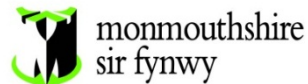


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 11 July 2018

Notice of Reports Received following Publication of Agenda.

Economy and Development Select Committee

Thursday, 19th July, 2018 at 10.00 am,
The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
1.1	To Consider a Call-In relating to the Cabinet Decision dated 4th July 2018 regarding Restructure of Attractions. The following papers are attached for Members' consideration.	
1.2	A copy of the Call-In request.	1 - 2
1.3	A copy of the Decision Log and Cabinet report.	3 - 26
1.4	A copy of the Call-In mechanism.	27 - 28

Paul Matthews
Chief Executive

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CALL IN REQUEST

1. SUBJECT:

Re-Structure of Attractions

2. DATE OF CABINET MEETING:

4th July 2018

3. CABINET DECISION:

To approve the changes to the staffing structure as outlined in the report to Cabinet
To approve that any redundancy or pension costs be met from the corporate redundancy budget

4. REASON(S) FOR CALL-IN:

This decision falls within the threshold off the call-in requirements. That is, within the proposal, there is a potential, albeit not actually itemised, cost to the Authority which could well be greater than £10,000 in redundancy payments, which is the level at which call-in scrutiny can be requested.

The ADM has been discussed ad infinitum at many meetings, at none of which to my recollection, were reorganisations and redundancies mentioned as a precursor to the signing of the legal agreements. Especially at this late stage in the process.

By taking this route of reorganisation, it leaves the door open for other reorganisations prior to the time of transfer to the ADM, which would put further pressures on this Authority's redundancy reserves.

Finally, there are no savings to be made in the proposal. We see the creation of several posts which will not to our mind provide the level of positive progress and efficiency that is considered they will make. We agree that is subjective, but further scrutiny will discover that.

Therefore, We believe that Members, in this case, those of the Economy and Development Committee, must be given the opportunity to recall the Cabinet Member to fully explain the thinking in the decision to support the report put before Cabinet last Wednesday.

5.

DATE RECEIVED: 12th July 2018

6. MEMBERS CALLING-IN:

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

Name

[Handwritten names: Adams, ...]

Ward

[Handwritten wards: Sever, ...]

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

[Handwritten: Economy and Development]

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**CABINET
DECISION RECORDING LOG**

DECISION DETERMINED ON: Wednesday, 4 July 2018

DECISION WILL COME INTO EFFECT ON: Friday, 13th July 2018

Decisions made by full cabinet and individual cabinet members are subject to "Call-in" by the appropriate Select Committee. Should a decision be subject to call-in it will not take effect as stated above and will be presented again at a later date.

CABINET MEMBERS PRESENT:

County Councillors R.J.W. Greenland, R.John, S.B. Jones, P. Jones, S. Jones, P. Jordan and P. Murphy

OTHER ELECTED MEMBERS PRESENT:

County Councillor V. Smith

OFFICERS PRESENT

Paul Matthews, Will McLean, Robert Tranter, Nicola Perry, Hannah Jones, Gareth King, Mike Moran and Ian Saunders

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Item Number	Title	Purpose, Consultation & Author	Declaration of Interests	Decision
3a	THE KNOLL ABERGAVENNY S106 FUNDING	As set out in the report		<p>RESOLVED: That a capital budget of £26,082 be created in 2018/19 to part fund the following projects and that this is funded from a corresponding contribution from the Section 106 balances held by the County Council in respect of the development at The Knoll, Abergavenny (Finance Code N583).</p> <p>That grants in the amounts shown be allocated to the following projects:</p> <ol style="list-style-type: none"> 1. Friends of Bailey Park £3,300 2. Friends of Linda Vista Gardens £1,590 3. Abergavenny Community Trust £2,140 4. Synergy Choir £3,300 5. Off Road Cycling Feasibility Study £5,000 6. Castle Meadows and Linda Vista Improvements (balance) £10,752 <p>Total 26,082</p>
Additional Information:				
3b	TO DECLARE SURPLUS TO REQUIREMENTS AND SEEK CONSENT FOR THE DISPOSAL OF APPROX. 36 ACRES OF AGRICULTURAL LAND	As set out in the report		<p>RESOLVED: That the asset known as Trellech 2/3/8, encompassing circa 36 acres of land between Llanishen and Trellech be declared surplus following the land being handed back the Council earlier this year.</p> <p>That consent be given for the land to be disposed of on the open market by the Council's Estates Team.</p> <p>That consent is given for the Estates Manager, in consultation with the</p>

				<p>Cabinet Member for Resources, to agree the method of disposal and any other related matters in relation to this disposal.</p> <p>That the budgets set out below are made available to fund the necessary costs of the disposal of the land.</p>
Additional Information:				
3c	RESTRUCTURING OF ATTRACTIONS	As set out in the report		<p>RESOLVED: To approve the changes to the staffing structure as outlined in the body of the report to that shown in Appendix 1.</p> <p>To approve that any redundancy and early pension costs will be met by the Corporate Redundancy budget.</p>
Additional Information:				
3d	CARE LEAVERS - COUNCIL TAX EXEMPTION	As set out in the report		<p>RESOLVED: To award 100% discretionary council tax relief to all care leavers aged between 18 to 25 who are residing in the County.</p> <p>To adopt the proposed relief scheme noted in 4.4.2.</p>
Additional Information:				
3e	PRIMARY SCHOOL MEAL DEBT RECOVERY POLICY AND PROCEDURE	As set out in the report		<p>RESOLVED: That debt associated with the provision to primary sector children of school meals and before school clubs be managed using the following policy and procedure:</p> <ol style="list-style-type: none"> 1. That no action be taken to recover debt until the value of the debt has exceeded £10. 2. That the person responsible for paying for the service (likely the parent or guardian) receive written advice of the debt on 3 occasions over a period of 3 weeks from the school. 3. In the event of the debt remaining outstanding that the person responsible for paying for the service be invited to a meeting with the school to discuss why the debt exists. 4. Schools to provide evidence of debt being chased and all actions taken to collect the debt, including letters to parents and welfare meetings. 5. Any payment plans must be agreed with the Local Authority and any deviation from this payment plan may result the service being withdrawn if agreed with the Chief Officer for Education and Head of Operations. 6. Once the debt is escalated to the Local Authority, evidence of trying to recover that debt must be provided by the school. If the

				<p>evidence is robust and the Local Authority is subsequently unable to recover the debt, the cost of this will be picked up by the Local Authority.</p> <p>7. If schools cannot provide that evidence, or it is not robust, any subsequent write off will be a cost to the school budget.</p> <p>8. A review of the procedure and level of debt is brought to Cabinet in six months time.</p> <p>That all other debt be accounted for through the individual school budgets (e.g. school trips)</p>
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Additional Information:

3f	CONSULTATION PAPER FOR INCLUSION REVIEW	As set out in the report		<p>RESOLVED: To approve the amended timeline associated with this statutory consultation process, which proposes that Cabinet take their final decision on 5th December 2018 rather than 7th November 2018 as originally proposed.</p>
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Additional Information:

3g	A GREAT START FOR ALL - DRAFT MONMOUTHSHIRE NEET (NOT IN EDUCATION, EMPLOYMENT OR TRAINING) REDUCTION STRATEGY	As set out in the report		<p>RESOLVED: That Cabinet approves the final draft version of the Monmouthshire NEET Reduction Strategy</p>
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Additional Information:

3h	WELSH CHURCH FUND WORKING GROUP	As set out in the report		<p>RESOLVED: That the following grants be awarded as per the schedule of applications.</p>
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Additional Information:

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SUBJECT: RESTRUCTURING OF ATTRACTIONS
MEETING: CABINET
DATE: 4th JULY 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To propose changes in the Enterprise Directorate within Tourism, Leisure, Culture and Youth Services to the staffing structure at Caldicot Castle, Chepstow Tourist Information Centre, Shirehall and Tintern Old Station.

2. RECOMMENDATIONS:

- 2.1 To approve the changes to the staffing structure as outlined in the body of the report to that shown in Appendix 1.
- 2.2 To approve that any redundancy and early pension costs will be met by the Corporate Redundancy budget.

3. KEY ISSUES:

- 3.1 The costs of running these four sites has exceeded the service budget for the last five financial years as demonstrated in Table1 below. In order to deliver these services within the restricted financial envelope for 2018/19 changes will need to be made to both the management and staffing structures. It is also imperative that the drive to generate income continues in order to meet potential increasing costs and that new income streams are identified and delivered upon. Even though we recognise there is no net budget saving this new proposed structure will ensure a more cost effective and efficient way of delivering the services, which in turn will optimize performance. This will also benefit the authority from a financial perspective ensuring we are able to operate within the net total budget.

Table 1: Financial Outturn for Attractions

Financial Year	Total Amount £	Total Budget £	Over Spend £
2013/14	600,951	552,953	47,998
2014/15	517,291	366,760	150,530
2015/16	427,681	246,038	181,643
2016/17	524,093	221,528	302,566
2017/18	578,865	408,159	170,706

4. REASONS:

- 4.1 Caldicot Castle, Chepstow Tourist Information Centre, Shirehall and Tintern Old Station currently operate independently of each other but there is a need to run these as a family of services who should rely upon one another for promotion, support and optimal operation. It therefore makes sense to bring these services together due to their distinct synergies. Creating a new model of opportunity for these services will enable them to sustain and build on the work that has already been achieved so far.

Management Structure

- 4.2 In order to bring these services together and work within the restricted financial envelope, a new management structure needs to be implemented. The creation of a new management role, the Visitor Attractions Group Manager would oversee all four sites to ensure that the services work together in a more cohesive way. A key part of this role is to identify new income streams in order to reduce the overall costs of these services. The four existing site manager's roles would be deleted.
- 4.3 Part of the additional resources released from these deleted posts will be reinvested into front line staff at sites to ensure that customers continue to receive excellent service and have a good experience.
- 4.4 A new role, a Wedding, Conference and Activities Co-ordinator will be established who will have a wider remit for all of the sites. The post will identify and increase business through weddings, conferences, small community events and meetings. This role will hold responsibility for staffing issues within Shirehall, Old Station and Chepstow TIC.
- 4.5 An additional business support officer (0.54 FTE) has been built in to support the day to day activities of the sites; the management team and complement the existing administration team, to ensure that staff at the sites can concentrate on the delivery of services to the public.

Old Station, Tintern

- 4.6 The existing post of site manager will be deleted as management will be undertaken by the Visitor Attractions Group Manager. The site is open seven days a week from April to October and the new role of Site Supervisor will be created to provide cover for the summer opening hours of 10 am to 6pm. It is anticipated that two posts would be created to cover the required weekly 56 hours at Grade F. Additional weekly support (35 hours) to cover weekends and other busy periods will be provided by new Visitor Assistant roles (grade D). It is anticipated that these will be filled by existing casual staff on contracted hours.

Caldicot Castle and Country Park

- 4.7 Caldicot Castle and Country Park has previously been managed on a part time basis and it is evident that this has not been successful. The castle needs to be adequately staffed to ensure that the castle can be safely opened to the public during the summer period and also to maintain access to the Country Park during the winter season. It is proposed that the full time role of Site Co-ordinator be established.
- 4.8 The Castle opening hours between April and October are 11am to 4pm. The castle is closed on Mondays with the exception of bank holidays. Seasonal Visitor Assistant posts will be established (grade E) to cover this summer period and likely to be filled by two part time posts to ensure that adequate cover is achieved.
- 4.9 The Café at the Castle is also seasonal and its staffing is currently provided by casual workers. It is proposed to formalise this arrangement and have Catering Assistants (Grade C). It is anticipated that these posts would be filled by existing casual staff. The staffing rotas provide additional support during the summer, weekends and school holiday periods.
- 4.10 The Castle Country Park requires support all year round to ensure that it is a safe environment for visitors. This involves the daily practical management of the Country Park, including grass cutting, tree and shrub management as well as assisting with organising car parking, and marshalling at special events. The current posts of Operational Assistant (currently vacant) and Site Warden will be deleted and replaced with Park Rangers (Grade D). The Park Rangers between them will work 7 days a week (49 hours per week). The Park Rangers will also provide support to Old Station, Tintern, particularly in the winter months when that site is closed to the public.
- 4.11 Support for the newly developed Site management plan will continue to be provided by staff members of the countryside team. The new Site co-ordinator would be responsible for the ongoing delivery of the plan.
- 4.12 Small community events are an integral part of the Castle operations and the new structure includes additional casual staff hours to support this. This role will be undertaken at a more strategic level as part of the role identified in the management section above. This results in the role of the Castle Events coordinator being deleted.

Shirehall

- 4.13 The existing post of Shirehall Site Manager will be deleted and management will be undertaken by the Visitor Attractions Group Manager. Shirehall will continue to open all year round, six days per week with opening hours ranging from 08.30 to 22.00 to cover long term commitments. In order to deliver these hours and ensure adequate cover, site supervisor posts (grade F) will be required. Visitor Assistant posts (grade D) will also be created to provide reception cover and general support.
- 4.14 As a result of the above requirements, the duty officer post, the receptionist and visitor and events assistants will be deleted.
- 4.15 Small community events are an integral part of the Shirehall's operations and the new structure includes additional casual staff hours to support this.

Chepstow Tourist Information Centre (TIC)

- 4.16 The existing post of Tourism Business Development Co-ordinator will be deleted as management will be undertaken by the Visitor Attractions Group Manager. New posts are to be created to help deliver the transformation of Chepstow's visitor information centre. A full time site supervisor role will be created at Grade F. Day to day support will be provided by Visitor Assistants to cover the opening hours. Current posts are filled by casual staff and it is anticipated that they would transfer across to the new roles of Visitor Assistants with contracted hours.

5. RESOURCE IMPLICATIONS:

- 5.1 The cost of the new structure (based on anticipated 18/19 pay rates and at top of scale) are £472,521 which is in line with the current budgeted cost of £472,744. The tables in appendix 2 shows the existing structure and compares this to the new structure. The new structure includes the cost of weekend and bank holiday enhancements and the cost of providing holiday cover for front line staff.
- 5.2 Initially a process will be conducted to recruit to positions. This process will recognise that a number of officers are being placed 'at risk of redundancy'. Where appropriate, they will be considered for opportunities in keeping with the Council's employment policies.
- 5.3 It is not possible at this stage to give an accurate estimation of costs associated with severance of employment if any given that there are processes to work through. It is not envisaged that this will be a significant cost at this stage. These will be reported back to Cabinet once the full impact is known.

6. SAFEGUARDING IMPLICATIONS

- 6.1 Tourism, Leisure, Culture and Youth services are committed to ensuring that people living within the County are safe and protected. These services share a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Within these services staff will continue to prioritise safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. Employees, volunteers and contractors who come into contact with children or adults at risk in the course of their duties will be expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people.

7. CONSULTEES

- 7.1 All staff affected by these proposed changes have been consulted with and any comments received have been answered and further information provided where possible. Unions have also received this report prior to those consultations commencing.

Senior Leadership Team

8. BACKGROUND PAPERS FUTURE GENERATIONS IMPLICATIONS

- 8.1 The completed Future Generations Evaluation can be found in Appendix 4.

9. AUTHORS:

Ian Saunders, Head of Tourism, Leisure, Culture and Youth Services
Richard Simpkins, Business Manager Tourism, Leisure, Culture and Youth Services
Marie Bartlett, Finance Manager

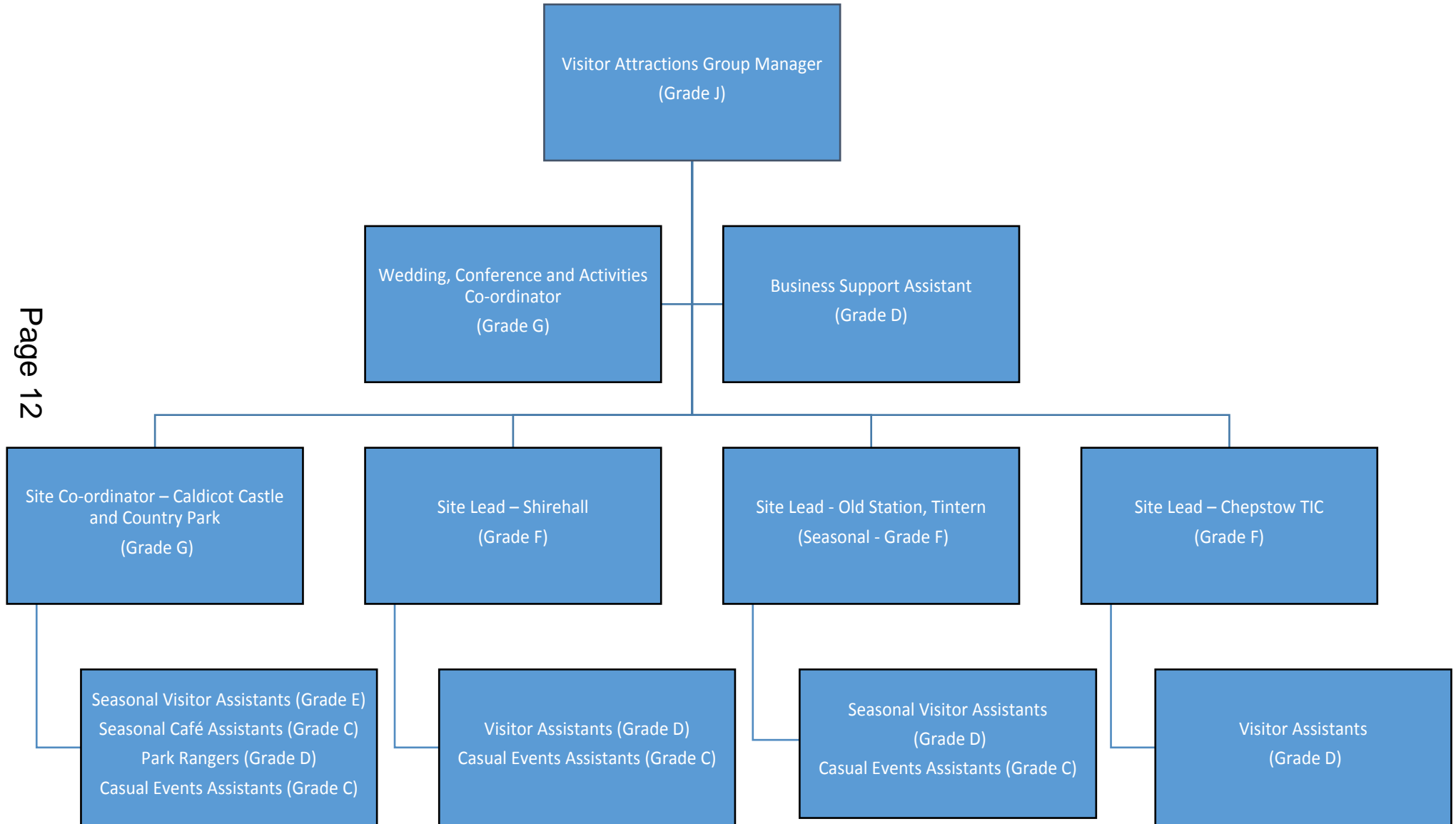
10. CONTACT DETAILS:

E-mail: IanSaunders@monmouthshire.gov.uk **mob:** 07876545793

E-mail: RichardSimpkins@monmouthshire.gov.uk **mob:** 07884061183

E-mail: MarieBartlett@monmouthshire.gov.uk **mob:** 07970380273

Appendix 1 – Proposed Structure for Visitor Attractions



Appendix 2 – Costings of the Proposed Structure for Visitor Attractions

EXISTING STRUCTURE	FTE	Grade	Existing Budget	NEW STRUCTURE	FTE	Grade	Budget at top of scale	Hours
MANAGEMENT								
				Visitor Attractions Group Manager	1.00	J	54,342	Full time
				Weddings, Conferences and Activities Co-ordinator	1.00	G	39,462	Full time
				Business Support Assistant	0.54	D	16,337	20 hrs per week
CALDICOT CASTLE & COUNTRY PARK								
				Site Co-ordinator (Castle & Country Park)	1.00	G	39,462	Full time
Castle Manager (vacant)	1.00	I	43,928	Post deleted				
Events Co-ordinator	1.00	H	43,928	Post deleted				
Site Warden	1.00	C	24,721	Post deleted				
				Park Ranger	1.32	D	35,401	Full time - 49 hours per week
Operations Assistant (vacant)	1.00	E	29,928	Visitor Assistants (seasonal)	0.80	E	24,129	Season
Events Assistant	0.30	E	8,320	Post deleted				
				Catering Officer (seasonal)	0.83	C	15,991	Season - various hrs
Catering Assistant	0.31	C	7,110	Casual Hours			2,809	
Casual Hours			11,928	Enhancements / Cover			18,038	
OLD STATION TINTERN								
Site Manager	1.00	I	48,932	Post deleted				
				Site Lead (seasonal)	0.94	F	33,415	Season - 56 hrs per week
Casual Hours			48,820	Visitor Assistants (seasonal)	0.60	D	16,047	Season - 35 hrs per week
				Enhancements / Cover			9,945	
SHIREHALL								
General Manager	1.00	I	48,932	Post deleted				
				Site Lead	1.73	F	60,175	Full time - 64 hrs per week
Duty Officer	0.80	E	23,814	Post deleted				
				Visitor Assistants	0.90	D	22,897	Various
Receptionist	1.00	D	26,604	Post deleted				
TIC Receptionist	0.61	D	15,724	Post deleted				

EXISTING STRUCTURE	FTE	Grade	Existing Budget	NEW STRUCTURE	FTE	Grade	Budget at top of scale	Hours
Visitor & Events Assistant	0.41	C	8,549	Post deleted				
Casual Hours			17,732	Casual Hours			4,693	
				Enhancements / Cover			8,571	
CHEPSTOW TIC								
Tourism Business Development Co-ordinator	1.00	G	39,522	Post deleted				
				Site Lead	1.00	F	34,789	Full time
Casual Hours		D	24,252	Visitor Assistants	0.90	D	26,172	Various
				Enhancements / Cover			9,846	
TOTAL			472,744				472,521	

Appendix 3 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Attractions Restructure
Date decision was made:	4th July 2018
Report Author:	Ian Saunders, Marie Bartlett and Richard Simpkins

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

A restructure will take place to make the attractions function as a more cohesive unit and put a team in place to drive performance and delivery.

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

This will all come back to performance against budget, targets and development of these service areas.

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?

Bringing it back in line with the financial envelop of these services which is £472,342. There may be some further redundancy costs that are yet to be determined.

Any other comments

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Future Generations Evaluation (Includes Equalities and Sustainability)

<p>Name of the Officer Richard Simpkins</p> <p>Phone no: 07884061183 E-mail: richardsimpkins@monmouthshire.gov.uk</p>	<p>To consider a proposed draft Attractions Restructure</p>
<p>Name of Service: Enterprise including Tourism, Leisure, Culture and Youth Services</p>	<p>Date Future Generations Evaluation 11th June 2018</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.





Does your proposal deliver any of the well-being goals below?


<p>Well Being Goal</p>	<p>Does the proposal contribute to this goal? Describe the positive and negative impacts.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.</p>	<p>Keeping services open and local but with more community focus and coordination – helping knit communities together.</p> <p>Positive engagement and coordination with community focused services.</p> <p>Income generation and investment in key aspects of the business will ensure the culture and business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow our very successful volunteering scheme.</p>

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?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue our close working partnership with countryside and planning and ensuring our green spaces and cultural heritage is well maintained and supported.</p>	<p>Any new delivery models will also seek to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through its 4 attractions and countryside.</p> <p>The new structure will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that the Attractions are central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales Moving (replacing Climbing Higher) etc. The new model will focus on the 4 Attractions working more closely together in promoting events and activities and open spaces that benefit people's health and wellbeing by their very nature.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The formation of this new structure will sustain and grow services through improved community engagement and connection with local priorities - this can lead to service improvements and continuing to understand what matters to our customers and partners.</p>	<p>This new structure is based on cohesion and continuity to ensure it encourages a community focus as one of its social drivers.</p>

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?
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The formulation of a new Attractions structure will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions made within the new structure will take into account global and well-being issues as part of its day to day processes.</p>
<p>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</p>	<p>The Attractions contribute greatly to the local culture, heritage and art, including the promotion and protection of the Welsh language.</p>	<p>One of the key drivers will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the Attractions to meet these outcomes.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Attractions will continue to provide services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data across the 4 venues there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend our current work towards promoting facilities and activities across all 4 sites as part of the wider TLCY model will create greater awareness of the total offer available.</p>

2. 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 new proposed model fits within the existing budget framework for this area and there is a focus on commerciality to ensure these services remain sustainable and grow.</p>	<p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport & Art Wales, Visit Wales, Town & Community Council, Youth Offer partnership, Creating Active & Healthy Monmouthshire, Schools, Unions and these will continue to be developed.</p>	<p>The good partnership working TLCY are involved in will continue and a more joined up approach with the new proposed structure will assist in developing this in a more cohesive and joined up way of working.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement and consultation has taken place over the past 2 weeks with human resources, unions and all staff currently working at the 4 venues in scope.</p>	<p>TLCY prides itself on customer engagement and seeking views of users and citizens of Monmouthshire on what is important to them and this will continue with a more joined up approach in terms of marketing what we have to offer.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Business plans for all service areas within TLCY are being developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>This new structure will develop a staff and investigate how best to mobilise it's incredible talented teams across the various business opportunities and services. We are currently identifying key income pipelines for each area and how these can be developed and joined up as part of a wider piece of work with a new delivery model.</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>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the venues in scope contribute to the wellbeing goals although some are more clearly defined than others. It is important that the Attractions are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p>	<p>One of the key drivers moving forwards will be the promotion of activity, health, culture and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. A single outcome measurement framework will be developed to help the Attractions as part of the wider TLCY service measure its impact on all of the wellbeing goals</p>

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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

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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	<p>The Attractions will provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all venues in scope provide a much wider offer. The new model will also provide opportunity for existing staff to grow within their roles. These positive impacts will apply to all protected characteristics listed below.</p>	n/a	<p>Asking all of our customers and partners what matters to them will evidently improve our services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.</p>
Disability	<p>Any new re-design and development will be compliant with the Equality Act 2010.</p>	n/a	<p>Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.</p>

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?
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	<p>Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language (Wales) Measure 2011. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.</p>	n/a	<p>Our staff are engaging in improving their ability to communicate through the medium of Welsh but there is an ongoing need to engage in the workforce planning process to ensure that we eventually have enough staff with Welsh Language skills to provide services to the public through the medium of Welsh. In order to achieve this there is support for this centrally via a scheduled training program to ensure our teams are in a good position to deliver the core aims within a set timeframe.</p>

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 <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.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	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.	n/a	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.
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.

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

The Cabinet report proposing the move to a new Attractions Structure is founded upon the following information:

- Budget information for the service to ensure they remain sustainable
- A new proposed model to assist in bringing facilities and products closer together and to help cross market

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 purpose of the proposed Attractions restructure is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open but with more community focus and coordination, helping knit communities together and clear joined up marketing across. Activities in establishing the new structure will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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	Progress
Presenting to Cabinet	4 th July 2018	Ian Saunders, Richard Simpkins and Marie Bartlett	Scheduled
Move to new structure ASAP	As soon as a decision is made	Ian Saunders, Richard Simpkins and Marie Bartlett	Pending decision

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:	Ongoing (in line with the above schedule)
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<i>1</i>	<i>Restructuring of Attractions</i>	<i>June 2018</i>	

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CALL-IN MECHANISM

Call-in

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

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

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

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

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

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

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

EXCEPTIONS

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

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

CALL-IN AND URGENCY

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

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