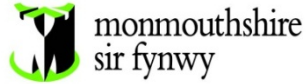


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 30 July 2019

Dear Councillor

INDIVIDUAL CABINET MEMBER DECISIONS

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 7 August 2019.

1. **EMERGENCY PLANNING - BUSINESS CONTINUITY MANAGEMENT POLICY STATEMENT** 1 - 16

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor P Murphy

AUTHOR: Ian Hardman – Emergency Planning Manager

CONTACT DETAILS:

Tel: 01633 644092, **E-mail:** ianhardman@monmouthshire.gov.uk

2. **COLLABORATIVE HERITAGE SERVICES PROVISION** 17 - 28

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor RJW Greenland

AUTHOR: Mark Hand, Head of Planning, Housing and Place Shaping

CONTACT DETAILS:

Tel: 01633 644803

E-mail: markhand@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)	<p>Whole Authority Strategy & Direction Lead Officer – Chief Executive</p> <p>CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board lead; WLGA lead</p>	<p>WLGA Council WLGA Coordinating Board Public Service Board</p>	Portskewett
R.J.W. Greenland (Deputy Leader)	<p>Enterprise and Land Use Planning Lead Officer – Frances O’Brien Support Officers – Mark Hand, Cath Fallon</p> <p>Local Development Plan; Strategic Development Plan; Economic Resilience and Growth; Town Centre Investment and Stewardship; Development Management and Building Control; Housing Delivery</p>	<p>WLGA Council Capital Region Tourism</p>	Devauden
P. Jordan	<p>Governance and Law Lead Officers – Matthew Gatehouse, Matthew Phillips, Ian Saunders</p> <p>Council & Executive decision making; Constitution review and implementation of change; Law, Ethics & Standards; Audit and Regulatory WAO Relations Support for Elected Members Democracy promotion & citizen engagement Whole Authority Performance; Whole Authority Service Planning & Evaluation Community Hubs and Contact Centre Community Learning Tourist Information / Museums / Theatre / Attractions</p>		Cantref
R. John	<p>Children & Young People and MonLife Lead Officers – Will McLean, Ian Saunders Support Officers – Nikki Wellington, Sharon Randall-Smith, Richard Simpkins</p> <p>Early Years Education</p>	<p>Joint Education Group (EAS) WJEC</p>	Mitchel Troy

	<p>All Age Statutory Education Additional Learning Needs; School Inclusion Post 16 entitlement / offer</p> <p>School standards and Improvement; Education Achievement Service Commissioning Coleg Gwent and University liaison. Leisure / Sport Outdoor education / Duke of Edinburgh Active Travel Countryside / Biodiversity</p>		
P. Jones	<p>Social Care, Safeguarding & Health Lead Officer – Julie Boothroyd Support Officers – Eve Parkinson, Jane Rodgers</p> <p>Children’s Services Fostering & Adoption; Youth Offending Service; Adults Services Whole Authority Safeguarding (children & adults); Disabilities; Mental Health; Health liaison.</p>		Raglan
P. Murphy	<p>Whole Authority Resources Lead Officer – Peter Davies, Frances O’Brien Support Officers – Deb Hill-Howells, Sian Hayward, Tracey Harry, Mark Howcroft</p> <p>Finance; Information technology (SRS); Digital Programme Office Human Resources; Health & Safety; Emergency Planning; Procurement; Land & Buildings (inc. Estate, Cemeteries, Allotments, Farms); Vehicle Fleet / Passenger Transport Unit Property maintenance; Facilities Management (inc. Building Cleaning and Catering all ages)</p>	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
J. Pratt	<p>Infrastructure and Neighbourhood Services Lead Officer – Frances O’Brien Support Officers – Roger Hoggins, Carl Touhig, Nigel Leaworthy</p> <p>County Roads / Pavements South Wales Trunk Road Agency</p>	SEWTA Prosiect Gwyrdd	Goytre Fawr

	<p>Highways Maintenance, Transport, Traffic & Network Management, Car Parks / Illegal Parking Enforcement Whole Authority De-carbonisation Plastic Free Monmouthshire Waste / Recycling / Cleansing Grounds Maintenance Parks & Open Spaces/ Public Conveniences Flood Prevention / Management / SUDs</p>		
S. Jones	<p>Social Justice & Community Development Lead Officer – Frances O’Brien Support Officers – Cath Fallon, David Jones, Ian Bakewell</p> <p>Rural Deprivation / Isolation; Digital Deprivation Poverty / Disadvantage Homelessness; Supporting People Community Safety / Equality / Protected Characteristics Public Relations; / Communications / Marketing Trading Standards / Environmental Health; Licensing; Registrars</p>		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:	EMERGENCY PLANNING – BUSINESS CONTINUITY MANAGEMENT POLICY STATEMENT
MEETING:	SINGLE MEMBER DECISION – CLLR PHIL MURPHY
DATE:	7th AUGUST 2019
DIVISION/WARDS AFFECTED:	COUNTYWIDE

1. PURPOSE:

To seek agreement from the Emergency Planning 'Portfolio Holder' to the updated MCC Business Continuity Policy Statement.

2. RECOMMENDATIONS:

The Portfolio Holder is asked to:
Review the amended Policy Statement and 'sign off' / amend as necessary.

3. KEY ISSUES:

Ensuring that the authority continues to meet its Business Continuity responsibilities under the Civil Contingencies Act 2004.

4. REASONS:

- Business Continuity planning is a legislative requirement upon the authority under the Civil Contingencies Act 2004. The authority is required to have business continuity plans in place to ensure that it can deliver its priority services during times of disruption.
- The Business Continuity Management (BCM) process (based on the BCM Good Practice Guidelines) requires Monmouthshire County Council to have a clear Policy and Programme Management in place. The policy reflecting the BCM parameters which MCC have agreed to work within which is then implemented via the 'Programme' through an ongoing cycle of BCM activities.
- The last review of the BCM Policy statement was in 2013 with a 'review as and when necessary' timeframe. To keep in line with current good practice and ensure this remains a strategic statement concisely outlining purpose, context, scope and governance, the revised Policy is now a simple one page statement reflecting what MCC will do and not how it will be done. This gives clear messages to Elected Members, staff, partner agencies and third party companies on expectations of our ongoing commitment to BCM and deliverables.
- There has never been a separate document for the MCC BCM Programme. However, again in line with current guidance a Programme has been adopted by SLT detailing how the authority delivers BCM, encompassing an aim, objectives, scope, roles and responsibilities and general 'implementation and programme management'.
- Emergency Planning have delivered a number of events promoting Business Continuity and continue to support service areas with various elements of BCM delivery. The recent work around BREXIT has again highlighted the importance and significance of BCM, which in turn has generated positive dialogue with service area managers and the provision of an updated Policy Statement and whole authority BCM Programme will provide the clarity requested around 'who is responsible' for the various elements attributed to BCM.

- Hence, in summary the agreement of the updated Policy Statement, illustrating the intentions and direction of the organisation in regards to BCM, will ensure compliance with the BCM good practice guidelines and the Civil Contingencies Act legislation.

5. RESOURCE IMPLICATIONS:

There are no resource implications.

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

No Future Generations Evaluation is required as the report is for agreement on the updated Policy Statement only.

7. CONSULTEES:

Ian Hardman – Emergency Planning Manager

Tracey Harry – Head of People

Peter Davies – Chief Officer, Resources & MCC BCM Champion

Agreed by SLT on 25th June 2019

8. BACKGROUND PAPERS:

An updated copy of the Business Continuity Policy Statement is attached/ embedded in this document. A copy of the BCM Programme is also embedded for information.



Draft MCC BCM
Policy June 2019.docx



MCC BCM
Programme June 2019

9. AUTHOR:

Ian Hardman – Emergency Planning Manager

10. CONTACT DETAILS:

Tel: 01633 644092, **E-mail:** ianhardman@monmouthshire.gov.uk



Working with the Citizens of Monmouthshire

Business Continuity Management

POLICY STATEMENT



June 2019

1. Business Continuity Management (BCM) Policy Statement

- 1.1 Monmouthshire County Council is committed to putting BCM plans in place to ensure that services are maintained in the event of a service disruption.
- 1.2 We will prepare and maintain plans to ensure that we can continue to deliver our normal functions and our Civil Contingency functions, so far as is reasonably practicable, when faced with a disruption. These plans should be reviewed by service area managers every three years.
- 1.3 Monmouthshire County Council is also committed to giving advice to the Monmouthshire Business Community and to Monmouthshire Voluntary Organisations on how to implement their own Business Continuity Plans.
- 1.4 The business continuity arrangements will be based upon the following:
 - The Business Continuity Good Practice Guidelines (current version)
 - Civil Contingencies Act 2004
- 1.5 The Chief Officer for Resources is the accepted Champion of Business Continuity Management within the Authority.
- 1.6 The Chief Executive and the Senior Leadership Team are responsible for securing consistent application of this policy between directorates.
- 1.7 Chief Officers are responsible for the operation and implementation of this policy within their own directorates while Heads of Service are responsible within their own specific service areas.
- 1.8 Each Head of Service or respective manager will complete Business Continuity plans for their service area and contribute to a two yearly review of the Register of Priority Services.
- 1.9 The scope of these business continuity arrangements have been pre-determined to maintain priority services where if not maintained may have an immediate impact on the health or welfare of MCC residents.
- 1.10 Those services deemed a high priority by completion of Business Impact Assessments (BIAs), have been identified as the most important services to be returned to at least a minimal level, within a defined time period following a disruption or failure.
- 1.11 Contracts for goods and/or services deemed critical by the appropriate service areas to business continuity will include a requirement for MCC to reserve the right to have access and look at, but not necessarily formally review their business continuity plans.
- 1.12 If relevant tenders for critical goods and/or services should include business continuity as an element of the tender evaluation process.
- 1.13 All key staff must be made aware of the plans that affect their service delivery areas and their role following activation of the plan.
- 1.14 There is a requirement to exercise business continuity plans. However, if the plan has been implemented then an exercise is not required.
- 1.15 Emergency Planning will review service area plans with service area managers as and when required.

This policy will be reviewed as and when necessary.

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Working with the Citizens of Monmouthshire

Business Continuity Management

PROGRAMME



June 2019

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1. BUSINESS CONTINUITY MANAGEMENT (BCM) PROGRAMME

1.1 The Civil Contingencies Act 2004 places a statutory obligation on all Category 1 Responders (of which Monmouthshire County Council is classified as such) to develop and maintain Business Continuity Plans. As a local authority we have additional duties to give advice to local businesses and voluntary organisations on the merits of Business Continuity Planning and how to implement their own Business Continuity plans.

1.2 Business Continuity Management is an ongoing process of risk assessment and risk management with the purpose of ensuring that the Authority can continue to deliver its key services should a disruption occur. These risks can be external to the organisation, over which we have no control, such as a power failure, or from within the organisation, such as accidental or deliberate damage to property.

1.3 The three key areas that can affect our delivery of service are:-

The denial of access to a facility due to, for example:-

- Vandalism
- Accidental fire or arson
- Scene of crime investigation
- Flooding
- Dangerous structures

Staff shortages due to, for example:-

- A major influenza outbreak
- Industrial action
- Loss of key staff/skills
- Fuel shortage
- Prolonged severe weather

Failure of a supporting service such as:-

- A sub-contractor's business fails
- Telephone system fails
- Computing system fails

2. AIM of the PROGRAMME

- Ensure statutory obligations and policy objectives are met;
- Seek to improve overall business resilience;
- Ensure that adequate business recovery arrangements and plans are in place;
- Safeguard employees, clients or service users, members, pupils, and all stakeholders to whom the Council has a duty of care.

3. OBJECTIVES

- Develop and maintain a BCM Programme to give a clear structure to help the Council plan and prepare for disruption and strengthen our resilience thus allowing the management and on-going delivery of services following an incident.
- Establish a BCM Programme of work.
- Identify and review the areas of potential damage or loss that may be caused to Council services as a result of serious disruption (including those defined by the Civil Contingencies Act (2004)).
- Ensure that relevant plans are produced, maintained and rehearsed or tested at appropriate intervals.
- Provide assistance and guidance to help managers to maintain and improve service area BCM plans.
- Test and exercise service area arrangements with the support of Emergency Planning. If an incident has occurred and plans have been implemented specific exercises are not required.
- Initiate an on-going training and awareness programme for chief officers, service area managers and other employees.
- Benchmark with similar Local Authorities and other relevant organisations as well as being aware of guidance and good practice issued by Welsh Government, Central Government, professional bodies and other authoritative sources.
- Monmouthshire County Council will, for all priority services, seek to ensure that suppliers have BCM plans.
- Promote and provide advice and assistance on BCM to local businesses and the voluntary sector when requested.
- Ensure that organisations are referred to the most relevant and current BCM practice that is available.
- Develop arrangements with other partners in the Gwent Local Resilience Forum to share good practice.

4. SCOPE

Monmouthshire County Council has Business Continuity responsibilities for the following stakeholders:-

- Monmouthshire County Council direct services (design and implement BCM plans).
- Internal support services that allow Monmouthshire County Council to deliver its services (design and implement BCM plans).
- External key suppliers to Monmouthshire County Council (audit and advice on BCM planning).
- Primary and comprehensive schools (advice on BCM planning).
- Monmouthshire business community (advice on BCM planning).
- Voluntary organisations within Monmouthshire (advice on BCM planning).
- Neighbouring local authorities (to collaborate and share BCM information).

5. BCM PROGRAMME

The process shown below is based on the Business Continuity Institute 'Good Practice Guidelines' – current version. This process involves the following activities:

5.1 BCM programme management

This includes:

- reviewing responsibilities for implementing and maintaining the BCM programme within the council.
- the ongoing management of business continuity – regular reviews and updates of business continuity arrangements and plans. This will be undertaken by service area managers in conjunction with Emergency Planning as required.
- reviewing the Register of Priority Services on a biennial basis. This will be undertaken by the completion of Business Impact Analysis (BIA) which will be carried out by service area managers and Emergency Planning.
- reviewing training needs for staff.

Understanding the organisation

- 5.2 Business impact assessments have been carried out to identify our highest priority services and the systems that support them. BIA's are an ongoing process and will be reviewed every 2 years. BIA's will be undertaken by service area managers, in conjunction with Emergency Planning. As an output of the BIAs a ranking system has been established in order to prioritise the re-establishing of services. These are:

Priority 1 - Critical service



Any service which if interrupted for more than four hours would result in an immediate impact on the health or welfare of MCC residents plus any corporate activity required to support the delivery of critical services. Time Critical service needing to be restored within 4 hours.

Priority 2 – Essential Service



Any service which if interrupted for longer than one day would result in a harmful impact on the health or welfare of MCC residents plus any corporate activity required to support the delivery of essential services. Important service needing to be restored within 24 hours.

Priority 3 - Important Service



Any service which if interrupted for an extended period, would result in damage to the reputation of the authority and/or impact on the health and welfare of MCC residents. A service needing to be restored within 5 working days.

Priority 4 - Routine Service



Any service which could withstand longer term interruption and whose staff may be redeployed to assist with the recovery of higher priority services in the event of an incident. A service which can be restored progressively after 6 working days.

Those services that are rated a P1 will be given greater priority in regards to business continuity arrangements being put in place for that particular service.

- 5.3 Due to the complexity of the organisation, a categorisation system has been put in place to establish defined time periods of recovery following a disruption. Instead of using the pre-established Business Continuity terminology of Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO), the organisation has adopted the ranking system shown above.

6. OWNERSHIP / ROLES AND RESPONSIBILITIES

- 6.1 The following list, which is not exhaustive, details some of the more fundamental roles in relation to ensuring the ongoing success and support of the BCM programme within the Council.

- 6.2 The **Chief Officer for Resources** is the accepted Champion of Business Continuity Management within the Authority.

6.3 Elected Members

- Elected Members are responsible for the effective governance in the delivery of services to the local community.
- Members have a responsibility to understand the strategic risks and the importance of an effective BCM Programme.
- Members should also be aware of the recovery timescales for Council activities.

6.4 Chief Officers / Senior Leadership Team

- Operation and implementation of this policy within their own directorates.
- Endorsement and sponsorship for Business Continuity to be rolled out across all Council services.
- Secure consistent application of this policy between directorates.
- Participate in strategic level Business Continuity exercises where appropriate.
- Lead the Council when a strategic response is required.
- Ensure the Council's BCM Policy is enforced for the benefit of the Council.
- Promote the need for continuous improvement of BCM with the Council.

6.5 Heads of Service

- Take ownership of BCM within their areas of responsibility.
- Ensure that BCM Plans are in place for the activities provided within their service area.
- Ensure that these BCM plans are reviewed every three years and exercised as required; this process needs to be auditable so details need to be captured.
- Ensure that the continuity capability of suppliers is considered when negotiating contract terms.
- Promote the importance of BCM to all staff within their areas.
- Support the Council when a strategic or tactical response is required.

- Ensure the Council's BCM Policy is implemented for the benefit of the Council.

6.6 Service Managers / Business Continuity Plan Holders

- Complete a Business Impact Analysis for their area of responsibility on a biennial basis and review in line with the Register of Priority Services.
- Develop appropriate BCM plans for their area of responsibility.
- Participate in BCM training, workshops and exercising as required.
- Ensure the staff within their service area are aware of the Business Continuity plan for their service.
- Support and strive to continually improve the Councils BCM work.
- Proactively work with contractors, suppliers and partners to ensure that they have BC plans in place.
- Proactively look to mitigate risks of potential business exposures and vulnerabilities.
- Practice and be prepared to execute their role as defined in their Business Continuity plan.

6.7 The Emergency Planning Team

- Review and maintain the BCM Policy and Programme as required.
- Update the Register of Priority Services on a biennial basis.
- Provide guidance and advice to Service Managers when completing Business Continuity plans.
- Organise BCM training, workshops and exercising for staff.
- Keep up to date with good practice and ensure that this is reflected in any advice and assistance provided both internally and to local businesses and voluntary organisations.

6.8 Building Managers / Corporate Landlord

- Council buildings /facilities are important resources for council services to be effectively delivered by Council employees and also for customers to access these services – managers should proactively work to mitigate identified risks (alternative power supply, building security etc.).
- Participate in BCM training, workshops and exercising.

6.9 All Employees

Staff are expected to co-operate and, where appropriate be part of the response arrangements in the event of BCM arrangements being invoked. This involvement will also include attending exercises and appropriate training. Employees are encouraged to proactively look to mitigate risks of potential business vulnerabilities and to escalate any potential weaknesses in BCM plans or arrangements to their manager and the Emergency Planning Team.

7. DETERMINING BCM STRATEGY

- 7.1 Alternative strategies have been identified by means of service area plans to mitigate the impact of disruptive events on the organisation. In the event of a disruption to a

service, existing emergency response arrangements will be utilised in order to provide a coordinated response and to consider the business continuity impacts to the organisation.

7.2 Implementing A BCM Response

Individual service area responses to a business continuity disruption are detailed in service area plans. The emergency management structure detailed in the corporate Emergency Management Plan can be utilised for any incident. An Emergency Response Team (ERT) can be established to manage the response to the disruption as detailed in the Emergency Management Plan.

The ERT ensures that actions are considered for:

- the immediate response to the incident;
- interim solutions or maintaining at least a minimum acceptable level of service, leading on to;
- reinstating full services.

8. EXERCISING

8.1 An exercise programme will enable the council to:

- demonstrate the extent to which strategies and plans are complete, current and accurate and;
- identify opportunities for improvement.

8.2 There is a requirement to exercise business continuity plans. However, if the plan has been implemented in response to a disruption then an exercise is not required. Should an exercise be required, arrangements can be made with the support of the Emergency Planning Team.

9. REVIEW SCHEDULE

Document	Reviewing Body	Review Frequency	Sign off
BCM Policy	Emergency Planning Team	As required	SLT Single Member
BCM Programme	Emergency Planning Team	As required	SLT
Register of Priority Services	Emergency Planning Team	Every 2 years	SLT Single Member
Business Impact Analysis (undertaken by Service Managers within the Business Planning process)	Emergency Planning Team	Every 2 years	SMT of respective service area

Document	Reviewing Body	Review Frequency	Sign off
Service area BC Plans	Plan Owners	Every 3 years	SMT of respective service area
BC Exercises	Plan Owners	As required if BC plans haven't been activated.	SMT of respective service area

10. EMBEDDING BCM IN THE COUNCIL'S CULTURE

10.1 The embedding of a continuity culture by raising awareness throughout the council and offering training to key staff on BCM issues:

- items in Council publications
- Hub bulletins
- staff training sessions
- eLearning

11. LINKS TO RELEVANT POLICIES, PLANS, DOCUMENTS AND STRATEGIES

11.1 This document supports and or links directly or indirectly to the following Corporate policies, plans and strategies and should be read in conjunction with them:

- MCC Corporate Business Plan 2017//2022
- MCC Emergency Management Plan
- MCC Severe Weather Arrangements
- MCC Fuel Arrangements
- MCC Pandemic Influenza Plan
- MCC Service Area BCM Plans
- Agile Working Guidance
- Health Safety and Wellbeing Policies

12. REVIEW

12.1 The BCM Programme will be reviewed as and when necessary or as a result of significant changes to the BCM Policy or organisation.

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SUBJECT: Collaborative Heritage Services Provision

MEETING: Individual Cabinet Member Decision (Enterprise)

DATE: 10th October 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 This report seeks the Cabinet Member for Enterprise's approval to engage in a collaborative approach to the delivery of Built Heritage Services between Blaenau Gwent County Borough Council and Monmouthshire County Council.
- 1.2 The proposals seek to maximise the benefits of collaborative working regarding the delivery of a specialist topic area addressing issues of consistency, capacity and experience sharing across the both Authorities building on the success of the recent collaboration between Monmouthshire County Council and Torfaen County Borough Council.

2. RECOMMENDATIONS:

- 2.1 To authorise the following:
 - The delivery of services set out in part 3 ;
 - Delegate responsibility to the Head of Planning, Housing and Place-shaping, to amend and extend the agreement should demand and resources allow.

3. KEY ISSUES:

- 3.1 Monmouthshire has an established Heritage Team within the wider Development Management Team who are responsible for advising and managing all aspects of the historic environment. A recent report approved by Single Cabinet Member set out a formal collaboration between Monmouthshire County Council and Torfaen County Borough Council providing a joint built heritage service. This has been implemented and the joint service has been successfully operating since January 2019. The first six month review was held in June received very positive reviews of the service and some early success stories. From this some of the commitments in terms of reconsidering case officer roles can now be investigated, building on the relationships formed over the last 6 months. .
- 3.2 Collaborative services has for some time been on the agenda for Local Government services in Wales. The issues were first considered in a report dated 2012, The Simpson Compact, which suggested a series of options recommending voluntary arrangements given funding demands. A further report in May 2013 by Hyder entitled 'Options for the Delivery of Local Authority Historic Environment Conservation Services in Wales' - identified regional collaboration on a formal, constituted basis as having the most support. Up until recently progress on this area

had stalled however concerns about the resilience and capacity of local conservation services were a strong theme throughout the scrutiny of the Historic Environment (Wales) Bill/Act. In 2017 a Task and Finish Group was set up by Welsh Government with MCC as a panel member, specifically looking at delivering Heritage Services through collaborative models. In addition specific work streams have also be established in North Wales looking at a series of options to improve Heritage Services delivery underlining the concern and wider review of delivering suitable models to manage the historic environment in Wales.

- 3.3 The delivery of services through a combined approach offers many benefits, such as improved resilience, opportunity to increase skills sharing and build a stronger knowledge base for all and improved officer morale offering constructive peer review. Despite a team approach already being established in Monmouthshire, it is considered that initiating collaborative services, managed by Monmouthshire and on terms that are suitable for MCC, TCBC and Blaenau Gwent CBC is the best approach to collaborative working and delivers a more robust and responsive service. This has been evident in the recent collaboration with TCBC, on which this relationship seeks to build.
- 3.4 The Heritage team includes a Heritage Manager (post A), Senior Heritage Officer (post B), Heritage Monitoring Officer (post C), Tree officer (post F) and a Senior Landscape and Urban Design Officer (post G). Through collaboration team has been supplemented by the addition of two posts, both at a senior level funded by TCBC. Post D is directly funded by TCBC however the post is employed by MCC having the same terms and conditions as posts A-C. Post E is employed by TCBC and remain so for the duration of the separate agreement with TCBC.
- 3.5 In relation to the collaboration proposed with Blaenau Gwent County Borough Council (BGCBC), their service demands are significantly less than TCBC. Having only 53 Listed Buildings and 2 Conservation Areas the Development Management demand is only a fraction of the demands of TCBC and MCC. Therefore the proposed agreement is to deliver a set level of service which can be quantified and resourced financially by BGCBC. Based on recent demands, BGCBC have requested that the minimum service level is provided, this comprises processing two listed building consent applications, advising on two planning applications in conservation areas and responding the three pre application enquiries per annum. This service has been costed at £3,564 per annum.

X2 LBC applications @£800	£1600
X3 PP applications @£400	£1200
Average 3 pre apps a year @£120	£360
IT/Communications	£80
Management fee 10%	£324
Total	£3,564
Mileage @ 45 pence per mile	Charged separately.

- 3.6 The above charges have been based on available evidence from the Simpson report commissioned by WG looking as cost recovery for planning departments. The Simpson report, which carried out research from across Wales, identified the average cost against processing an application. This concluded that on average it costs £800 to process a listed building consent application. In relation to planning consultations, as this involves half the work, this has been set at half the application fee and the pre application fees are set to mirror MCC's approved charging schedule. It was also considered necessary to include an additional 10% management fee and a small element of IT. Any mileage incurred is charged at the standard rate and calculated from the employee's base of work. If BGCBC require services above the agreed service level, this is charged at our hourly rate. The hourly rate is the total cost to the LPA for the post, plus 10%.
- 3.7 As this level of service demand is small it can be absorbed by the current team, however should demand increase additional resources would be required, which in turn would need to be resourced by BGCBC.

4. OPTIONS APPRAISAL

- 4.1 This addition to the current collaborative arrangement with TCBC is based on one year's service provision as opposed to the two years agreed with TCBC. As with the current arrangement, service provision in MCC will be maintained and unaffected. However, this does increase the level of management required for the current Heritage Manager, given MCC would be hosting Heritage Services for three Local Planning Authorities. This impact, together with the quality of service delivery will be subject to regular review.
- 4.2 There is the option to reject the proposed collaborative arrangement, in which BGBC will continue to deliver the service independently. There would be no detriment to current service delivery should this happen. However, this would be considered a missed opportunity given the increasing agenda for collaboration in many areas of service delivery at a local level from Welsh Government.
- 4.3 As stated the offer will be under regular review with data collated relating to key performance indicators, for example number of applications and time taken to determine. As well as qualitative data and feedback from managers and customers as to the quality of advice provided. If service delivery within MCC begins to suffer either party can terminate the agreement providing 3 months' notice with limited impact on resources.

5. EVALUATION CRITERIA

- 5.1 A successful collaboration will be the provision of an enhanced and more resilient heritage service for all Councils involved. An evaluation assessment has been included at Appendix B for future evaluation of whether the decision has been successfully implemented. The evaluation of success will be reported to the

Economy and Development Select Committee each September/October as part of the Planning Service's Annual Performance Report. Planning Committee members are invited to that meeting.

6. REASONS:

- 6.1 The recommendations propose to enter into a suitable collaborative arrangement in fulfilling the need to provide specialist advice to management of the historic environment. This will ensure that the terms and conditions of any arrangement are able to be negotiated by the service providers rather than being imposed on the Local Authority should formal collaboration be enforced.
- 6.2 To provide the opportunity for the department to enter into voluntary arrangement in order to identify opportunities and challenges to service delivery and adapt accordingly ensuring that the service can be most effective in the future.

7. RESOURCE IMPLICATIONS:

- 7.1 Providing a collaborative approach will be cost neutral to MCC as current staffing levels are maintained and are within budget. The additional resources can be accommodated within the current team given the low level of demand. If service demands from BGCBC increase this will be at an additional cost the BGCBC.
- 7.2 Should the voluntary agreement be ended by either party, a notice period of 3 months is required to terminate the agreement. If MCC terminate the agreement any remaining payment shall be returned to BGCBC. If BGCBC terminate the agreement the funding shall be retained by MCC.

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

The are no significant equality impacts identified in the assessment (Appendix C).

There may be beneficial impacts economically or to quality of life from quicker decisions in some instances given the wider pool of staff.

The actual impacts from this report's recommendations will be reviewed regularly with programmed periodic evaluations. The criteria for monitoring and review will include: collating data on numbers of applications, time taken to determine, types of applications/work area pressures and general managerial feedback.

9. CONSULTEES:

MCC Development Services Manager - responded stating that approach to collaboration is sensible and allows MCC to prescribe terms that maintain and protect current service delivery in order to future proof the service.

Heritage Team – responded that they were excited about the potential opportunities that collaboration could bring

Finance – provided information in relation to employee hourly rates and have reviewed the charging schedule.

Legal – responded stating that the notice period should be in writing to avoid any doubt.

10. BACKGROUND PAPERS:

See appendix A – Team and Reporting Structure

See appendix B - Future Evaluation of Implementation

See appendix C - Future Generations Evaluation

11. AUTHOR:

Mark Hand, Head of Planning, Housing and Place Shaping

12. CONTACT DETAILS:

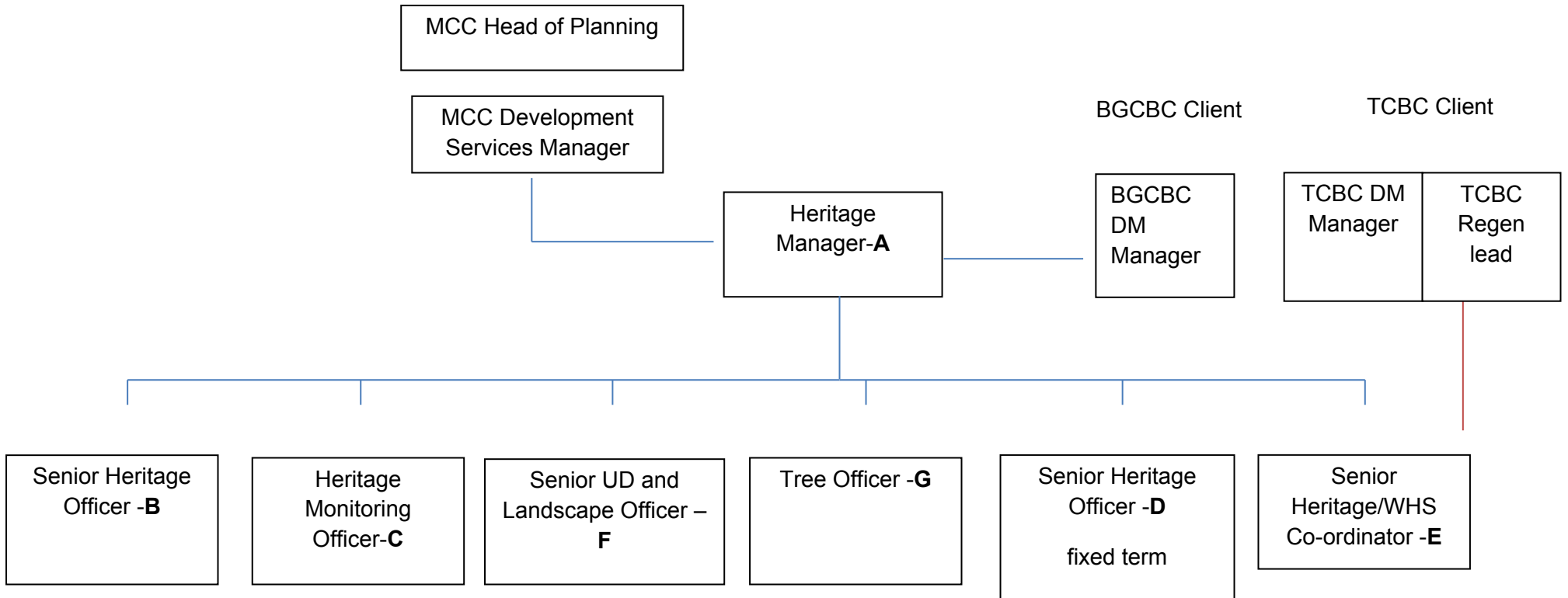
Tel: 01633 644803

E-mail: markhand@monmouthshire.gov.uk

Appendix A

Team and Reporting Structure

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

Title of Report:	Collaborative Heritage Services
Date decision was made:	
Report Author:	Mark Hand

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

The desired outcome is to see an established and responsive collaborative approach to service delivery with the development of a larger multi-disciplinary team.

The decision will offer an enhanced level of service meeting customer needs.

To be completed at 6 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?

Criteria will include:

Number of applications

Time taken to determine

Types of applications/work pressures

Effective and responsive advice provided in a timely manner through Managerial Review/Evaluation.

On-going monitoring of standard service provision to ensure that timescales and service is not detrimentally affected beyond the normal parameters as identified in current monthly reviews of data by DM Management.

To be completed at 6 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?

There is no proposed immediate resource requirements or savings. The proposals will see an additional income of £3,564 (+VAT) for the development management team.

To be completed at 6 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

Memorandum of Understanding

Collaborative Heritage Services

Between

Monmouthshire County Council

And

Blaenau Gwent County Borough Council



1 PURPOSE

This document sets out the agreement under which Monmouthshire County Council (MCC) will provide Blaenau Gwent County Borough Council (BGCBC) with a minimum of service delivery set out in 5.1 for a set fee for a 12 month period. Any additional service demands shall be priced accordingly and agreed by both parties, over and above the demands set out in 5.1.

DURATION OF AGREEMENT AND REVIEW

The agreement shall proceed from the date the MoU is signed by both Authorities to 31st March 2020 and for rolling 12 months periods thereafter. The delivery agreement will initially be reviewed in December 2019 and then at 6 and 12 monthly intervals during a given rolling year (April – March). The review(s) will consider both the level of service provision and any changes to service charges.

2 GOALS AND OBJECTIVES

The goal of this agreement is to deliver Heritage Services between MCC and BGCBC

The objectives of this agreement are;

- Provide a team approach to Heritage Services in order to provide a consistent and resilient access to specialist advice across both Council areas
- Develop and enhance skills of existing/new officers through sharing of expertise to develop a wider scope of knowledge
- Meet service demands of Development Management functions for BGCBC whilst maintaining service levels in MCC and Torfaen County Borough Council (TCBC)

3 AGREEMENT BACKGROUND AND OVERVIEW

An opportunity has arisen for Monmouthshire County Council and Blaenau Gwent County Borough Council to build on the success of the collaboration with TCBC and delivery of specialist advice focussing on the Historic Environment in BG as well. Delivery of these services is a continual issue for many Local Authorities and it is considered that there are key benefits to be gained through a collaborative approach to service delivery. It is intended to address BGCBC's lack of in-house expertise in respect of the Historic Environment and consistency of advice between Authorities. In addition it is proposed that collaboration will provide an opportunity to increase resilience, knowledge and skills base of aspects of Historic Environment Management through building and sharing of expertise and experience. This will provide an enhanced level of service delivery with the current budget requirements.

This document sets out how these services will be delivered and what mechanisms will be in place in order to meet the demands of each Local Authority's customer demand.

4 STAKEHOLDERS

Monmouthshire County Council
Blaenau Gwent County Borough Council

5 SERVICE DELIVERY DEMANDS

5.1 BGCBC

X2 LBC/CAC applications @£800	£1600
X3 PP applications @£400	£1200
Average 3 pre apps a year @£120	£360
IT/Communications	£80
Management fee 10%	£324
Total	£3,564
Mileage @ 45pence per mile	Separate.

MCC will deal directly with the processing and assessment of Listed Building Consent (LBC) and Conservation Area Consent (CAC) applications with the support of BGCBC administrative services, making recommendations on whether to approve or refuse developments to either BGCBC's Service Manager – Development and Estates or Planning and Licencing Committee, as appropriate. MCC will provide consultation advice on planning applications and pre-application enquires directly to relevant BGCBC officers. MCC will endeavour to provide the service within statutory timeframes.

In dealing with LBC and CAC applications in Blaenau Gwent, MCC will provide regular updates to BGCBC officers on progress and provide opportunities for BGCBC officers to attend site visits and any meetings with applicants in an observing capacity only. This will be done in order to improve BGCBC knowledge and understanding of heritage issues.

6 SERVICE CHARGES

The services provided above are charged as set out in 5.1. In the event that an hourly rate is necessary, subject to agreement, the following rates are relevant to the end of the 2019/2020 financial year, after which they will be subject to change including costs increase and any NJC increase.

Manager- £43

Senior - £33

7. PROPOSED FRAMEWORK

It is proposed that the service will be delivered through one team, managed by the Heritage Manager at MCC. A team structure is set out in Appendix A.

- a) Post D is on a fixed term contract for two years, wholly funded by TCBC for the duration of the agreement.

- b) Posts A – E to provide specialist advice in relation to all aspects of the historic environment to both MCC and TCBC. Posts A, B and D (for the duration of post D’s contract) to provide specialist advice to MCC and BGCBC. The posts shall be available for all Authorities to access during the working week, having a presence in both offices following agreed service demands.
- c) Posts A- D shall be based in Usk, The Rhadyr and post E to be based in Ty Blaen Torfaen, New Inn, Pontypool (for the purposes of mileage claims)
- d) The Heritage Manager reporting will be as shown in appendix A for all Authorities.
- e) MCC operate under delegated powers from Cadw and shall continue with these working practices. It is intended to deliver the same level of service for applications within BGCBC, this will be subject to review and further consideration.
- f) The officers shall work to their employing organisations Terms and Conditions.
- g) If there is conflict or issues there is to be a process of escalation to senior managers within both organisations to try and resolve with the intent on being that resolution and partnership working is the desired goal.
- h) If for whatever reason either party want to withdraw during the term of this agreement:
 - A minimum of 3 months’ notice is required and shall be provided in writing.
 - If MCC terminate the agreement any remaining payment shall be returned to BGCBC.
 - If BGCBC terminate the agreement within a commenced 12 month period (April – March) the funding shall be retained by MCC.
 - If BGCBC choose not to extend the agreement into the proceeding 12 month period (April – March) MCC will not be entitled to any further payment. BGCBC retain the option to use any residual payment at the end of the agreement for BGCBC staff training purposes in line with the service charges highlighted in Section

8 PRACTICAL DELIVERY

- Posts A-D will have access to pool cars for use of carrying out site visits.
- Posts A-C IT and equipment shall be provided by MCC

9 COMMITMENT

BGCBC will commit to pay for a period of 12 months for the service delivery identified above. Should the service be withdrawn by MCC on the basis that they are unable to provide the service as set out above, any residual payment shall be returned to BGCBC. BGCBC shall issue a Purchase Order to MCC for the full cost of the service at the beginning of the 12 month term totalling £3,564.

Appendix A – (2yr. collaboration 2018/19 to 2019/20-21)

