles for recycling and food waste.

7. RESOURCE IMPLICATIONS:

Reusable bags

- The Council currently spends £180,000 on single use bags for dry recycling per year, (£540,000 over 3 years).
- The cost of issuing households with 1 red and 1 purple reusable bag would be approx. £170,000 to £250,000 in year 1. With a 25-30% replacement rate or £50,000 in years 2 and 3. Total cost for 3 years £270,000 (£270,000 saving over 3 years). Reusable bags are guaranteed lifespan of 3 years but may last much longer if the higher quality bags are purchased.
- The use of reusable bags allows the operator greater vision of materials prior to emptying which will enable us to tackle the quality of the materials (non-target waste streams). Current estimations put non-target waste collected in purple bags at 25% of the overall weight in the existing pilot area.
- Residents are less likely to contaminate a reusable bag and contamination issues can be easily relayed back to resident using informational stickers or tags. Feedback from public consultation supports the introduction of reusable bags rather than pink and purple single use bags.
- Such an approach would be in line with Welsh Government preferred 'blueprint' for recycling collections and may attract grant funding from WG for the initial purchase of reusable bags.
- Increased efficiency and improved H&S for operatives at reprocessing sites who currently have to manually remove single use plastic bags from the machinery.
- Soft market testing indicates an increase of £10 per tonne for materials that do not require "bag splitting". This would equate to an additional £70,000 of cost avoidance for reprocessing costs over and above the income assumptions included in the recycling review and MTFP forecast.
- Approximately 50 tonnes of red and purple single use plastic bags per year are used. At present this material is sent for Energy from Waste as there are limited reprocessors for dirty plastic film.
- The new rounds were designed with sufficient operational capacity to allow for the additional time that would be required to collect and return caddies and glass boxes.
- A phased approach will allow us to test/pilot bespoke solutions for flats, communal collection points and mixed hereditaments on the high street.

Recycled plastic food bags

- The saving on moving to plastic bags from corn starch bags is £33,000 per annum (if bags were purchased collaboratively with HoV funding there would be an additional one off saving of £37,000 in 2019).
- Allows residents to use other single use plastic bags that may reduce costs further
- Plastic bags can be stored for in the house indefinitely so can be issued on larger rolls to reduce visits to the hubs for residents, less cost delivering bags to the hubs.
- 100% virgin plastic bags offer savings of approximately £44,000 per year.
- Implementing this from January 20th 2019 will also offer in year saving in 2018/19.

8. CONSULTEES:

Members' Waste workshop 2018
Public consultation 2018
Agrivert and Heads of Valley Food Partnership

Minute of Strong Communities Select Committee 6th December 2018

The Chair, on behalf of the Strong Communities Select Committee, commented that there have been considerable changes in a rapidly changing recycling market with the recent recycling review highlighting that contaminated recyclate will be less desirable to the market. As a result it is necessary to keep abreast of future changes and encourage more recycling in the County to produce greater yield and reap the benefits accordingly. The Committee looked at the various wet and dry bag options available to residents at the meeting and discussed with waste officers a number of differing options that would be available to residents with bespoke needs.

The Chair thanked waste officers for facilitating a recent visit to an anaerobic digestion plant to allow Elected Members to see the difference in yield that would be made by moving to recycled plastic bags from the current corn-starch bags for food waste.

In regard to recommendation 1.1, upon being put to the vote, it was unanimously agreed to approve the move to reusable bags for dry recycling to improve the quality of recyclate, achieve saving and maximise income generation.

In regard to recommendation 1.2, upon being put to the vote, it was agreed (seven votes for, one against and no abstentions) to approve the use of recycled plastic bags for food waste collections to improve the quality of food waste being reprocessed and achieve saving in support of budget pressures.

9. BACKGROUND PAPERS:

Public consultation papers (appendix 1)
Agrivert advice (appendix 2)

10. AUTHOR: Carl Touhig
Tel: 07580 362121
E-mail: carltouhig@monmouthshire.gov.uk

Well-being and Future Generations Assessment

Name of the Officer Carl Touhig, (Interim) Head of Waste & Street Services	Please give a brief description of the aims of the proposal
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Phone no: 07580362121/ 01633 644135 E-mail: carltouhig@monmouthshire.gov.uk	Change the receptacles used for collection of recycle and food waste to improve quality and reduce costs.
Name of Service Waste & Street Services	Date Future Generations Evaluation October 2018


Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Improving the quality of recycled material will increase the quantity of material that is reprocessed locally. Buying recycled plastic food bags from local manufacturer creates local employment.	Working with local reprocessors wherever possible. The Strong Communities Select Committee identified potential issues for high street businesses with reusable bags and we have adapted report to allow time to review best practice.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Higher quality recycling reduces reprocessing costs and energy used in creating an end product.	The Strong Communities Select Committee identified potential litter issues and we will ensure bags are self-sealing and weighted to reduce fly blown litter.
A healthier Wales People's physical and mental wellbeing is	Little impact on health and wellbeing for residents.	There were concerns raised at Strong Communities Select Committee about the size of bags and we will work with

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
maximized and health impacts are understood		manufacturers to offer a range of sizes of receptacle where possible.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	High quality collection services for recycling help keep communities clean and attractive.	Ensuring bags are self-sealing to reduce fly blown litter during collections.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Moving closer to the Welsh Government Collections Blueprint. Higher quality recycle that can be dealt with locally.	Continue to improve the quality of collected material.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	All promotion material will be bi-lingual.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Immediate impact on costs savings for the budget process.</p> <p>Increasing the quality of recyclate meets the needs of future generations.</p>	<p>Promotions and advertising to further increase quality.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with Torfaen and Blaenau Gwent on food waste treatment.</p> <p>Higher quality recycling would allow us to work more closely with kerbside sort authorities to bulk material and market recyclate.</p>	<p>Contacted neighbouring authorities to discuss sharing facilities for bulking and marketing material.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Discussed options with Members and senior managers at the Waste Workshop. Developed resident survey to gauge public opinion on this and list of other waste services options.</p>	<p>Continue to review services and engage with residents through bi-annual satisfaction surveys</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Improving quality of recyclate will future proof services and ensure all material can be reprocessed locally.</p>	<p>Additional promotion and advertising will ensure high quality recyclate is produced.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="177 367 323 398">Integration</p> <p data-bbox="145 400 395 640">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="432 237 919 477">Improving quality of recyclate will ensure Wales moves towards a Circular Economy creating job opportunities from increased economic growth whilst improving the environment.</p>	<p data-bbox="986 237 1506 353">Working with local reprocessors to maximise income and reduce waste miles..</p>

Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	None	None	
Disability	None	Reusable bags may be heavier or more difficult to manoeuvre	We will continue to offer assisted collections where necessary and work with residents to provide the right sized receptacles.
Gender reassignment	None	None	
Marriage or civil partnership	None	None	
Race	None	None	
Religion or Belief	None	None	
Sex	None	None	
Sexual Orientation	None	None	
Welsh Language	All signage will be bilingual Welsh/English	None	

Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable	None	
Corporate Parenting	The proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.	None	

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SUBJECT: Implementation of the New Pay Spine 2019
MEETING: CABINET
DATE: 9th January 2019
DIVISION/WARDS AFFECTED:

1. PURPOSE:

To appraise Cabinet of the financial and non- financial implications of implementing the new NJC pay spine in April 2019 and seek Cabinet approval of the preferred option to be implemented in April 2019.

2. RECOMMENDATIONS:

Cabinet consider the impact of implementing the new pay spine in 2019

Cabinet consider the impact of direct assimilation to the new pay spine and also the proposed alternative options.

Cabinet approve the implementation of the preferred option, outlined below which maintains our existing 13 grade structure; the NJC advised maximum of 5 increments per pay band and validity of our job evaluation scheme.

3. KEY ISSUES:

The NJC Pay Deal of December 2017 provided for implementation in two phases, in April 2018 and April 2019. The 2018 phase involved only percentage increases to each of the 28 SCPs within the current NJC grading pay structure and was implemented by the Council with effect from 1 April 2018.

The second phase of the pay deal involves not only a percentage increase for all pay points it also introduces a new pay spine.

The new pay spine is based on:

- A bottom hourly rate of £9.00 meant to reduce the supplements we currently pay for the Living Wage.
- A reduction of the number of pay points from 49 to 43, (although MCC has an extended pay spine currently to SCP57)
- Roughly equal steps between pay points in relation to hourly rates
- As a result of the above, a merger of current pay points at the bottom end of the scale e.g. current points 6 and 7, 8 and 9, 10 and 11, 12 and 13, 14 and 15, and 16 and 17 up to the top of the current Band C.
- Again as a consequence of the equal steps, inclusion of 5 new pay points between the current points 20 and 21, 22 and 23, 24 and 25, 25 and 26, 27 and 28. In effect introducing a 'new' pay band overall.

Whilst the headline statement was a two year pay deal based on an uplift of 2% in 2018 and 19 the reality is somewhat different and is a consequence of the new pay spine. The Percentage increases from April 2018 to April 2019 range between the minimum of 2%

to a maximum of around 7 % for spinal column points 1 to 29. All SCP's above SCP 29 have an increase of 2%.

Issues to consider

The issue of the new pay spine is not just deciding how to assimilate from current to new, e.g. increment first and then assimilate or assimilate and then increment, it asks questions of the how the new pay spine fits in with MCC's existing pay structure and what options are open to the council. Options to consider include:

- a. Direct assimilation to the new pay spine
- b. Moving away from NJC terms and conditions
- c. Preferred option for implementing the new pay spine

A : Direct Assimilation to New Pay Spine

The introduction of the merged SCP's and new SCP's makes the current pay structure potentially untenable. It introduces a mix of short grades and extended grades if assimilated as it stands. Please see appendix 1 attached.

This would mean that Band A becomes, just 2 increments, Bands B and C becomes 3, Band D becomes 6, Band E and F have 7 increments. It is not uncommon to have a range of differing of SCPs in pay structures and is not necessarily discriminatory.

However, MCC's current pay structure is based on 5 increments for each of the Bands. This is based on best practice in relation to Equality, which is again emphasised in the current NJC papers where it is recommended that

'We would therefore advise that good practice (particularly where incremental progression is largely automatic) would limit incremental progression to five years'

So direct assimilation to the current pay structure would fall foul of this with 3 out of the 13 grades having 6 and 7 increments. This would affect Bands D, E and F, which currently has within it 51% of all employees on NJC pay, 75% of which are female.

Implications of Direct assimilation on Foundation living wage

The council currently has a policy commitment to paying the foundation living wage, for which we pay a supplement and implementation of the new pay spine brings the living wage and foundation living wage in line at £9/hr. However if the foundation living wage increases beyond the living wage the council may want to reconsider it's current policy position

B :Move Away from National Joint Council Terms and Conditions

If we choose to move away from NJC terms and conditions and negotiate locally then the potential consequences could be:

- Renege on the current two year deal which we've already implemented year 1
- The council would have to negotiate with the Trade Unions directly each year on pay awards, potential for unions to disengage
- Reputational risk given current policy commitment to paying a fair living wage
- Staff morale diminished
- Loss of public confidence / bad press
- Risk to services potential strike options

- Potential to revisit single status agreement and renegotiate all terms and conditions – a significant undertaking which could take a long time to reach agreement

C : Preferred Option For Implementation of New Pay Spine

An alternative and preferred option to direct assimilation, which still complies with the new pay structure has been identified to reduce the incremental impact of having 3 grades with 6 and 7 increments. The proposed option retains 13 grades, and therefore maintains our current structure and job evaluation scheme and apart from bands A, B and C at the bottom of the scale retain the 5 incremental points identified as most equitable by the NJC. The preferred option is identified in the attached appendix.

A full EQIA has been produced on the proposed option and was included as part of the consultation process with unions and feedback is outlined in the appendix attached. Given that the grading structure proposed under the proposed option is not being changed ie we are retaining the existing 13 grade structure whilst changing the range of some bands an individual would be evaluated as currently and from an equality perspective we are complying with the jointly negotiated national agreement agreed by the unions.

4. REASONS:

The council is signed up to NJC terms and conditions of employment and therefore must implement the new pay spine in April 2019 or identify an alternative option. The preferred option for implementing the new pay spine maintains the current 13 band structure, complies with NJC guidance and maintains the validity of the council's current job evaluation scheme.

5. RESOURCE IMPLICATIONS:

The costs associated with direct assimilation to the new pay spine and the preferred option are outlined in appendix 2. In summary:

	Current Salary Costs	Direct Assimilation Salary Costs	Diff	Preferred Option Structure Salary Costs	Diff
Mon Life	£3,444,030	£3,565,276	£121,246	£3,569,265	£125,235
MCC	£44,159,310	£45,743,449	£1,584,139	£45,820,682	£1,661,372
TOTAL	£47,603,339	£49,308,725	£1,705,385	£49,389,947	£1,786,607

+30% On Costs	£2,217,001	£2,322,589
- 2% modelled	£1,380,000	£1,380,000
Estimated Cost of New Pay Spine	£837,001	£942,589
+ estimate casual hour	£83,969	£ 83,969
	Direct assimilation	Preferred Option
Total estimated cost	£920,970	£1,026,558

Please note these costs are an estimate based on a point in time and will vary according to staff movements/increases and decreases in casual hours and does not include vacant posts or allowances

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

A full eqia on the preferred option is attached. There are no safeguarding or corporate parenting implications relative to the recommendations.

7. CONSULTEES:

SLT, Unions

Comments were received from Unison and our response to those comments are outlined in the attached appendix. The council's has at this point received no further comments from Unison, however further feedback received will be made available for members consideration

8. AUTHOR:

Tracey Harry

Head of People Services and Information Governance

9. CONTACT DETAILS:

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**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

MEETING AND DATE OF MEETING:

TITLE OF REPORT:

AUTHOR:

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

EXEMPTIONS APPLYING TO THE REPORT:

FACTORS IN FAVOUR OF DISCLOSURE:

PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:

MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:

RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

Date:

Signed:

Post:

I accept/do not accept the recommendation made above

Proper Officer: _____

Date: _____

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Monmouthshire County Council

People Services

Equality Impact Assessment for the 2019 Pay Spine

1 Purpose of Report

- 1.1 As part of the two year National pay award the second year (2019) sees a change in the structure of the Local Government Pay Spine.
- 1.2 The reason behind this is to align the National Joint Council for Local Government Services (NJC) pay spine with the National Living Wage in so doing the NJC have added new spinal column points (SCP) and removed others at the lower end of the pay spine at the same time renumbering the spine. With the importance of equal pay within the public sector and across the economy as a whole, it is essential that whenever such a fundamental change is undertaken, the proposed outcomes are subject to a gender impact assessment. This is also recognised by the NJC in the notes attached to the new pay spine.
- 1.3 The purpose of this report is therefore to assess the gender impact specifically, arising from the Councils implementation.
- 1.4 The report is based on a data set in June 2018.

2 Scope of Report

- 2.1 The New pay spine affects the majority of the overall workforce including all employees who are employed under the terms of the 1997 national agreement for Local Government Services. This includes all NJC employees who are currently paid between spinal column points 5 and 57.
- 2.2 The report is based on proposals developed locally. The analyses included within this report are based on the details of 3820 employees undertaking 966 discreet jobs, (based on job titles although in practise this is actually less). Vacant posts have not been included in the analysis for this report although the analysis does include all non permanent employees which account for 855 jobs.

3 Composition of the Workforce

- 3.1 In terms of considering the equality impact of the proposed structure, it is important to understand the current composition of the workforce. Based on the table below it is evident that the workforce is predominantly female accounting for 75.05% of all NJC employees with a significant proportion of them being in part time employment.
- 3.2 The largest proportion of employees is in Children and young People mainly school based employees and Social Care. The gender composition of the workforce should be considered when reviewing the statistical analysis contained in the statistical section of the report.

Directorate	Total Employees	Male	Female	Male		Female	
				Full Time	Part Time	Full Time	Part Time
Chief Executives units (inc Operations)	627	367	260	293	74	50	210
Children and Young People (inc Schools)	1278	122	1156	31	91	89	1076
Enterprise	867	294	573	90	204	105	468
Resources	138	38	100	28	10	53	47
Social Care and Health	910	132	778	56	76	171	607
Grand Total	3820	953	2867	498	455	468	2399
% of Gender				52.26%	47.74%	16.32%	83.68%
% of Overall Workforce		24.95%	75.05%	13.04%	11.91%	12.25%	62.80%

4 Job Evaluation

- 4.1 The Council already uses the computerised version of the GLPC job evaluation scheme, which is a factor based analytical scheme since the introduction of Single Status in 2011. The introduction of the new pay spine in 2019 does not affect its use as the Council is not looking to review the number of grades or boundary points of those grades, merely to implement the nationally agreed pay spine.
- 4.2 For completeness the following table lists the factors that are included in the GLPC scheme which exist to a greater or lesser extent in all jobs.

Factor	Levels	Points per level	Weighting %
Knowledge	8	32	16.3
Creativity and Innovation	7	12	7.8
Contacts and Relationships	8	18	7.8
Decisions – Discretion	6	16	6.5
Decisions – Consequences	5	12	10.4
Resources	5	10	5.0
Working Environment – Work Demands	5	8	5.0
Working Environment – Physical Demands	4	6	5.0
Working Environment – Working Conditions	4	6	7.8
Working Environment – Work Context	4	8	7.8
Supervision / Management of people	7	See matrix below	7.8

Supervision/ management of people - Points matrix by factor level

Factor level	Up to 5 Staff	6-15 Staff	16-49 Staff	50+ Staff
1*	16			
2*	28	34		
3*	46	52	58	
4*	58	64	70	76
5*	64	70	76	82
6		82	88	94
7			94	100

*An additional six points for dispersal is awarded where applicable

4.4 The score distribution across evaluated roles within the Council are typical of other councils in the application of the scheme.

5 Proposed Pay and Grading Structure

5.1 The principal features of the current pay structure are as follows:

- Thirteen grades of 5 increments.
- It applies to all employees within the NJC for Local Government Services.
- The grade lines are set between 38 and 53 points to group similar jobs and scores together to form appropriate grades.
- The pay spine has been developed using the national pay spine as amended locally beyond SCP 49.
- All grades are abutted and there are no overlapping points.

5.2 The proposed pay structure is shown in the tables below. This structure uses a mix of abutted points as per previous structure and implemented in 2011 and adjoining points for Bands D and E. This is as a result of assimilating the new SCPs whilst keeping within the 13 band structure, there is a risk with all abutted grades, however, this risk is considered to be small and meets organisational requirements and has been in place since 2011. The proposed does see a change from the previous grades of 5 incremental points to a mix of incremental points at the lower end of the pay spine again as a direct assimilation of the new National Pay Spine.

Table 3. Proposed Pay and Grading Structure							Increments	
Grade	Minimum Score	Maximum Score	Minimum SCP	Minimum Salary	Maximum SCP	Maximum Salary	Points	Steps
Band A		225	1	£17,364	3	£18,065	3	2
Band B	226	265	3	£18,065	5	£18,795	3	2
Band C	266	315	5	£18,795	8	£19,945	4	3
Band D	316	368	9	£20,344	13	£22,021	5	4
Band E	369	409	14	£22,462	18	£24,313	5	4
Band F	410	453	19	£24,799	23	£26,999	5	4
Band G	454	492	23	£26,999	27	£30,507	5	4
Band H	493	532	27	£30,507	31	£33,799	5	4
Band I	533	581	31	£33,799	35	£37,849	5	4
Band J	582	630	35	£37,849	39	£41,675	5	4
Band K	631	674	39	£41,675	43	£45,591	5	4
Band L	675	712	43	£45,591	47	£49,489	5	4
Band M	713	-----	47	£49,489	51	£53,718	5	4

- 5.3 Incremental progression will continue on an annual basis within MCC and under the structure will take an employee a maximum of 5 years to reach the top of the grade which is at the boundary of the recommended timeframe for service related pay structures.

The following table shows the distribution of increments within each of the proposed grades based on the NJC pay scales as at April 2019.

Table 4. Grades and Incremental Points					
Grade	Increments and values				
	1	2	3	4	5
Band A	£17,364	£17,711	£18,065		
Band B	£18,065	£18,426	£18,795		
Band C	£18,795	£19,171	£19,554	£19,945	
Band D	£20,344	£20,751	£21,166	£21,589	£22,021
Band E	£22,462	£22,911	£23,369	£23,836	£24,313
Band F	£24,799	£25,295	£25,801	£26,317	£26,999
Band G	£26,999	£27,905	£28,785	£29,636	£30,507
Band H	£30,507	£31,371	£32,029	£32,878	£33,799
Band I	£33,799	£34,788	£35,934	£36,876	£37,849
Band J	£37,849	£38,813	£39,782	£40,760	£41,675
Band K	£41,675	£42,683	£43,662	£44,632	£45,591
Band L	£45,591	£46,594	£47,561	£48,543	£49,489
Band M	£49,489	£50,546	£51,604	£52,661	£53,718

5.4 In terms of the proposed structure, the number of grades has not changed therefore, the grade attached to an individual job is linked to a consistent job evaluation outcome as opposed to a range of grades being applied to any one job.

5.5 Table 5 illustrates the allocation of jobs and job holders to the proposed grade. The distribution of jobs is typical of that seen in most councils.

Table 5 - Distribution of Jobs and Job Holders - Summary				
Proposed Grade	Job Count	% of Total Jobs	Job Holders	% of Total Job Holders
Band A	55	5.38	191	5.00
Band B	52	5.09	625	16.36
Band C	94	9.20	530	13.87
Band D	194	18.98	1088	28.48
Band E	145	14.19	505	13.22
Band F	122	11.94	341	8.93
Band G	84	8.22	118	3.09
Band H	64	6.26	82	2.18
Band I	83	8.12	169	4.42
Band J	62	6.06	91	2.38
Band K	38	3.72	50	1.31
Band L	19	1.86	19	0.50
Band M	10	0.98	11	0.29
Total	1022	100.00	3820	100.00

5.6 Table 6 illustrates the allocation of male and female job holders by proposed grade. It can be seen that the overall distribution of job holders is similar to that for the workforce as a whole. However, the distribution of female job holders is concentrated at the lower end of the grading structure and are concentrated in a relatively small number of traditionally female dominated roles. Once again this is typical of the distribution of gender specific roles in local government,

Table 6 - Distribution of Male and Female by Grade						
Proposed Grade	Male	Male %	Female	Female %	Total Employees	Total Employees %
Band A	20	2.10	171	5.96	191	5.00
Band B	69	7.24	556	19.39	625	16.36
Band C	185	19.41	345	12.03	530	13.87
Band D	247	25.92	841	29.33	1088	28.48

Band E	105	11.02	400	13.95	505	13.22
Band F	110	11.54	231	8.06	341	8.93
Band G	49	5.14	69	2.41	118	3.09
Band H	45	4.72	37	1.29	82	2.15
Band I	48	5.04	121	4.22	169	4.42
Band J	39	4.09	52	1.81	91	2.38
Band K	21	2.20	29	1.01	50	1.31
Band L	12	1.26	7	0.24	19	0.50
Band M	3	0.31	8	0.28	11	0.29
TOTAL	953	100.00	2867	100.00	3820	100.00

6 Assimilation

6.1 There are two options provided to implement the new pay spine

- Assimilate and then increment
- Increment and then assimilate

Both are valid options to bring employees onto the new pay spine, the council chooses to adopt the second option. Either of these options have no gender impact.

7 Allowances and Working Arrangement

7.1 The change of the pay spine is separate to any local negotiations the Council may have in regards to additions to salary or supplements. Therefore this EIA does not look into these as they remain unaffected. The only payment that is linked to national pay bargaining is the Standby rate this has been increased in the 2019 pay award to £29.03 per session.

8 Gender Pay Gap

8.1 The Gender Pay Gap is not incorporated into this analysis as it only reflects the basic national salaries not overall pay. The Council has undertaken a Gender Pay Gap review and this has been published.

9 Summary of Conclusions

9.1 The principal outcomes of the Equality Impact Assessment can be summarised as follows;

Job Evaluation

9.2 The Council applies an appropriate factor based scheme which was developed specifically for local government and has been in place since 'Single Status' was implemented, all new posts within the scope of the NJC have to be evaluated. The implementation of the 2019 pay spine does not affect the Councils job evaluation process.

Pay and Grading Structure

9.3 The proposed pay and grading structure is typical of those within local government. The principal features are as follows;

- Thirteen grades of 3, 4 and 5 increments.
- The proposed grading structure applies to all employees within the NJC for Local Government Services.
- The proposed grade lines have been set between 38 and 53 points to group similar jobs and scores together to form appropriate grades (no change).
- The pay spine has been developed using the agreed national pay spine as amended locally to the new SCP 51.
- The majority of grades have not changed it is only Bands A to E that are affected by the new pay spine.
- There are now a mix of abutted and adjoining grades.

The overall distribution of jobs and job holders is typical but clearly shows a significant number of female employees are in lower graded roles. The Council should consider ways in which it can encourage female employees into non traditional roles.

9.4 As stated previously in this report, the new pay spine replaces the existing spine as of 1st April 2009. The Council has not looked to review the evaluation process, number of grades or boundary lines and as such the effect of the assimilating to the new pay spine is gender neutral.

New Pay Structure 01/04/2019

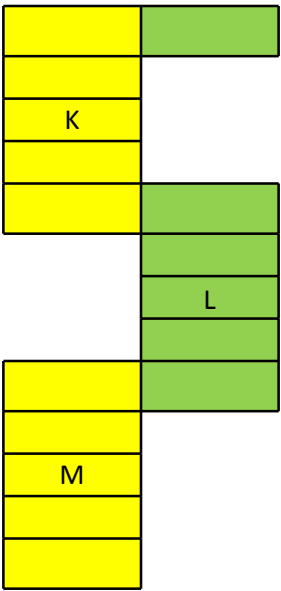
Direct Assimilation

Old SCP			New SCP	Hourly Rate	Salary	SCP
6		A	1	£9.00	£17,364	1
7	£17,364				£17,711	2
8			2	£9.18	£18,065	3
9	£17,711				£18,426	4
10		B	3	£9.36	£18,795	5
11	£18,065				£19,171	6
12			4	£9.55	£19,554	7
13	£18,426				£19,945	8
14		C	5	£9.74	£20,344	9
15	£18,795				£20,751	10
16			6	£9.94	£21,166	11
17	£19,171				£21,589	12
18			7	£10.14	£22,021	13
19	£19,554	D	8	£10.34	£22,462	14
20	£19,945		9	£10.54	£22,911	15
21	£20,344		10	£10.76	£23,369	16
22	£20,751		11	£10.97	£23,836	17
23	£21,166		12	£11.19	£24,313	18
24	£21,589		13	£11.41	£24,799	19
25	£22,021	E	14	£11.64	£25,295	20
26	£22,462		15	£11.88	£25,801	21
27	£22,911		16	£12.11	£26,317	22
28	£23,369		17	£12.35	£26,999	23
29	£23,836		18	£12.60	£27,905	24
30	£24,313		19	£12.85	£28,785	25
31	£24,799	F	20	£13.11	£29,636	26
32	£25,295		21	£13.37	£30,507	27
33	£25,801		22	£13.64	£31,371	28
34	£26,317		23	£13.99	£32,029	29
35	£26,999		24	£14.46	£32,878	30
36	£27,905	G	25	£14.92	£33,799	31
37	£28,785		26	£15.36	£34,788	32
38	£29,636		27	£15.81	£35,934	33
	£30,507		28	£16.26	£36,876	34
	£31,371	H	29	£16.60	£37,849	35
	£32,029		30	£17.04	£38,813	36
	£32,878		31	£17.52	£39,782	37
	£33,799		32	£18.03	£40,760	38
	£34,788					

39	£35,934	I	33	£18.63	£41,675	39
40	£36,876		34	£19.11	£42,683	40
41	£37,849		35	£19.62	£43,662	41
42	£38,813		36	£20.12	£44,632	42
43	£39,782	J	37	£20.62	£45,591	43
44	£40,760		38	£21.13	£46,594	44
45	£41,675		39	£21.60	£47,561	45
46	£42,683		40	£22.12	£48,543	46
47	£43,662	K	41	£22.63	£49,489	47
48	£44,632		42	£23.13	£50,546	48
49	£45,591		43	£23.63	£51,604	49
50	£46,594		44	£24.15	£52,661	50
51	£47,561	L	45	£24.65	£53,718	51
52	£48,543		46	£25.16		
53	£49,489		47	£25.65		
54	£50,546		48	£26.20		
55	£51,604	M	49	£26.75		
56	£52,661		50	£27.30		
57	£53,718		51	£27.84		

Proposed

A		Band A top of Band increased to 3	
	B		Band B Starts at 3 instead of 2 to of band increases to 5
C		Band C starts on 5 but increases from 6 to 8 at top of grade. Overlap only at bottom of grade	
	D		Band D starts on 9 instead of 6 ends on 13 instead of 11. no overlap of lower and higher bands
E		Band E starts on 14 instead of 11 ends on 18 instead of 17. No overlap of Bands	
	F		Band F starts on 19 instead of 17 end on 23 as per assimilation. No overlap at bottom of Band.
G		All grades below no change as per assimilation	
	H		
I			
	J		



Appendix Consultation feed back

Comments from Unison

Unison are concerned regarding the overlapping grades, which they consider raises the problem of individuals doing greater work but being paid less than colleagues in the lower grade. The JTUs advice and guidance states that overlapping grades should not occur for this reason.

Unison question whether the overlaps absolutely necessary and query whether any significant pay difference results or discrimination against individuals within protected characteristic. Concern was also expressed around gender makeup in bands B and C.

Council response

Firstly I think it is important to point out that we haven't changed the overall premise of the original grading structure that was agreed by relevant TU's in 2011 and accepted by staff ballot, which established the principle of abutted grades, the reason for this was to keep within a limited budget envelope to implement Single Status whilst preserving services in house and having a fair and equitable pay structure, the top of one grade is the bottom of the next. In addition and importantly we are looking to implement the nationally agreed pay spine jointly agreed by the unions.

As such we are keeping to 13 pay bands and not moving the grade boundary lines or re-evaluating posts. The council is merely looking to implement the nationally agreed pay award.

1. The Assertion that someone would be paid less for doing a larger job the council considers to be false. The position of a job is dependent on the JE score this defines the relative worth of the job in relation to others and as stated above we have not moved the boundary lines of the grade. If a job is a Band B or H or M that's the grade. If someone is appointed to the bottom of one grade they will get the same pay as someone in the top of the lower grade but for a period of only 6 months with incremental progression achieved after a maximum of one year. In this time individuals will gain experience and knowledge in MCC and specific requirements for that particular job. Individuals will also have headroom to increment over 4 / 5 years which someone on the lower grade would not.

In addition If we were to remove the abutted grades the cost to the Council would severely stretch Council finances as potentially we would need to re draw the grade boundary lines and start all over again and put at risk jobs and services, as applied in 201. The council has no reserve to pay for revised pay structure and so would have the potential to lead direct service cuts.

2. The council does not recognise how the abutted grades would cause pay difference or discrimination for the reasons stated in unisons response. The EIA is based on the grades which are based on Job Evaluation as outlined above..

We are unclear around the point re gender mix in bands B and C For clarity in table 6a it clearly shows more females than males which is the same across the Council. This is because the jobs in the grades are female orientated historically which is stated in para 6.4.2 of the eqia and is a societal issue rather than a predominantly MCC / Local Government bias as these roles are found in the majority of Councils throughout the UK.

Proposed Grade	Male	Male %	Female	Female %	Total Employees	Total Employees %
Band B	69	7.24	556	19.39	625	16.36
Band C	185	19.41	345	12.03	530	13.87

These jobs are:

- Band B:
- Teaching Assistant L1
- Midday Supervisors
- Cleaners
- Domestics
- Social Services Escorts
- Band C:
- Teaching Assistant L2
- Caretaker
- Senior Midday Supervisor
- Assistant Cooks
- Leisure Assistants
- Kitchen Domestic
- Admin posts

3. The data shows that 31.96 of the workers in band B are aged 65+ young workers aged 16-25 years old (25.87%) the majority of young workers sit in this band – Again this is because of the type of jobs found in Band B see above, the Council has an ageing workforce in general as has local government workforce. The Council is not openly discriminating against age.

The majority of the 16-25 age group do not sit in Band B as mentioned but Band C, the majority of which are in Leisure, Teaching Assistants and some in Waste. Again it's the nature of the job and the flexibility this gives that particular age group. We have not looked to limit this particular age group to any specific band.

The question around gender reassignment is not considered significant or related to which band they sit in. The information is so sparse you can't make any reasonable conclusion one way or the other, the total declaring this protected characteristic is only 0.13% of the overall workforce, but once again it relates to their jobs in Leisure not because they have had Gender Re-assignment.

4. 16.67% of the band is of mixed other race in band B. – The council is unclear why this has been highlighted, this is one person who is a Teaching Assistant in a school. The whole of mixed other, is only 0.16% of the workforce. The council acknowledges that the overall percentage of employees with an Ethnic background is small but as outlined in para 6.11.1 it is representative of the location of Monmouthshire and the public it serves.

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SUBJECT:	MELVILLE THEATRE SITE - PROPOSED LEASE
MEETING:	CABINET
DATE:	9th January 2019
DIVISION/WARDS AFFECTED:	Priory / Cantref

NON PUBLICATION:

This report is not exempt from publication however Appendix 1 of the report is exempt by virtue of Part 4 of Schedule 12A of the Local Government Act 1972. It is excluded on the basis that it (a) contains information relating to an individual, (b) contains information that will reveal the identity of an individual and (c) contains information relating to the financial or business affairs of any particular person (including but not limited to the authority holding that information).

1. PURPOSE:

To consider the granting of a 3 year Lease to Melville Centre for the Arts CIC to further utilise the site promoting the arts through education, participation and entertainment serving the Local Community.

2. RECOMMENDATIONS:

- 2.1 To grant a 3 year lease of the Melville Theatre Site to Melville Centre for the Arts CIC.
- 2.2 To agree a Community Asset Transfer of the Site to Melville Centre for the Arts once Heritage Lottery Funding is secured during the 3 year lease period.
- 2.3 To offer an Option during the 3 year lease to Purchase Land adjoining Melville Theatre site for visitor car parking
- 2.4 To delegate authority to the Head of Commercial and Integrated Landlord Services to agree lease terms.

3. KEY ISSUES:

- 3.1 The Community Asset Transfer for the Melville Theatre Site gained Approval by Cabinet by Cabinet 7th October 2015 and by Council 21st January 2016 as part of the Budget Mandate.
- 3.2 Melville Theatre is a Single Storey Circa 1898 Property located on the outskirts of Abergavenny. The Property is Grade II listed and is currently occupied under Licence by

Melville Centre for the Arts, & Careers Wales. Dance Blast & Greenfingers also occupy Self Contained Buildings within the curtilage of the site

- 3.2 The Melville Centre for the Arts CIC (MCA) is a not for profit limited by Guarantee, Community Interest Company formed to develop the Melville Site and expand upon the activities, events and learning facilitated at the site. MCA Social objectives are to promote the arts through education, participation and entertainment, to promote inclusivity and well-being in the Community, encouraging New Art Projects, providing a welcoming space accessible to everyone.
- 3.3 Following an Expression of Interest and Selection process for the Community Asset Transfer of the Melville Site, Applicants were invited to submit a Business Case Proposal to evidence a viable Business Plan which was sustainable long term, and would continue to maintain local service provision. MCA were successful in their application, and it was agreed that a temporary Licence be issued to the MCA for the centre to remain open, whilst the Group further developed their Business Case. Existing Tenants were liaised with during the Community Asset Transfer Application process.
- 3.4 From early 2015, the Melville Centre was managed by the Melville Centre Working Group, whose Members were a group of local people who registered as a Company to develop and preserve the centre. Melville Centre for the Arts was established in June 2016. From March 2017, MCA has managed many aspects of the site under a Licence Agreement from MCC. This has enabled the Group to test trade, develop income streams through on going marketing initiatives. Resulting in new customer interest and demonstrating the strength of their Business Case. This organisation and the service it provides fully aligns with the Council's aspiration to develop sustainable and resilient communities and the Council's Social Justice Strategy.
- 3.5 The Current Budget for the Melville Centre is £55,000, with Rental Income at £10,000 pa. Dance Blast and the previous Theatre tenant receive 95% Rental Grants from MCC.
- 3.5 The future development of the Melville Centre relies on the ability to improve the site for users and provide adequate, safe access and parking, current access and egress to the site is severely restrained by the current narrow listed two-way entrance and vehicular movement is further compromised by the additional thoroughfare between the side of the main building and the fenced Greenfingers site. MCA have requested the purchase of (0.25acres) within the curtilage of the original site to remedy access problems and to provide parking. This has been independently valued with a Market Value of £40,000. Phase 2 HLF funding will include the purchase of this area, with an option to purchase within the 3 year lease period.

4. OPTION APPRAISALS:

Option	Benefits	Risks	Comments
Do not offer the lease	<ul style="list-style-type: none"> Premises remain under control of MCC 	<ul style="list-style-type: none"> The Group would not be able to secure funding to progress the Community Asset 	<ul style="list-style-type: none"> Whilst the premises would remain under the control of the Council. The Council

Option	Benefits	Risks	Comments
		<p>Transfer and would not be able to continue with the current licence arrangement</p> <ul style="list-style-type: none"> • The community would lose a valuable local resource and existing Groups utilising the site would have to seek alternative accommodation • Loss of potential grant funding to improve the built environment and local community infrastructure 	<p>is unable to gain vacant possession as existing tenants have protected leases. There would also be the impact of social and financial value that current services offer to the local Community and potential resources that the Council would need to provide to offset the lost services.</p> <ul style="list-style-type: none"> • The ongoing Maintenance Liability will remain with the Council
Grant a 25 yr Term lease	<ul style="list-style-type: none"> • The Council would remain Freeholder • Rental Income will be paid to Council • The Council would benefit through a reduced commitment to maintain the asset 	<ul style="list-style-type: none"> • MCA unlikely to be able to access significant funding without a Freehold Interest • MCA would not have funding to carry out repairs to the Grade II building 	Approval has already been made by Cabinet 7th Oct 2015 and by Council on 21st Jan 2016 as part of the budget mandate process' for a Community Asset Transfer of the site.
Grant a 3 year lease with a Community Asset Transfer Option & Sale of Adjoining Land for Parking once Heritage Lottery Funding is secured.	<ul style="list-style-type: none"> • MCA will be in a position to secure grant funding which will improve a council asset • MCA will be able to provide services which offset the need for Council interventions and expenditure • MCA aligns with the Corporate vision and is supporting and developing local communities • The Sale of the Adjoining land has been independently valued and will generate a Capital Receipt. A Market Value Sum has been agreed and it will be sold with a Clawback Provision • The Council have a right of pre-emption if the 	<ul style="list-style-type: none"> • MCA are unable to secure grant funding • MCA loses its volunteer base and is unable to sustain service provision for the 3 year timeframe • The costs of operating and maintaining the building are in excess of trading income during the 3 year period . 	MCA have made reasonable progress in managing the premises under licence, and are looking to secure HLF Phase 1 Grant Funding in January 2019 which will include a Centre Manager and all necessary Surveys, to progress to Phase 2 for Capital Funding required to development the site and purchase the adjoining land for parking. The development of Melville site will safeguard the future of the building and the services that they provide. The long

Option	Benefits	Risks	Comments
	premises are no longer used for Community Benefit or MCA fall away		term social value and cost avoidance to the Council make this the preferred option.

5. EVALUATION CRITERIA:

An evaluation assessment has been included at Appendix A for future evaluation of Whether the decision has been successfully implemented. This decision will come Back to this Committee in 12 months for review

6. REASONS

- 6.1 The Licence Agreement to MCA since March 2017 has provided a Valuable insight into the potential for their proposed Business Model, enabling good evidence for 3 year forecasts outlined in the Business Plan.(Appendix 1)
- 6.2 MCA are applying for Phase 1 HLF (£235,000) to be submitted by deadline January 2019. The success of this HLF application will trigger the transition from Licence to a Full Repairing Lease. The Lease will be ongoing until Phase 2 HLF further triggers the Community Asset Transfer and Sale of adjoining land within the 3 year lease period, anticipated in 2021.The Grant will include major upgrading of the floor space, fabric and energy efficiency of the main building, the provision of additional parking for site users, and new site access.

7. RESOURCE IMPLICATIONS:

- 7.1 The grant of a 3 year lease on the site with a FRI lease will mean a saving of £55,000 Budget but loss of £10,000 Rental Income. The Community Asset Transfer will enable Grant Funding to preserve and develop the site with no further financial obligation by the Council.
- 7.2 The Option of a Market Value Sale of the Adjoining land will receive a Capital Receipt of £40,000.
- 7.3 The Councils position will be safeguarded through the provision of a pre-emption and Clawback within the conveyance document, preventing the asset subsequently being disposed of for alternative provisions.

8. WELL BEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

Attached

9. CONSULTEES:

Local Ward Member – Cllr. Paul Jordan
Local Ward Member – Cllr. Tudor Thomas
Cabinet Member – Cllr. Phil Murphy
Monitoring Officer – Matthew Phillips
Legal Services – Joanne Chase
Head of Commercial & Integrated Landlord Services – Debra Hill-Howells

10. BACKGROUND PAPERS:

Appendix 1 - **Exempt from Publication**

MCA Business Plan & Account Statements.

Appendix 2 - Site Plan – Melville Site – 3 Year Lease & Community Asset Transfer

Appendix 3 - Additional Land (0.24ac) – Market Value Sale

11. AUTHOR:

Nicola Howells – Estates Surveyor Monmouthshire County Council

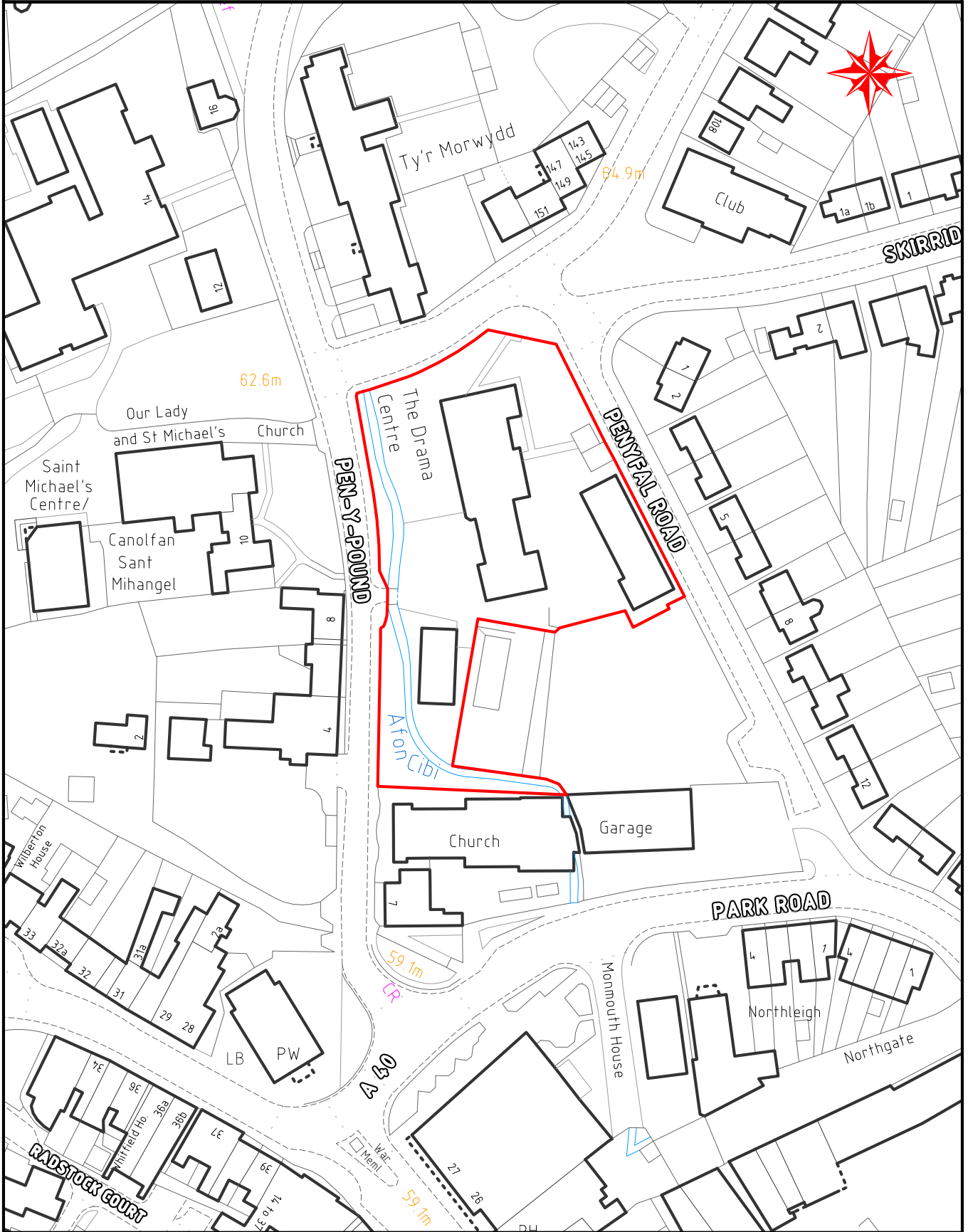
12. CONTACT DETAILS:


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E-mail: nicolahowells@monmouthshire.gov.uk

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Melville Theatre Abergavenny



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Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Melville Theatre Site – 3 yr Lease ,Community Asset Transfer & Sale of Adj. Land
Date decision was made:	
Report Author:	Nicola Howells

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision? 3 year Lease, Subsequent Community Asset Transfer & Sale of Adj.Land

What effect will the decision have on the public? More facilities promoting Arts through Education, participation and Entertainment. Continuation of Current tenant use.

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Has the 3 yr lease resulted in Grant Funding to secure a Community Asset Transfer to improve the Building as proposed.

Has there been an increase in the number of users/groups.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved. £50k running costs.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

SUBJECT:	OUTDOOR EDUCATION – SERVICE CHANGE PROPOSALS
MEETING:	CABINET
DATE:	9th JANUARY 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To agree the dissolution of the Gwent Outdoor Education Service partnership for which the Council is the lead partner, working with Blaenau Gwent County Borough Council (BGCBC), Newport City Council (NCC) and Torfaen County Borough Council (TCBC) further to the withdrawal of partner subsidy.
- 1.2 To agree the closure of the Talybont Site, returning the site to Newport City Council for disposal, and subsequently to approve the associated staff redundancies if suitable redeployment cannot be found.

2. RECOMMENDATIONS:

- 2.1 To agree the dissolution of the Gwent Outdoor Education Service Partnership with effect from 31st March 2019.
- 2.2 To agree the formal closure of the Talybont site on 1st Feb 2019 returning the site to Newport City Council with effect from 28th Feb 2019.
- 2.3 To approve the deletion of two posts i.e. Talybont Site Co-ordinator – Staffing and Environment Education and the site Cook and to approve corresponding redundancy payments, if suitable redeployment cannot be found.

3. KEY ISSUES:

- 3.1 Gwent Outdoor Education Service (GOES) has existed since 1970 with a remit to provide outdoor education. The service operates across three residential centres at Hilston Park near Monmouth, Gilwern and Talybont (in Powys). The Council operate and manage GOES on behalf of the partner authorities i.e. BGCBC, NCC and TCBC, the Council own the Hilston Park and Gilwern sites whilst NCC own the Talybont centre.
- 3.2 The service currently provides around 20,000 visitor days annually, the vast majority being residential school groups from South East Wales. Around 90% of clients are regular, repeat users and the service also works with adult and youth groups from all over the UK. All groups are provided with bespoke programmes designed to achieve their specific desired outcome including confidence building, self-reliance, team development, enjoyment, activity skills, risk management and environmental awareness.

- 3.3 Post local government reorganisation in 1996, the joint service was supported by annual subsidies from the four Local Authority partners which were derived from an agreement between partners to reduce the cost of residential trips for low income families. Core funding was frozen from all partners in 2006 at which time the subsidies were supporting approximately 50% of service running costs, since then fees to clients have increased above inflation to compensate for the reduction in core funding.
- 3.4 NCC were originally part of GOES, hence their ownership of the Talybont Centre, however in 2013 they took a decision to withdraw from the Shared Service Agreement and subsidy arrangements due to financial reasons. Talybont Centre has been subject to a joint Sport Wales award with the Council towards major capital redevelopment but recent discussions with Big Lottery have now resulted in the withdrawal of the conditions of the original grant which may otherwise have hampered the disposal of the site.
- 3.5 In 2016, TCBC took a formal decision to apply a tapering reduction in subsidy for 2016/17 reducing to nil subsidy in 2017/18. BGCBC have also reduced their subsidy for 2018/19 to £24,460 and have indicated they will withdraw their subsidy completely by 31st March 2019. Table 1 demonstrates the levels of subsidy withdrawal over the last seven years.

Table One: Levels of Subsidy Withdrawal

Total Contribution	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
NCC	78,708	0	0	0	0	0
TCBC	107,943	107,943	107,943	107,943	44,943	0
BGCBC	74,925	74,925	74,925	74,925	62,925	55,730
Monmouthshire	81,275	81,275	81,275	56,580	56,580	56,580
Total	342,851	264,143	264,143	239,448	164,448	112,310

- 3.6 Tables Two and Three demonstrate the financial position for previous years. The figures indicate that since 2013/14 the Service has operated at a small profit until 2017/18 when income levels dropped slightly. However, this does not include the cost of building maintenance, grounds maintenance or insurances and if included with the direct costs of delivering the service, the service has operated at a deficit for four out of the last five years. This illustration does not include any maintenance costs incurred by Newport CC in maintaining Talybont. Financial performance predictions for 2018/19 indicate a net overspending in the region of £50,000 and this increases further if account is taken of the future ongoing maintenance costs.

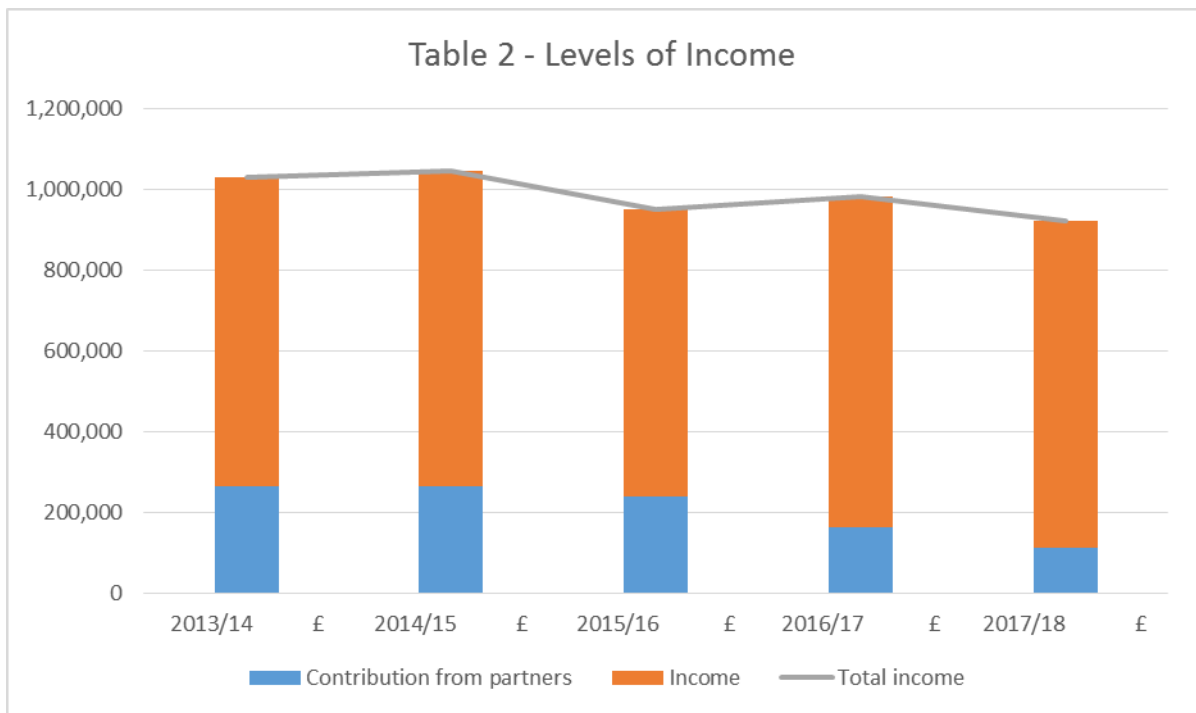


Table Three – Total Costs Service

	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Total Direct Costs					
Employee	644,693	627,865	590,212	599,208	627,026
Premises	122,941	102,732	79,707	106,074	112,549
Transport	67,319	56,043	49,975	54,582	56,030
Supplies & services	170,391	208,053	228,631	204,146	169,605
Total expenditure	1,005,344	994,694	948,525	964,010	965,210
Contribution from partners	-264,143	-264,143	-239,448	-164,448	-112,310
Income	-765,893	-782,233	-712,268	-818,110	-809,058
Total income	1,030,036	1,046,376	-951,716	-982,558	-921,368
Net Total	-24,692	-51,682	-3,192	-18,547	43,842
Building and Grounds Maintenance	107,615	42,375	28,855	27,308	41,857
Insurances	1,517	329	290	0	0
Net Deficit (profit)	84,440	-8,978	25,954	8,760	85,699

3.7 Despite a reduced subsidy, the Service has managed to maintain reasonable income levels through a variety of measures. Although there was a lack of significant reduction in Newport bookings following their subsidy withdrawal suggesting withdrawal of subsidies may not adversely affect bookings levels, given the reduction in subsidy for 17/18 and the likelihood that it will continue to be eroded, the service now needs to review its operating practices and consider how it can operate in the future. Given the withdrawal of partners, the Shared Service Agreement now needs to be brought formally to a close and subject to approval, the agreement will be terminated with effect from 31st March 2019.

3.8 The original Shared Service Agreement with the partner Authorities provides clear guidance following the withdrawal from the service or the termination of the agreement. Hilston and Gilwern sites are owned by the Council and therefore remain with the Authority. As Talybont is

owned by NCC, it will be returned to them. Discussions have been held with NCC regarding the long term future use of the building and they have indicated that they wish to sell the building. The return of the Talybont site to NCC will result in the loss of two posts at Talybont and subsequently, redundancy costs. The service currently provided at Talybont will be re-provisioned at one of the other sites where possible.

- 3.9 The Agreement also states that should it become necessary for the host authority to make a redundancy payment, the Authorities should make a fair and reasonable contribution to those costs however it is anticipated that this be met from the service budget.
- 3.10 Tourism, Leisure, Cultural and Youth (TLCY) services are looking to become more entrepreneurial and business like and as these services overlap and touch so many services and functions, it is difficult to consider them in isolation. In view of the links and inter-dependencies at a service-wide and local level, these services are to be run as a family of services, relying upon one another for promotion, support and optimal operation. This will therefore open up new possibilities for service design and delivery particularly in terms of exploring new markets particularly if the proposed new Alternative Delivery Model for the services, MonLife, is approved by Council in 2019. The Council's Outdoor Education Service must therefore now consider new approaches to delivery which is likely to result in a restructure of the service to be considered by Members in due course.
- 3.11 Currently, the Outdoor Education service operates from three sites but is not operating at full capacity. It therefore makes sense to concentrate efforts on the two Council owned sites by reviewing staff structures, improving efficiency, increasing income and identifying potential new markets. Operating the TLCY service model differently will enable the service to be more focussed on outcomes rather than the mechanisms through which service delivery is organised. The provision of Outdoor Education will be provided as part of the Leisure, Recreation and Outdoor Learning offer. Existing bookings at the Talybont Centre will be offered alternative bookings at either the Hilston or Gilwern Sites or given a refund of their deposits.
- 3.12 It is anticipated that the existing site co-ordinators in conjunction with the Head of Leisure, Tourism, Culture and Youth Service, will review the existing staffing structure across the sites and restructure the service to best respond to the new challenges ahead. Current operating practices will be reviewed with a view to reducing costs and maximising income. Critical success factors in this include achieving economies of scale, cross subsidisation and obtaining mutual support.
- 3.13 A review of the Outdoor Education Service was undertaken in 2015 which was updated in 2018. This will form the basis of an action Plan which will be focussed on income generation and service redesign proposals for 2019 onwards to be considered in due course as shown in appendix A.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

- 4.1 Summarised below for Members' consideration from Future Generations Evaluation located in Appendix C:

'The service in its current three site format needed review for both financial and practical reasons to ensure it is sustainable and continues to provide a quality service across the remaining two sites. By its very nature the service has continued to provide quality outdoor learning experiences, jobs and new skills – the service will continue to deliver this whilst also ensuring the facilities and activities deliver positive outcomes for all'.

5. OPTIONS APPRAISAL

Option	Benefits	Risks
Do nothing	None identified	<ul style="list-style-type: none"> • With the withdrawal of funding the partnership is no longer sustainable in its current form and the Service Level Agreement is no longer appropriate. • The Talybont Site is not owned by the Council therefore problematic to invest future capital. • Staff will be made redundant if alternative employment cannot be found.
Dissolve the Partnership	<ul style="list-style-type: none"> • With the withdrawal of funding the partnership is no longer viable therefore the Service Level Agreement can be cancelled without financial recourse. 	<ul style="list-style-type: none"> • A long period of negotiation with the partners has mitigated any financial and reputational risks.
Close the Talybont Site and delete the two staffing posts	<ul style="list-style-type: none"> • The Site is owned by NCC therefore there is no financial risk to the Council. • There is an opportunity to redeploy the staff into the wider Service. 	<ul style="list-style-type: none"> • It may not be possible to redeploy the staff and redundancy payments may be incurred however the cost can be met from service budgets.

6. EVALUATION CRITERIA

- 6.1 The evaluation assessment has been included in Appendix B for future evaluation of whether the decision has been successfully implemented. The decision has been evaluated by Economy and Development Select Committee, who endorsed the recommendations and emphasised the benefits of the outdoor education service for children and its importance for Monmouthshire young people. The proposals for the service redesign will be considered as part of the business plan that it is being developed for the proposed Alternative Delivery Model for TLCY i.e. MonLife. Any future decisions regarding the Service redesign will therefore be scrutinised by Economy and Development Committee or by the Board of MonLife depending upon the outcome of the final decision regarding the operationalisation of MonLife.

7 REASONS:

- 7.1 Further to the withdrawal of funding subsidies over recent years the Gwent Outdoor Education Service partnership is no longer sustainable in its current form. The Shared Service Agreement with the partner Authorities provides clear guidance following the withdrawal from the service or the termination of the agreement. Hilston and Gilwern sites are owned by the Council and therefore remain with the Authority. As Talybont is owned by NCC, it will be returned to them to instigate closure and subsequently sale of the building.
- 7.2 The closure of Talybont will result in the existing service at this site being re-provisioned across Hilston and Gilwern where possible and the loss of two posts. The re-provisioning of the current Talybont service provides an opportunity to review the existing staffing structure across the sites and restructure the service to best respond to the new challenges ahead.

8 RESOURCE IMPLICATIONS:

- 8.1 Costs arising from the two redundancies which will be circa £30k and will be funded from service budgets.

9 CONSULTEES:

Blaenau Gwent County Borough Council (BGCBC);
Newport City Council (NCC);
Torfaen County Borough Council (TCBC)
Cabinet Members
SLT
Service area staff
Economy and Development Select Committee

Economy and Development Select Committee Conclusion:

- I. The Select Committee explored some of the reasons why the other authorities had disinvested in the service and recognised the pressure this placed on the Council.
- II. The Select Committee fully explored the issues pertaining to the Talybont Centre.
- III. The Committee considered the opportunities for diversification at the Hilston Park and Gilwern Centres including accessing the private sector market for example in respect of business management training and development. In doing so, the Select Committee was clear that research must be robust and welcomed future opportunities for scrutiny. The Committee advocated the use of key data to ensure a good response to the commercial market and to shape future services.
- IV. The Select Committee were pleased to hear the praise of the leadership and management team; Members shared personal and positive feedback.
- V. The Committee considered staffing levels and particularly recognised the importance of sales and marketing going forward to ensure information is efficiently promulgated throughout South Wales, the South West and West Midlands.
- VI. Whilst seeking new funding streams, the Select Committee wished to ensure that the improved services mainly benefitted children from this and other authorities.
- VII. The Select Committee questioned use of Section 106 funding and noted that it will be used to double glaze a community facility – more information was to be sought.

The Select Committee voted on the recommendations to Cabinet, unanimously supporting:

- I. The approval of the dissolution of the Gwent Outdoor Education Service Partnership with effect from 31st March 2019.
- II. The formal closure of the Talybont site on 1st Feb 2019 returning the site to Newport City Council with effect from 28th Feb 2019.
- III. The approval of the deletion of two posts i.e. Talybont Site Co-ordinator – Staffing and Environment Education and the site Cook and to approve corresponding redundancy payments, if suitable redeployment cannot be found.

10 BACKGROUND PAPERS:

Appendix A – Future Income Generating Ideas
Appendix B - Evaluation Criteria
Appendix C - EQIA

11 AUTHOR:

Ian Saunders – Head of Tourism, Leisure, Culture and Youth
Ian Kennett – Head of Gwent Outdoor Education service
Richard Simpkins – Business Manager TLCY

12 CONTACT DETAILS:

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Appendix B – Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	OUTDOOR EDUCATION – SERVICE CHANGE PROPOSALS
Date decision was made:	9th January 2019
Report Author:	Ian Saunders

What will happen as a result of this decision being approved by Cabinet or Council?

Gwent Outdoor Education Service partnership will be dissolved and the Service Level Agreement annulled. Talybont Centre will be returned to Newport and the service offer re-provisioned with the service offer at Hilston and Gilwern centres where possible. The two posts at Talybont will be deleted and the staff either re-deployed or redundancy payments made.

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Talybont Centre will be returned to Newport, the service re-provisioned and the staff re-deployed. The existing staffing structure across the sites will be reviewed and the service restructured to ensure the service can best respond to the new challenges ahead.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

The cost of the decision will involve possible redundancies which at this stage is estimated at 30k. The service will manage the cost of redundancy should this be necessary.

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Outdoor Education

Future Income Generating Ideas 2019 – 2024

1. Scene Setting:

Gwent Outdoor Education Service (GOES) has existed since the early 1970's with a remit to provide outdoor education i.e. 'fully engage students and teachers in a lesson, all the while embracing the outdoors'. This is an important definition to consider as there is a distinct difference between outdoor education and the provision of outdoor activities, as provided by many private sector companies such as PGL and is clearly the USP for the service.

The Council operate and manage GOES via a Shared Service Agreement on behalf of the partner authorities i.e. Blaenau Gwent County Borough Council, Newport City Council and Torfaen County Borough Council and currently operates across three residential centres at Hilston Park near Monmouth, Gilwern (both of which are owned by the Council) and Talybont owned by Newport CC.

The service currently provides around 20,000 visitor days annually, the vast majority being residential school groups from South East Wales. Around 90% of clients are regular, repeat users and the service also works with adult and youth groups from all over the UK. All groups are provided with bespoke programmes designed to achieve their specific desired outcome including confidence building, self-reliance, team development, enjoyment, activity skills, risk management and environmental awareness.

A review was commissioned in June 2015 as the first stage of a process to determine the future direction of GOES. Initial findings identified a long established service benefiting from subsidies derived from an agreement between partner authorities to reduce the cost of residential trips for low income families. The subsidy is therefore not a reflection that GOES is operationally inefficient therefore requiring subsidy, far from it. GOES has been generating small surpluses for a number of years, has modest reserves and a very loyal and established customer base. However, with the withdrawal of funding subsidies over recent years, the Gwent Outdoor Education Service partnership as it currently stands is no longer viable.

The service is currently offering residential accommodation for outdoor education activities from an established estate and therefore is the custodian of considerable asset base owned by Monmouthshire County Council i.e. Hilston Park and Gilwern sites. However, the initial review did not take the capital value of this asset base into account and was purely focussed as an operational review and options appraisal.

A comparative analysis of the three sites was undertaken along with an internal analysis of the current service and an external market analysis of private sector outdoor activity providers, their closest competitors. Initial findings identified a service that, although functioning adequately, has the potential for improvement. Conclusions were drawn and recommendations made regarding enhanced service delivery and operational management with a view to reducing costs; maximising income; targeting marketing activities to increase the current customer base and amending booking policies, pricing and opening periods in line with private sector models to offer flexibility, increase income and improve customer service. Suggestions have also been made regarding the growth potential for GOES and development opportunities for each site which range from consolidating

accommodation bases; investing in increased accommodation and facilities to increase income potential; and identifying private sector partners for joint leisure ventures.

As a follow on from the initial appraisal of GOES the following four priorities or focuses have been identified which are detailed below. This is the first wave of priorities and it is anticipated that further proposals for the service redesign and subsequently a potential restructure will be considered as part of the business plan that it is being developed for the proposed Alternative Delivery Model for TLCY i.e. MonLife.

Potential Income Generating Ideas

Options	Revenue Streams				
	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24
Other traded activity with the public	-8,000	-10,500	-12,000	-16,000	-20,300
Creation of Camp site with camping pods at Hilston	-7,000	-26,000	-35,000	-35,000	-35,640
Activity With Schools	-4,700	-32,800	-35,000	-34,125	-34,548
Duke Of Edinburgh Award	-4,300	-6,600	-7,400	-7,500	-11,850
Hilston Lodge redevelopment	-14,000	-14,385	-14,814	-14,267	-15,111
International house redevelopment	0	-2,700	-2,700	-2,575	-2,698
Total	-38,000	-92,985	-106,914	-109,467	-120,146

The service will deliver a presentation around other markets and opportunities to develop including team ideas that came from the recent workshop such as

- Outreach work
- Weekend opportunities for community and business
- Training and team building
- Latest trends in the Outdoor Activity Market



Appendix C: Equality and Future Generations

<p>Name of the Officer Ian Saunders/Ian Kennett/Stuart Lovell/ Tom Burrett</p> <p>Phone no: : 07876545793</p> <p>E-mail: iansaunders@monmouthshire.gov.uk</p>	<p>OUTDOOR EDUCATION – SERVICE CHANGE PROPOSALS</p>
<p>Name of Service area – Tourism, Leisure, Culture and Youth</p>	<p>Date 26th November 2018</p>

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1. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The service will continue on two sites and investment will improve the offer. The need to ensure facilities are well promoted and increase community use will continue.	No real negative impact however children will go to a different venue.	There has been an effort by the outdoor team to ensure suitable and sufficient alternatives are in place for group who access Talybont
Disability	The service will continue to allow people of all abilities to enjoy the local outdoor environment.	Neutral	There is work underway to improve the disability access to services at the Gilwern site.
Gender reassignment	Neutral	Neutral	





Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	Neutral	Neutral	
Pregnancy or maternity	Neutral	Neutral	
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	Neutral	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	Neutral	Neutral	
Poverty	Neutral	Neutral	


2. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The proposed closure of the Talybont site does have a negative impact as the service will not be delivered from this site. Whilst it is anticipated that the service develops at the Hilston Park and Gilwern site the loss of the facility is negative.	The service has continued to provide quality outdoor learning experiences and has provided jobs and new skills – they will continue to deliver this and look at ensuring the facilities and activities they run deliver positive outcomes.
A resilient Wales	There is limited impact on this aspect report	The site has been well managed and will be returned to Newport City Council to dispose. The

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		remaining sites are working with Green Infrastructure plans and Gwent Wildlife Trust/Volunteers to ensure the sites are well maintained has a GI plan which is managed.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The service will be re-provided at the other sites. By the nature of the service it aims to give people skills and education to embrace the outdoors and participate in activity.	The team have continued to deliver great outcomes and evaluation forms from users groups back up the opportunity to ensure the two other sites are fully utilised.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The Gwent partnership did have a good approach to working across the region. It is hoped that the relationships built up with head teachers in Gwent schools are maintained at high levels and that the service continues to deliver excellent, safe residential sessions and activities to those networks.	The team continue to keep open clear lines of communication with visiting staff and head teachers to organise their bespoke visit.
A globally responsible Wales Taking account of impact on global wellbeing when considering local social, economic and environmental wellbeing	The service will continue to provide opportunities at other sites – it is keen to ensure it is attractive, relevant and affordable. The cost of delivering the service has always been a challenge and how to ensure all pupils have an opportunity to attend a concern.	Costs and opportunities will be regularly reviewed and other markets explored
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The service will continue to provide activities and sessions at its two MCC sites at Gilwern and Hilston	The service by design maximizes the beautiful rich countryside and natural landscape in Wales. To connect children and communities and provide learning, sport and outdoor experiences are positive across the two sites and surrounding countryside.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	There is still a service in place for all to access	Actively marketing service at two sites and looking at new markets

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The service in its current three site format needed review for both financial and practical reasons. The service needs to be more sustainable and keep providing a quality service across its sites.</p>	<p>Service is working to ensure sustainability and opportunities for all</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Gwent partnership did have a good approach to working across the region. It is hoped that the relationships will be that the service continues to deliver excellent, safe residential sessions and activities to those networks.</p>	<p>Seek to maintain relationships with Head teachers and Schools and other key stakeholders</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The local authorities across Gwent who make up the partnership have been in discussion about the Gwent Outdoor Partnership. Since 2014 when Newport stopped funding the subsidy for the service, other partners have withdrawn funding. The LA's still send schools into the service but have accepted that the service needs to increase charges and rationalize to the two site.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The commitment for the service from tourism, leisure, culture and youth is to ensure key posts are filled, a new marketing campaign and to drive new markets and opportunities. The service is in scope for MonLife (Alternative Delivery Model) and income pipelines and some exciting opportunities for investment and income are being identified. This will ensure the service thrives and grows from its current financial pressures.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>.Service is embedded in Tourism, Leisure, Culture and Youth which is targeted on preventative services and health and well-being.</p>	

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	<p>The service will give opportunities to all, giving people the best start in life and support them throughout their lives to lead a healthy and active lifestyle. It will look to close the gap and improve access to services across Monmouthshire.</p>	n/a	<p>We will continue to work closely with our partners to ensure we better understand the needs and engage closely with our users / non-users.</p>
Safeguarding	<p>We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board.</p>	n/a	<p>We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area. We also link with our sports clubs to ensure they have nominated individuals to safeguard their users.</p>

Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	n/a	We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.
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5. What evidence and data has informed the development of your proposal?

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<ul style="list-style-type: none"> • The withdrawal of funding from LA partners and establishing a sustainable future • Current Service Improvement Plans • Review of outdoor education completed in 2015 and further discussion from this review • Review of bookings at Talybont <p>There have been team meetings with Head Of Service and also the team at Talybont. As the team have completed meetings to discuss income pipelines for future opportunities across the two sites. Several budget meetings have occurred over the period where the service has looked to review its operation with regard to efficiency and income generation.</p>
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

<p>The service in its current three site format needed review for both financial and practical reasons to ensure it is sustainable and continues to provide a quality service across the remaining two sites. By its very nature the service has continued to provide quality outdoor learning experiences, jobs and new skills – the service will continue to deliver this whilst ensuring the facilities and activities deliver positive outcomes for all.</p>

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible
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Met with Talybont team. Explained situation and the probable closure of site at end of year/ new year.	May 2018 - Complete	Head Of Service, HR, Head of Outdoor Service
Site meeting - Update meeting with site team	Complete Oct 2018 – make sure HR procedures are in place	Head Of Service, HR and Head of Outdoor Service
Attend Economy and Development select committee	Dec 2018	Head of Gwent Outdoor Service & Outdoor Education Team
Work with Newport CC on planning the handback. Correspondence and meetings have taken place with Newport CC and Newport Norse and the Newport Education team.	Feb 2019	Head Of Service and Head of Outdoor Service/ Finance lead/ Team
Close the Talybont site - Team have worked on action plan to close site from staff, bookings and logistics	Feb 2019	Outdoor Education Team and Head of Service
Formally terminate the Gwent Outdoor Education Partnership from historic relationship	March 2019	Head of service

8. **VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.**

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>2015/6 Initial review of outdoor education service due to funding withdrawal from some LA partners</i>	<i>2015/16</i>	<i>At the stage of the review the service was included in the Alternative Delivery Model considerations so it was at that stage more work was required on future modeling and markets</i>
	<i>2017 Discussions with Local authorities about future funding of service</i>	<i>Feb 2017</i>	<i>Discussion with LA's and update on funding – Torfaen finished funding in Sept 2017</i>
	<i>2016/17- Start of dialogue with Newport about the site's future</i>	<i>May 2017</i>	<i>Initial conversation with Newport around future of Talybont especially as there was concerns about lottery funding obligations and maintenance requirements on the site.</i>
	<i>2018 – Discussion with Newport, Head of Gwent Outdoors due to budget and to ensure sustainability of service</i>	<i>March/April 2018</i>	<i>Confirmation from Newport that they would be able to dispose of the site without penalty from lottery clause and the need to work effectively to budget for Gwent Outdoor Education Service</i>

SUBJECT:	WELSH CHURCH FUND WORKING GROUP
MEETING:	Cabinet
DATE:	9th January 2019
DIVISIONS/WARD AFFECTED:	All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 6 of the 2018/19 financial year held on the 20th December 2018.

2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded as per the schedule of applications.

SCHEDULE OF APPLICATIONS CONSIDERED 2018/19 – MEETING 6.

1. **Abergavenny Children’s Contact Centre** requested £1,650 to assist in providing a support service for separated families so that the affected children can alleviate hardship and distress by meeting their non-residential parents in a secure and neutral environment.

Recommendation: The application was deferred as more information has been requested by the Committee.

2. **The Thomas a Becket Church** requested £6,100 to assist in the major restoration of the church tower.

Recommendations: £3,100 was awarded to assist in restoring the tower of this historical community church.

3. **Heart Beat Club - Cardiac Rehabilitation Group Caldicot**, requested £500 to assist in replacing damaged treadmill exercise equipment.

Recommendation: This application was deferred as more information has been requested.

4. **St Mary’s Church, Llanvair Discoed**, requested £1,000 further funding for repointing of the French drainage channels around the church perimeter, this is the second stage of the church’s’ damp eradication procedures as identified in the Quinquennial report

Recommendation: The application was deferred too the final meeting of the financial year at the request of the Committee under the trust’s funding allocation restrictions.

3. OPTIONS APPRAISAL

Options available to the Committee are driven by the information only supplied by the applicants

4. EVALUATION CRITERIA

No evaluation criteria is applicable to the grant awarded by the trust

5. REASONS

A meeting took place on Thursday 20th December 2018 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule (Appendix 2).

County Councillors in attendance:

County Councillor A. Webb (Chair)
County Councillor D. Evans (Vice Chair)

OFFICERS IN ATTENDANCE:

D Jarrett Central Finance
W Barnard Committee Administration

5.1 DECLARATIONS OF INTEREST

None

5.2 APOLOGIES FOR ABSENCE

County Councillor B. Strong
County Councillor S. Woodhouse

5.3 CONFIRMATION OF REPORT OF PREVIOUS MEETING

The minutes of the last meeting held on 26th November 2018 were confirmed and signed as a true record.

.RESOURCE IMPLICATIONS

A total of £3,100 was allocated at Meeting 6 of the Welsh Church Fund Committee. A remaining balance of £12,304 will be carried forward for distribution within the 2018-19 financial year.

**6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS
(INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND
CORPORATE PARENTING):**

There are no Future Generations, equality, safeguarding, corporate parenting or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Assistant Head of Finance
Central Finance Management Accountant

8. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2018/19– Meetings 6 (Appendix 2)

9. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

10. CONTACT DETAILS

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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer D Jarrett</p> <p>Phone no: 4657</p> <p>E-mail: davejarrett@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 20th December 2018</p>
<p>Name of Service</p> <p>Finance</p>	<p>Date Future Generations Evaluation</p> <p>20th December 2018</p>

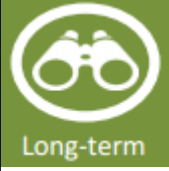
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1 Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive in relation to developing the skills and proficiencies of applicants</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive in the teaching of biodiversity and ecological issues through the provision of educational resources</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in that people's mental health and physical health is enhanced by a collective activity / process.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the community	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Positive in respect of helping people to achieve their potential irrespective of individual circumstances	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p>Involvement Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	Proposal to assist in the provision of disabled facilities.	None	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

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

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	January 2019	Welsh Church Fund	On target

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

The Payment of grants awarded to the successful applicants