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Rach

Neuadd y Sir	County Hall
Y Rhadyr	Rhadyr
Brynbuga	Usk
NP15 1GA	NP15 1GA

Tuesday, 29 September 2020

Dear Councillor

CABINET

You are requested to attend a **Remote Meeting** of **Cabinet** on **Wednesday, 7th October, 2020,** at **2.00 pm.**

AGENDA

1. Apologies for Absence

2. Declarations of Interest

3. To consider the following reports (Copies attached):

       Division/Wards Affected: All

       Purpose: To submit for consideration the full business case for the SRS data centre and proposed data hall move from Blaenavon, replacing it initially with a move to a commercial scale purpose built data hall followed by cloud based solutions as appropriate.

       Author: Peter Davies Chief Officer for Resources (acting S151 officer)

       Contact Details: peterdavies@monmouthshire.gov.uk

       Division/Wards Affected: All

       Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 2 held on the 28th July 2020 and meeting 3 held on the 10th September 2020.

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

       Contact Details: davejarrett@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	**Whole Authority Strategy & Direction** Lead Officer – Chief Executive CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board lead; WLGA lead	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	**Enterprise and Land Use Planning** Lead Officer – Frances O'Brien Support Officers – Mark Hand, Cath Fallon Local Development Plan; Strategic Development Plan; Economic Resilience and Growth; Town Centre Investment and Stewardship; Development Management and Building Control; Housing Delivery	WLGA Council Capital Region Tourism	Devauden
P. Jordan	**Governance and Law** Lead Officers – Matthew Gatehouse, Matthew Phillips, Ian Saunders 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		Cantref
R. John	**Children & Young People and MonLife** Lead Officers – Will McLean, Ian Saunders Support Officers – Nikki Wellington, Sharon Randall-Smith, Richard Simpkins Early Years Education	Joint Education Group (EAS) WJEC	Mitchel Troy

	All Age Statutory Education Additional Learning Needs; School Inclusion Post 16 entitlement / offer 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. Jones	**Social Care, Safeguarding & Health** Lead Officer – Julie Boothroyd Support Officers – Eve Parkinson, Jane Rodgers Children's Services Fostering & Adoption; Youth Offending Service; Adults Services Whole Authority Safeguarding (children & adults); Disabilities; Mental Health; Health liaison.		Raglan
P. Murphy	**Whole Authority Resources** Lead Officer – Peter Davies, Frances O'Brien Support Officers – Deb Hill-Howells, Sian Hayward, Tracey Harry, Mark Howcroft 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)	Prosiect Gwrydd	Caerwent
J. Pratt	**Infrastructure and Neighbourhood Services** Lead Officer – Frances O'Brien Support Officers – Roger Hoggins, Carl Touhig, Nigel Leaworthy, Mark Hand, Paul Keeble County Roads / Pavements South Wales Trunk Road Agency	SEWTA Prosiect Gwyrdd	Goytre Fawr

	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		
S. Jones	**Social Justice & Community Development** Lead Officer – Frances O'Brien Support Officers – Cath Fallon, David Jones, Ian Bakewell, Mark Hand 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		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.

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monmouthshire
sir fynwy

SUBJECT:	**FUTURE PROVISION OF HOUSEHOLD WASTE RECYCLING CENTRES (HWRC) INCLUDING THE CLOSURE OF USK**
MEETING:	**CABINET**
DATE:	**7th OCTOBER 2020**
DIVISION/WARDS AFFECTED: ALL	

1. PURPOSE:

1.1 This report sets out the measures that will be necessary to meet the future statutory recycling targets and deliver waste services efficiently and effectively moving forward. The revised service delivery changes for the Household Waste Recycling Centres (HWRCs) including the full closure of Usk HWRC. These changes are in light of increased budget challenges and the many positive behavioural changes by the public in managing waste during Covid 19.

2. RECOMMENDATIONS:

2.1 The recommendations to rationalise the service provision of household waste recycling centres are:

A) Continuation of the booking system at all sites, initially implemented to ensure social distancing
B) Full Closure of Usk
C) Introduce revised opening hours of 08:00 to 16:00
D) Additional day closure at Five Lanes and Llanfoist
E) Commence procurement of the HWRC contract based on the revised service model above.

The Chair of Strong Communities Select Committee will provide feedback to Cabinet from the Special Meeting of 28th September 2020. Reports from that meeting can be viewed following the link

https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?CId=139&MId=4614

3. KEY ISSUES:

Overview

3.1 Monmouthshire's recycling rate peaked in 2016 at 67% and there has been a slow but steady decline in annual performance since that point. The UK has seen a plateauing of recycling performance and many Councils have seen reductions in recycling tonnages. The all Wales household recycling rate decreased from 61% in 2017/18 to

60.7% in 2018/19 but there has been substantial investments and interventions across Wales and most local authorities are expected to meet the 2019/20 64% target. The 64% target is set until 2024/25 when the target becomes 70%.

3.2 Monmouthshire forecasted to miss the recycling targets in 2019/20. The potential fine for missing the target by each 1% is £88,000. As such, reports highlighting potential service changes including rationalisation of HWRC provision were taken through Strong Communities and Cabinet. The decision to close the Usk facility taken in December 2019 was placed in abeyance for 6 months to allow further consultation on the wider HWRC provision and additional compositional analysis of waste streams.

3.3 Monmouthshire achieved the recycling target for 2019/20. This turnaround was due to a strong campaign of recycling messages from December to March and the unforeseen closure of HWRCs due to Covid 19 on March 23rd 2020. The closures and sudden reductions in residual waste entering the HWRC's helped achieve these targets. It is difficult to predict performance in 2020/21 but the first quarter saw the highest recycling rate ever in MCC of 74% with record numbers of residents using kerbside recycling collections and with HWRCs closed.

3.4 Almost 50% of all domestic waste and recycling produced in Monmouthshire in 2018/19 arrived at the HWRCs as single car/van journeys. This is despite Monmouthshire having full kerbside recycling systems for domestic waste streams and a bulky waste collection service operated by Homemakers. The average site throughput across Wales is closer to 30% of domestic waste and recycling.

3.5 Fines for failing to meet the recycling targets remain a concern. The implementation of measures already agreed along with the proposals within this report, will be key to ensuring MCC continue to meet and exceed the recycling targets. These targets are aligned to the Council's Climate Change Emergency and Circular Economy policy commitments. Increasing use of kerbside collections and reducing single car/van journeys to HWRC sites will reduce the carbon footprint of individual waste miles.

3.6 Monmouthshire tries to ensure that the focus on waste management is reducing waste production wherever possible. Promotions and campaigns to reduce food waste, single use plastics, and using returnable milk bottles impact negatively on recycling tonnages but remain the right thing to do for the waste hierarchy and the environment.

3.7 After waste reduction, kerbside collections of a wide range of materials is the most environmentally friendly way to manage household recycling and waste. Monmouthshire County Council provide collection services for the vast majority of household recycling and waste streams. Our partners Homemakers deliver a comprehensive bulky waste collections service for items that can't be placed in the recycling and waste collection service.

3.8 There is a statutory duty under Environmental Protection Act 1990 to provide one Civic Amenity site (more commonly known now as Household Waste Recycling Centres) within a County Council to dispose of bulky items. The site must be open on at least one day of the weekend unless this period is over Christmas. These sites were

originally set up to dispose of waste not collected at the kerbside. They became known dumps, tips and skips, seen as somewhere to deposit all types of additional rubbish, house clearances, DIY, business waste etc although this was not the original purpose.

3.9 Public awareness of climate change and the rise in waste specific TV shows like Money for Nothing impact positively on the public psyche. Covid 19 has dramatically changed public behaviour in relation to waste and the wider environment. We should actively promote and maintain these positive behaviours that support action for climate change emergency. People are slowly moving away from the thought that HWRCs are tips and dumps and more towards re-use and recycling facilities.

3.10 There are many who believe visiting the sites several times per week to dispose of black bag and residual waste and not using kerbside recycling options is still acceptable. Ease of access, unchallenged use of the residual waste skip, disposal of black bags full of mixed waste undermines the efforts of the vast majority who try to recycle everything they can at the kerbside each week. Future provision needs to offer a wider variety of recycling and reuse options on a smaller number of sites. The majority of recyclable materials have an associated treatment cost.

3.11 Over the last five years many local authorities have rationalised service provision and focussed investment in fewer, better quality and higher performing sites. Like Monmouthshire, most have implemented day closures and many more have reduced/seasonal hours.

3.12 Many sites across Wales and the UK are reporting +80% recycling rates compared to Monmouthshire's combined recycling rate of 58% across the four sites as shown in Table 1 below.

Table 1

	Five Lanes	Llanfoist	Troy	Usk	Total
Residual	3021.89	4288.50	1268.28	680.06	9258.73
Recycle	4622.08	6013.91	1519.99	625.85	12781.83
	7643.97	10302.41	2788.27	1305.91	22040.56
Recycling %	60.47%	58.37%	54.51%	47.92%	57.99%

3.13 The recycling rates at the sites are the lowest in Wales and this reduces the positive recycling percentages achieved by the high number of residents who recycle at the kerbside. This is not only due to the high volumes of waste that enter the sites but a lack of capacity at the smallest sites in Usk and Mitchel Troy to include additional recycling options.

3.14 Vehicle restrictions including van and trailer permits introduced in 2016 saw a reduction of waste from traders using the sites to dispose of commercial waste. An outright ban of commercial type vehicles deemed impractical in a rural county resulted in a permitting system for those vehicles. The system worked well but the introduction of single use permits for one off visits increased tonnages.

3.15 Resident permits were issued in June 2019 to every household. This was in response to increasingly high volumes of cross border waste entering the sites following neighbouring authority restrictions on their sites. This has been very successful and overall waste tonnages reduced by over 3000 tonnes in 2019 compared to 2018. The 3000 tonne reduction in waste entering the sites also contained a high percentage of recycling, negatively impacting recycling rates. It was clear that residents from neighbouring authorities brought more recycling than waste to the sites.

3.16 Chart 1 shows compositional analysis of residual waste going into Llanfoist, Five Lanes and Mitchel Troy. It shows how much material could have been recycled at the kerbside. Almost 20% of residual waste entering the sites was food waste (also known as putrescibles). In comparison, Table 2 shows that 38% of black bag waste contents at the Usk site was food waste.

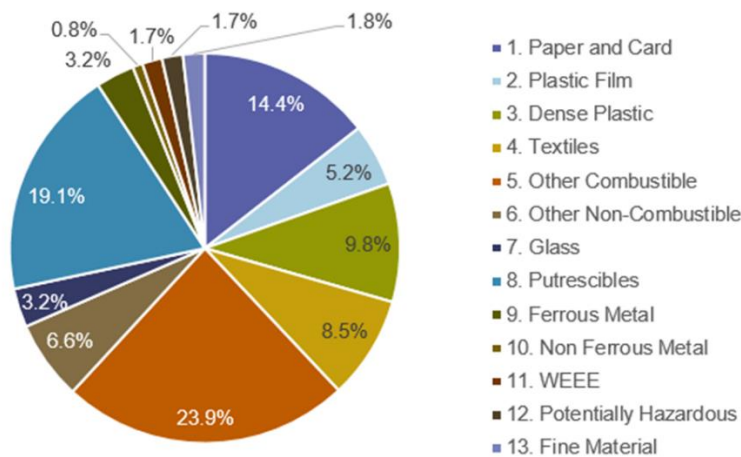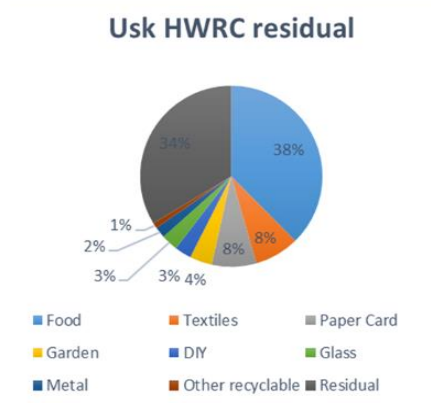Chart 1 – Compositional analysis of black bags at Llanfoist, Five Lanes and Mitchell Troy

Table 2 –Compositional analysis of black bags in Usk HWRC 2019

Food	38%
Textiles	8%
Paper/card	8%
Garden	4%
DIY	3%
Glass	3%
Metal	2%
Other recyclable	1%
Residual	34%

3.17 Making waste disposal an easy option does not achieve high recycling rates. A move to monthly waste collections in other parts of Wales saw substantial rises in the use of kerbside recycling, particularly food waste. Many residents in Monmouthshire used the HWRCS rather than participating in kerbside recycling or adhering to the two

black bag limit. Easy access to a site drives poor recycling behaviour in the same way as weekly refuse collections did many years ago in Wales.

3.18 Recycled waste at the Usk site reduced again in 2019 to 45% and is the lowest performing site in Wales. The data gathered during Covid19 confirms that greater participation in kerbside collections and reduced access to HWRCs increase recycling rates.

Key Issues: HWRCs usage through a Covid 19 lens

3.19 The Covid pandemic has shown what is achievable in recycling terms. A recycling rate of 70%+ was achieved when waste was only collected at the kerbside. The efforts of the residents that support all the recycling schemes at the kerbside are undermined by a minority that use the HWRCs for disposal of black bag waste with high quantity of material that could have been recycled at the kerbside. The recycling rate achieved at the HWRCs also increased with the smaller sites remaining closed and the booking system introduced.

3.20 Claims that closures of sites would massively increase flytipping and leave town centres full of rubbish have not materialised. All sites closed from March 23rd to May 26th, only the two larger sites in Llanfoist and Five Lanes initially reopened. Our towns have remained green, attractive and well maintained. There is little correlation between access to HWRCs and fly-tipping and authorities that have closed sites do not report increased fly-tipping as a result.

Reported flytipping:

Flytipping Comparison		
	2019/20	**2020/21**
April	113	119
May	115	116
June	73	107
July	132	129
August	54	68

There was an increase in fly-tipping of 52 incidences (10%) over the first five months of lockdown and the increases were predominantly in Abergavenny and along the border.

There has been a reduction in fly-tipping in Monmouth during 2020 compared to 2019 and Usk remained at similar levels.

Booking system, revised opening hours and additional day closures

3.21 Since reopening there has also been a massive reduction in number of visitors to the sites compared to 2019 as evidenced by the booking system data. This positive behaviour change has increased recycling at the kerbside and the numbers of residents now using the full range of kerbside services.

3.22 Table 3 below shows visitors during June 2019, Usk was not included on the count but tonnage data would suggest that 170 - 200 cars per day use the facility when compared to the larger sites and material composition.

Table 3

Mitchel troy — Total number of entrants in June: 7184

Average	Tuesday	Wednesday	Friday	Saturday	Sunday		Average per day	342.0952
8am - 9am	30	16	24	24	25			
9am - 10am	26	25	37	49	37			
10am - 11am	30	33	42	38	45			
11am - 12pm	42	30	35	49	52			
12pm - 1pm	30	35	34	49	37			
1pm - 2pm	24	25	20	41	50			
2pm - 3pm	30	36	35	37	43			
3pm - 4pm	32	30	28	41	42			
4pm - 5pm	21	24	18	36	27			
5pm - 6pm	14	20	19	23	18			
Average Total:	277	274	292	387	375			

Five Lanes — Total entrants in June: 9736

Average	Monday	Tuesday	Wednesday	Friday	Saturday	Sunday		389.4533
8am - 9am	20	17	20	22	38	34		
9am - 10am	38	27	33	43	43	39		
10am - 11am	41	39	42	50	42	56		
11am - 12pm	39	40	37	36	44	61		
12pm - 1pm	27	36	30	33	45	60		
1pm - 2pm	41	29	39	50	48	49		
2pm - 3pm	46	42	38	53	47	47		
3pm - 4pm	35	30	32	45	42	49		
4pm - 5pm	33	33	28	40	41	38		
5pm - 6pm	21	20	18	25	19	17		
Average Total:	339	311	314	397	407	451		

Llanfoist — Total entrants in June: 16598

Average	Monday	Tuesday	Thursday	Friday	Saturday	Sunday		663.92
8am - 9am	28	31	76	50	49	35		
9am - 10am	42	53	98	70	63	63		
10am - 11am	40	65	97	81	76	108		
11am - 12pm	41	50	102	81	82	125		
12pm - 1pm	28	57	85	72	81	131		
1pm - 2pm	41	42	85	69	72	116		
2pm - 3pm	37	42	83	69	71	91		
3pm - 4pm	33	43	75	56	59	81		
4pm - 5pm	27	32	59	60	64	58		
5pm - 6pm	21	22	37	29	36	30		
Average Total:	338	436	796	636	654	839		

Tables 4 a, b, c, d show numbers of visitors during the last two months and where those visitors came from.

Table 4a
Visits to Llanfoist July – September 2020. The original capacity for 420 vehicles reduced to allow vans and trailers and currently there is capacity for 360+ vehicles per day.

02/07/2020	19	16/07/2020	327	30/07/2020	307	13/08/2020	289	27/08/2020	296
03/07/2020	145	17/07/2020	316	31/07/2020	301	14/08/2020	310	28/08/2020	302
04/07/2020	179	18/07/2020	303	01/08/2020	110	15/08/2020	253	29/08/2020	250
05/07/2020	170	19/07/2020	222	02/08/2020	127	16/08/2020	176	30/08/2020	238
06/07/2020	163	20/07/2020	253	03/08/2020	201	17/08/2020	216	31/08/2020	210
07/07/2020	226	21/07/2020	270	04/08/2020	164	18/08/2020	130	01/09/2020	201
08/07/2020	0	22/07/2020	0	05/08/2020	0	19/08/2020	0	02/09/2020	0
09/07/2020	294	23/07/2020	315	06/08/2020	296	20/08/2020	294	03/09/2020	265
10/07/2020	288	24/07/2020	311	07/08/2020	303	21/08/2020	259		
11/07/2020	241	25/07/2020	298	08/08/2020	249	22/08/2020	203		
12/07/2020	230	26/07/2020	243	09/08/2020	211	23/08/2020	197		
13/07/2020	233	27/07/2020	238	10/08/2020	241	24/08/2020	243		
14/07/2020	262	28/07/2020	251	11/08/2020	170	25/08/2020	172		
15/07/2020	0	29/07/2020	0	12/08/2020	0	26/08/2020	0		

Table 4b
Heat map showing visits

Llanfoist HWRC
Usage - 5515 properities

Map of all residents who have
booked to use Llanfoist HWRC
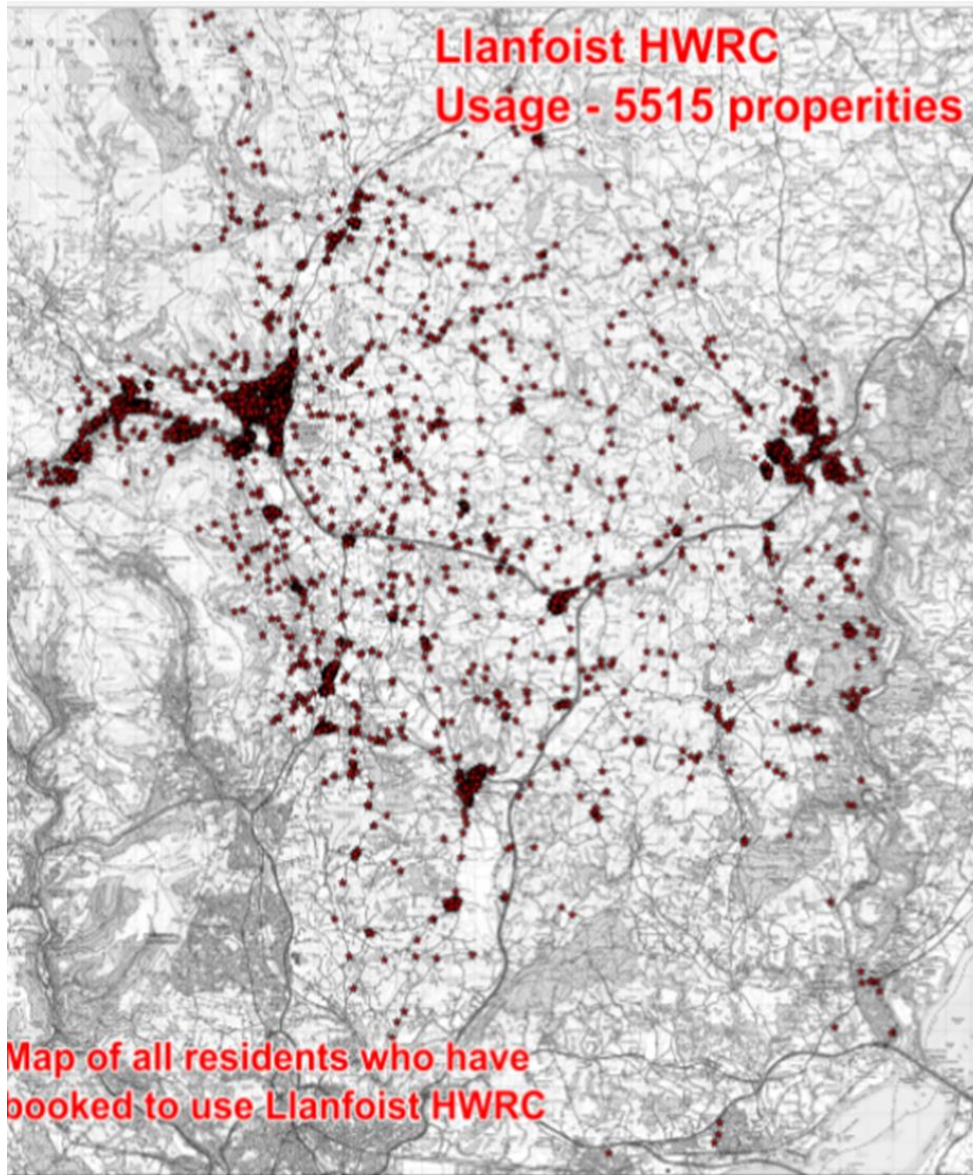
Table 4c
Five Lanes visits, capacity for 360 visits

03/07/2020	123	17/07/2020	319	31/07/2020	263	14/08/2020	284	28/08/2020	284
04/07/2020	109	18/07/2020	213	01/08/2020	106	15/08/2020	169	29/08/2020	218
05/07/2020	136	19/07/2020	172	02/08/2020	89	16/08/2020	129	30/08/2020	125
06/07/2020	137	20/07/2020	167	03/08/2020	148	17/08/2020	151	31/08/2020	133
07/07/2020	128	21/07/2020	197	04/08/2020	117	18/08/2020	121	01/09/2020	115
08/07/2020	186	22/07/2020	219	05/08/2020	139	19/08/2020	96	02/09/2020	137
09/07/2020	0	23/07/2020	0	06/08/2020	0	20/08/2020	0	03/09/2020	0
10/07/2020	250	24/07/2020	302	07/08/2020	273	21/08/2020	253		
11/07/2020	181	25/07/2020	217	08/08/2020	195	22/08/2020	137		
12/07/2020	191	26/07/2020	187	09/08/2020	155	23/08/2020	136		
13/07/2020	160	27/07/2020	174	10/08/2020	162	24/08/2020	175		
14/07/2020	219	28/07/2020	157	11/08/2020	122	25/08/2020	119		
15/07/2020	209	29/07/2020	184	12/08/2020	110	26/08/2020	103		
16/07/2020	0	30/07/2020	0	13/08/2020	0	27/08/2020	0		

Page 8

Table 4d

Five Lanes HWRC
Usage - 4813 Properties

Map of all residents who have
booked to use Five Lanes HWRC
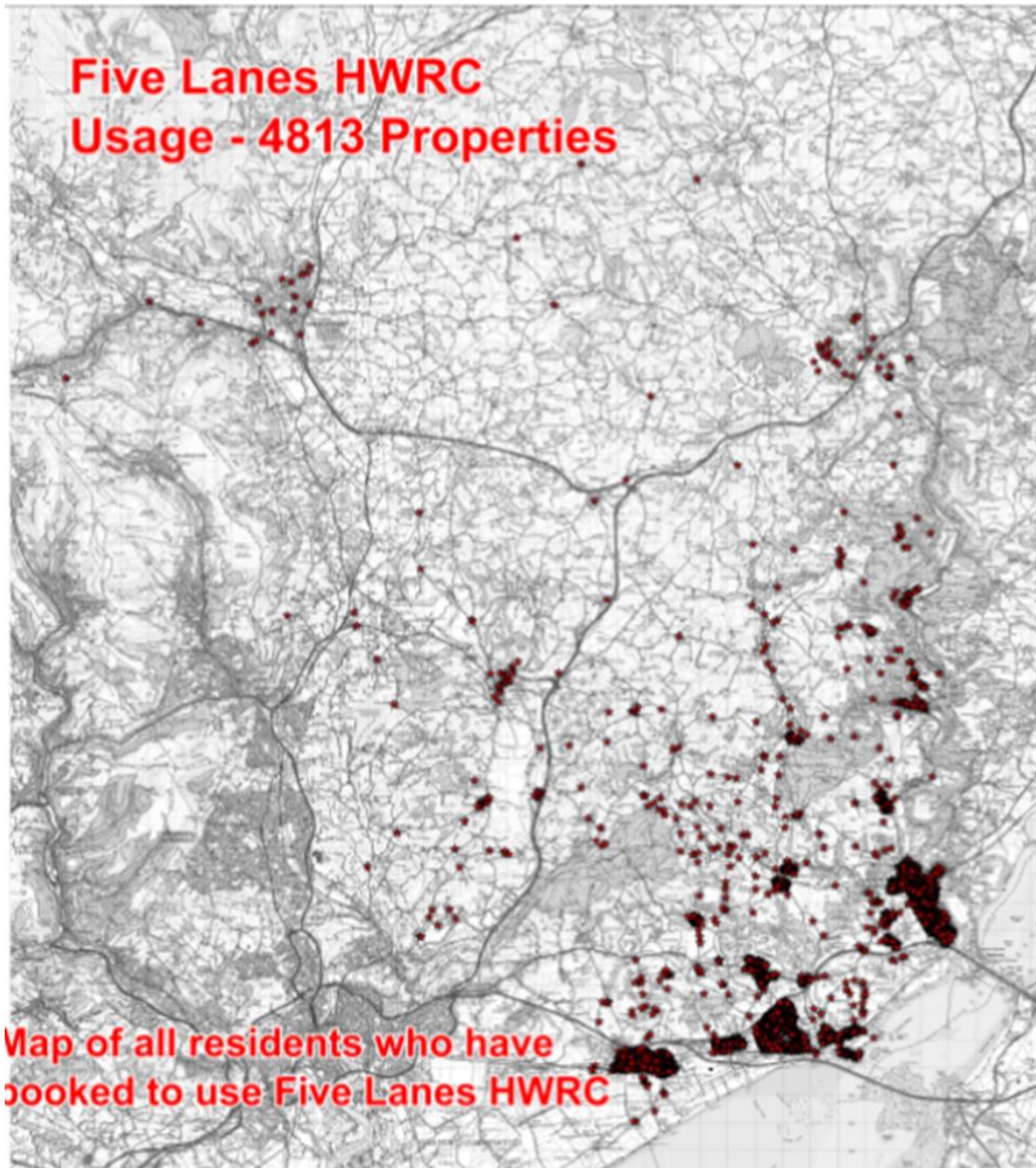
3.23   Tables 3, 4a and 4c, show a stark difference in site usage as we come out of Covid restrictions. In 2019, the average daily visits were 1500 across the 4 sites, in 2020 this is reduced to 420 across the two sites open.

3.24   The heat maps 4b and 4c show that Llanfoist attracts more visits, particularly from Usk. This is despite Five Lanes being closer in mileage terms for many of those visits. Encouraging residents to use the full range of kerbside services will reduce unnecessary mileage and single journeys to sites.

3.25   Table 3 shows a reduction in usage between 4pm and 6pm, this is considerably more noticeable during the winter hours. The booking system allowed for a clean down of the site between 10am-11am, 1pm-2pm and 5pm and 6pm with no public access. We have not received any requests for visits between these times since the introduction of the booking system.

3.26   Tonnage and performance data in Table 5 shows what is achievable when the usage of the HWRCs was limited.

Table 5

	Tonnage Apr-July		Recycling rate Apr-July	
	2019	*2020*	*2019*	*2020*
Kerbside	8629	9678	67.5%	68.5%
HWRC	6772	2393	64%	74%

- Overall decrease in tonnage of approximately 3,400 tonnes (-22%)
- Increase in kerbside tonnage of approximately 1,000 tonnes (+12%)
- Decrease in HWRC tonnage of 4,400 tonnes (-65%)
- Figures indicate a slight increase in kerbside recycling rate
- Figures indicate a 10% improvement in HWRC recycling rate

3.27   Bookings peaked in week 2 with 80% of slots filled. This has decreased to 62% of capacity used on the two sites open in July and August. The reopening of Mitchel Troy will give a small increase in capacity resulting in 40% headroom. Table 6 shows the potential savings that could be achieved if the sites were opened to align with actual capacity usage'.

Table 6

Current Service provision in contract - 220 hours per week
Opening hours currently operated (inc Mitchel Troy) - 117 hours per week
Capacity currently utilised - 75 hours per week
Open 8am to 4pm - maintain 2 x 30 min breaks for cleaning/skips - capacity 117 hours
Open 8am to 4pm and close additional day Llanfoist and Five Lanes - capacity 103 hours
8am – 4pm estimated saving £140k pa
Close additional day Llanfoist and Five Lanes estimated saving £100k

3.28   Over 80% of the bookings were via the self-service portal and 20% of residents booking via the Contact Centre. Many of residents complimented staff on site despite some initial issues for some in using the booking system. The system is not as intuitive as we would want long term, developed very quickly to get the sites re-opened.

HWRC provision survey

3.29   The Cabinet decision to close the Usk facility in 2019 was placed in abeyance to allow for a consultation on the provision of services and proposed changes. The consultation ran from March 10th to April 10th 2020. Promoted on social media, the press, on the sites themselves and through Usk Town Council. The full consultation results are included in Appendix 1A Cabinet Report – HWRC Provision October 2020

Rationalisation of HWRC provision and the closure of Usk

3.30   Recycling performance on the Usk site has always been considerably lower than at MCC's other sites. Welsh Government recycling targets achieved through the efforts of the kerbside recyclers meant lower performance on the HWRCs was not an issue.

3.31   With much higher targets over the next 4 years there is a need to rationalise service provision and focus on increasing recycling at the kerbside. Closure of the poorest performing site in Wales at Usk is key to improving participation in kerbside recycling. The survey from March 2020 shows that of the respondents that visit the Usk site 71% do so on a weekly basis and 52% of the waste deposited is black bag residual.

3.32   The compositional analysis of black bag waste shows that over 60% of this should have been recycled at the kerbside. Respondents stated that over 60% of the waste they bring to sites could be collected at the kerbside.

3.33   The re-tendered contract will place a performance target of 75% on to the contractor. There are performance related deductions set out within the contract to ensure MCC does not fail future recycling targets. Contractors have raised concerns about targets given the low performance at Usk.

3.34   The Usk site does not meet current best practice guidelines due to the steps and gantries system. The gantries make the site unsuitable for disabled or infirm residents and poor lighting of the gantries leads to complaints and potential slips, trips and falls. (The difficulty in keeping the gantries clean along with site staff unable to support residents with material is the reason that Usk will remain closed during Covid 19).

3.35   Lighting and electrics on site need investment and power surges knocked out lighting in the Maryport street carpark several times in November 2019.

3.36   A near miss with a disabled resident and 44 tonne vehicle occurred when the vehicles used to drive out against the flow of traffic. A Viridor Health and Safety investigation at the time requested that this long-standing practice cease. There was a loss of 18 car park spaces to improve the access and egress for the large vehicles. Issues with traversing through a busy carpark with a 44 tonne vehicle remains a substantial risk. Removal of the site would enable an increase in car parking spaces that would be of significant benefit to traders and residents in the town as the car park is frequently full.

3.37   There have been several bumps in the car park with cars waiting for the site. A woman, thankfully not harmed seriously, hit by her husband's car on the exit to the site. Several claims for damage for slips, trips and falls on the site continue despite the improvements made.

3.38   The links between air pollution and respiratory diseases are understood. During peak summer season the site attracted between 170 and 200 additional vehicles through the car park and town each day. The introduction of the booking system (Usk site will

only accommodate a maximum of 10 cars per hour post-covid and social distancing) will substantially reduce this impact but any return to normal will again exacerbate these issues.

3.39 A review of service provision based on site use, tonnages and capacity to improve carried out by Eunomia in 2017 clearly identifies the need for further investments in Usk and Troy with particular concerns regarding drainage and Health and Safety at Usk. Even with investment in the drainage required to meet NRW standards, investment in gantries, surfacing and lighting improvements estimated at over £30,000 the site would still be too small to accommodate a wide range of skips and will remain the lowest performing recycling centre in Wales.

3.40 Officers negotiated a reduction of £40,000 based on the original report to close Usk as part of a budget saving proposal. Viridor agreed to honour this agreement in line with the 6 month abeyance due to Covid. If the Usk site is not officially closed and Viridor are unable to vacate the site MCC will not receive the £40,000 in year saving.

HWRC and Transfer Station Contract Management

3.41 The existing contract for HWRC management has been operational since 1992 and is due to be retendered. The contract is partnership arrangement Monmouthshire County Council and Viridor and both parties recognise that the existing contract needs to be substantially changed to take account of recycling performance and budget constraints. Viridor have worked with the Council throughout this partnership and have been instrumental in increasing recycling on sites and reducing operational costs despite the original contract being based on landfill.

3.43 Cabinet agreed to retender the service in 2016 and soft market testing was carried out with a good level of market interest. It was clear from the market that clarity of service provision in the tender documentation was key to reducing risk pricing. The tendering process was due to commence in 2017 with conclusion in 2018. Changes to the service provision as a result of the Medium Term Financial Planning budget processes including day closures, rationalisation, household permits and profit sharing mechanisms meant the clarity required by contractors was not available. Ambiguity in tenders can lead to risk pricing, legal challenges or low numbers of tenders and therefore the procurement process has not commenced.

3.44 MCC negotiated with Viridor to reduce the management of sites fee by £40,000 with no indexation of contract for 20/21. This was on the understanding that the contract will be retendered during 2020 and the existing contract was extended until March 31st 2021. This is extended until September 2021 to allow service provision to be finalised. Abeyance of the decision on Usk and subsequent Covid 19 pressures have delayed progress. Viridor have agreed to support MCC until September 2021 to allow for the tender process to be completed but this is likely to incur additional costs.

3.45 Officers have reviewed the costs and identified options for insourcing. This would give the Council flexibility in service provision going forward but the recent crashes in the recycling market have identified the wider risks of predicting running costs against

income generation from recycling. Monmouthshire's total tonnages are very small and the buying and selling power of larger waste management companies offer far less risk in volatile markets.

3.46 Through Covid a clear picture of what can be achieved as emerged. With the worst preforming site was closed and a booking system introduced recycling rates at HWRCs are at an all-time high. With the implementation of black bag sorting recycling rates on par with neighbouring authority's 80%+ are achievable. This will increase confidence of bidders and reduce the costs associated with risk pricing.

4.0   OPTIONS APPRAISAL

4.1 Booking System
4.2 HWRC service provision
4.3 Opening hours
4.4 Additional day closures
4.5 HWRC Contract Management

4.1   **Booking System**

Option 1 : Do Nothing

- Allow residents to visit the site without booking. This would not allow the controls necessary to manage the Covid 19 requirements.

Option 2 : Continuation of booking system

- The data supports the continuation of the booking system. We will work with the neighbouring authorities and Abavus to ensure the system is more intuitive and supports self-servicing at higher levels

4.2   **Closure of Usk**

Option 1: Do Nothing

- Do nothing is rarely an option. Escalating costs, poor performance, budget constraints, procurement deadlines all necessitate change, coupled with Covid 19 the Do Nothing Scenario is unlikely to be an option for any service going forward.

Option 2: Unmanaged (un-staffed) recycling facility or bring bank system on existing or other site.

- Any permanent waste storage facility would need planning and permitting. While existing sites are usually accepted by neighbouring properties, new sites or changes to existing facilities are usually vehemently opposed. An unmanned facility would only be able to take waste materials that are collected at the kerbside.

Page 13

- Bring banks were removed in Wales with the roll-out of kerbside collections, historically they attracted fly-tipping and trade abuse and in some areas they became a target for arsonists. Many were on large supermarket sites where there was a physical and CCTV presence that helped control abuse.

- Powys recently closed its unmanaged facilities and garden waste skips due to increased trade abuse and spiralling costs of contamination in skips. Sites accepting potentially hazardous materials tyres, asbestos, paint, waste electrical and electronic equipment (WEEE) etc must be managed and staffed.

Option 3: Managed (staffed) facility with "recycling only" "no black bags" on present site.

In theory, this would seem an ideal solution to increase recycling. This would potentially work on a large site with a very wide range of recycling facilities but on a site limited by size and capacity the options for a variety of recycling materials are significantly limited.

- A recycling only facility was considered as an option for Usk but the relatively low tonnages through the site would not justify the costs of managing the facilities. The 625 tonne recycling throughput at Usk would equate to staff costs of £115 per tonne compared to £10 per tonne in Llanfoist.

- Any material brought to the site that could not be recycled in the very limited number of skips would be turned away. Residents turning up with carpet/underlay, hard plastics, plastic bags, mixed materials, upholstery, MDF, crisp packets, tetrapaks etc. in any quantity would be advised to visit one of the other sites. If the booking system is retained it would be unlikely that these sites would have been booked by the residents and residents would have to take the waste home again and rebook for another day. This would be a constant source of frustration for the residents.

- Overall residents ranked black bag disposal as the fourth most important issue and 25%+ of residents said they mainly dispose of black bags. It is unlikely that they would feel their expectations regarding, helpful staff, wide range of recycling facilities and proximity of the site was positively managed, if they were not allowed to bring any residual waste (including bulky items) to site.

- Over 60% of waste entering Usk could be collected at the kerbside. Over 60% of the black bag contents, being disposed at Usk, could easily be recycled at the kerbside.

Option 4: Consider other restrictions

- Restricting the quantity of black bags allowed per visit was an approach taken by several Councils. Most had a maximum of 2-4 black bags per visit being the equivalent of a missed kerbside collection. Many residents state they use the sites on a daily/weekly basis and limits are unlikely to be effective. The issue

on Usk is not only black bags but any waste material that could be recycled on a larger facility.

- Restricting numbers of visits per year per household is equally difficult to enforce and make equitable and introduces the same issues of restricting vehicle sizes. Different size vehicles, vans/trailers, types of waste brought in etc. Restricting size of vehicle was partly introduced with restrictions on vans/trailers but there are many exemptions.

- Reduce skip size to include additional recycling capacity at Usk. Reducing the size of the skips would necessitate additional closures to remove the popular materials. It will be more expensive to make an increased number of collections of smaller skips and increase the carbon footprint of haulage.

Option 5: Site managed and operated by Usk TC/ third party/ volunteers

- Sites must be permitted to accept waste. Sites must be managed and operated by suitably qualified persons.

- The staffing costs on the site are relatively small compared to the cost of disposal of material throughput. The 1300 tonnes of material entering the site would cost approximately £120,000 to treat (recyclate value netted off).

- Several businesses have shown an interest in using the site and this could be investigated by Usk Town Council as a community led facility.

Option 6: Insourcing to reduce costs

- Insourcing the services has been fully investigated and remains an option dependant on the final tender costs received and the prevailing risks associated with volatility of recycling markets. The flexibility benefits in the Council managing the sites would be reduced if officers are able to negotiate favourable service and variation of provision terms with tenderers but this is not guaranteed.

4.3 **Opening Hours**

Option 1 : Do Nothing
Maintain existing hours, this would be providing an over capacity of 40% based on current figures.

Option 2 : Reduce hours
The reduction in hours will provide savings as set out in report, it will maintain an headroom of 40% capacity with a reduction in site closures in the middle of the day to 2 x 30 min breaks for cleaning down site.

4.4 **Additional day closures**

Option 1 : Do Nothing

Maintain existing hours, this would be providing an over capacity of 40% based on current figures.

Option 2 : Reduce hours

The additional day closures will provide savings as set out in report, it will maintain an headroom of 25% capacity. Greatest savings are achieved with weekend closures but costs are based on mid-week closure.

5.0   REPRESENTATIONS

Usk Town Council.

5.1   It is recognised that the facility at Usk is highly regarded by a large number of local residents. Following the announcement of the planned closure in December 2019 an on-line petition on Change.org was launched to keep the facility open. Change.org is a global petition platform. The petition has 2000 signatures but almost 1500 are not located from within Monmouthshire.

5.2   Usk Town Council have submitted a report to the Council highlighting the reasons why the site should not be closed and potential options that should be reviewed. The report from Usk Town Council is provided with Appendix 2 Strong Communities Select Report.

5.3   In addition, Usk Town Council have recently established an initiative and a local action group called Save Usk's Recycle Facility (SURF) which welcomes residents to share their views. It is unclear how SURF would achieve its claims of Improved Recycling, an Improved Health and Safety Executive, Reduced Costs and Improved Community but local support is strong and over 500 people signed the template letters and presented letters of support.

5.4   The main concern for residents was the distances they would need to travel to one of the other facilities. Most authorities across the UK work to National Assessment of Civic Amenity Sites (NACAS) report of 2004. NACAS suggest a "Maximum driving times to a site for the great majority of residents of 20 minutes in urban areas and 30 minutes in rural areas" NACAS suggest that this is reduced by 10 minutes where possible but recommend "At least one site per 143,750 residents, with a maximum throughput for any site of 17,250 tonnes per annum"

5.5   Only Abergavenny and Monmouth have an HWRC within the extended town area. Chepstow and Caldicot are major urban centres residents travel a 15 mile and 10 mile round journey to use Five Lanes. The picture below shows that over 99.9% of residents live within a 9 mile radius of Llanfoist, Five Lanes and Mitchel Troy (20 - 30 minute drive). The hatched circle is a 9 mile radius of Usk, it includes Llanfoist and Five Lanes sites and provides no additional coverage of Monmouthshire communities.
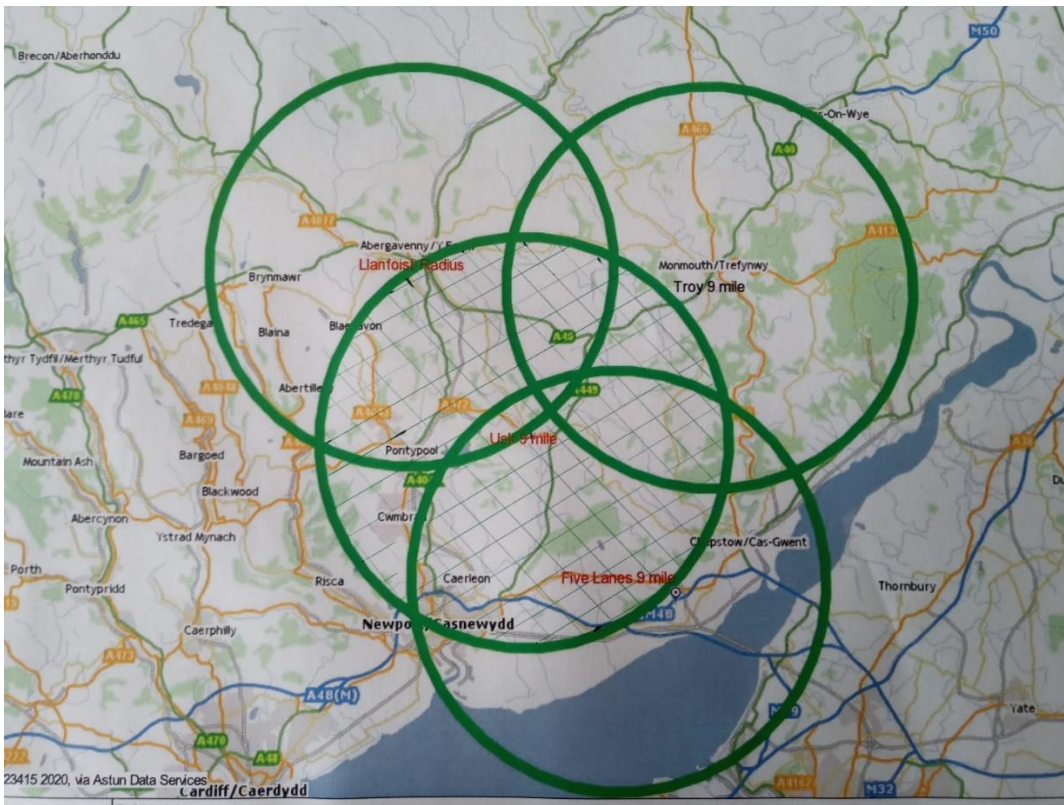
The Usk Town Centre Report request that sites should be maintained to service an area as described of 1987 households (a radius of 2.5 miles of Usk). If this coverage of existing sites was replicated it would leave huge areas across the county without services or require 14 sites across the county.

2.5 mile radius of exiting sites
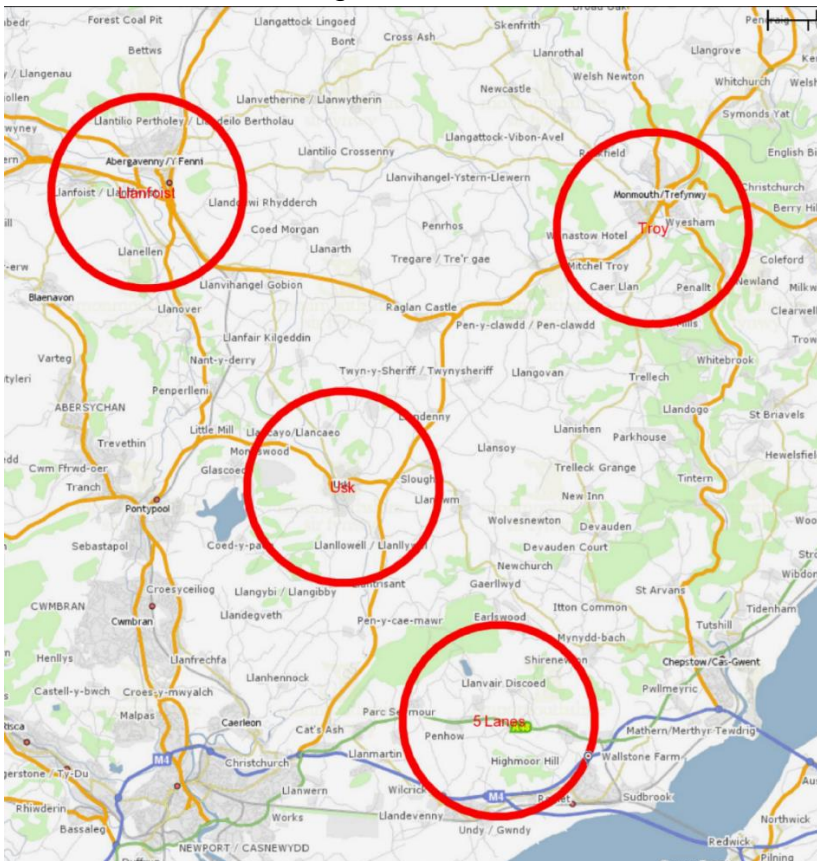
5.6　From a wider Wales perspective, Torfaen, Blaenau Gwent and Newport residents are served by a single site in each county. Cardiff's 364,000 residents are served by two sites. Residents in Crickhowell travel a 28 mile round trip to their nearest facility in Brecon or 64 mile round trip to Llandrindod Wells when Brecon is closed.

5.7　The second concern from residents was increased flytipping. As can be seen in 3.2 there is little correlation between flytipping and HWRC provision. The largest increase in flytipping this year occurred when sites were re-opened across Wales.

5.8　It is important that we maintain a strong stance against flytipping. Mooted acceptance that people fly-tip if faced with 20-30 minute drive times to their nearest facilities is totally unacceptable. The majority of flytipping in Monmouthshire is car boot and small van loads in relatively inaccessible areas, many will have driven in excess of 20 minutes to get there.

5.9　Usk Town Councils main concern in their joint letter with the SURF group was around consultation. The survey into Future Provision of HWRCs was promoted on both the Usk Town Council Facebook page and on the Change.org petition. It was also promoted widely at the sites, on social media and covered by the local press. 959 residents responded with 182 stating they used the Usk Facility.

5.10　They suggest that the report does not give any reason or rationale for the closure of Usk and contains no options appraisal. The report clearly sets out the reasons as poor performance, cost savings, Health and Safety concerns and the rationale to close the site to improve recycling rates and reduce risks of potential recycling fines from Welsh Government. Full options appraisal on all recommendations was contained in the report in 4.0 Options Appraisal

5.11　They suggest that some of the statements in the Report to Strong Communities were not sufficiently evidenced relating to increased recycling with the closure of the sites through Covid. The data sets in the reports are taken from the returns to Welsh Government through Waste Data Flow and accurately reflect the current position.

5.12　Usk Town Council accept that doing nothing is not an option but ask that the site is re-opened as a trial. Compositional analysis following the decision in December 2019 and Usk Town Council and Change.org petition identified a further reduction in recycling at Usk. The site is currently closed due to Covid. While the pandemic continues and restrictions remain Viridor and MCC Officers do not believe that social distancing and suitable cleansing regimes can be maintained on site.

5.12　Usk Town Council and some residents raised concerns about proposals to stop/reduce garden waste collections. There is no intention to reduce garden waste collection capacity and officers believe that separate proposals will improve and enhance the service for residents.

6.0   REASONS:

6.1   The statutory recycling targets set out by Welsh Government are extremely challenging. It is recognised that increasing recycling can only be achieved by reducing easy options for rubbish disposal. Monthly collections of residual waste, closures of HWRCs, reduced capacity of residual collections are challenging but all deliver higher recycling and better environmental outcomes.

6.2   Changes to the way we operate the HWRCs in Monmouthshire are key to increasing overall recycling rates due to the higher than average volumes of waste that enter the sites. Diverting waste into the domestic kerbside recycling collections will benefit the climate change emergency work with fewer car journeys. Segregating black bags on site will change behaviour and further increase recycling.

6.3   The booking system makes people consider what they are buying and how they will dispose of their rubbish. For the first time there is accurate unequivocal data showing site usage patterns and capacity on sites. Working to known capacity rather than trying to meet perceived demand will ensure the Council can continue to provide more of the services our residents rely on.

6.4   Many residents have said that they now use Freecycle and other services to reuse material that they previously brought to site for disposal. Many have also commented that they think more carefully on the items they purchase since Covid 19. Consideration of the lifecycle, obsolescence and re-use of items is critical in creating a circular economy.

6.5   The costs of providing four recycling sites across the county places huge budgetary constraints on the waste section. A review of service provision based on site use, tonnages and capacity to improve carried out by Eunomia in 2017, Appendix to Strong Communities Select showed that Usk and Mitchell Troy are only sustainable long term with significant and costly improvements with particular concern regarding drainage and gantries in Usk.

6.6   There is a limited window of opportunity to benefit from a £40,000 in year cashable saving in 2020.

7.0   RESOURCE IMPLICATIONS:

7.1   Continuation of the booking system is relatively straightforward using the existing portal. The portal is based on a bulky waste booking form and is clunky but sufficient and usable. Improvements are likely to incur some small additional costs as it's used by neighbouring authorities who would also benefit from a bespoke system. Although 80% of customers are self-servicing the increase in telephone enquiries at the Contact Centre is acknowledged. The booking system reduces peaks and troughs on site and this should be reflected in lower tender prices.

7.2   The closure of Usk would provide an in year cashable saving of £40,000 in 2020 and subsequent years in reduced management fees. There are £30,000 unbudgeted costs in reviewing the drainage and upgrading lights, gantries and surfacing should Usk reopen in 2020. There will be increased costs in kerbside collection but through Covid 19 these resources have been quantified and at current collection rates these are managed within existing rounds.

7.3   Revised opening hours of 08:00 to 16:00 in line with continuation of booking system will see a reduction in staffing costs of £140,000 compared to existing provision. These savings are based on MCC operating the service in-house.

7.4   The additional day closure at Llanfoist and Five Lanes will reduce staffing costs by £100,000 based on in-house provision.

7.5   Costs are saved by reduction in agency costs and overtime and should not impact existing staff wages. The existing contract is based on minimum wage while the proposed new contract is based on the living wage. Reductions in hours for staff on site is off-set by the increased hourly rate.

7.6   An additional re-use shop at Five Lanes is dependant Welsh Government funding. If successful, the income generation and subsequent profit will be invested in climate change emergency projects.

7.7   Retendering the HWRC and Transfer stations will need resources from the council's legal, finance and procurement departments. At this stage the financial costs are unknown but it is anticipated that a like for like service provision would increase costs. The continuation of the booking system, the closure of Usk and reduced opening hours being included in the tender documents will reduce tender prices and contact costs going forward. Clarity on future service provision will ensure the market can provide the most economically advantageous tender position for MCC. The procurement of a 10 year contract with an estimated value of £15m will be supported through Atebion, clarity on all aspects of the contract will reduce complexity and costs of procurement for all parties.

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

8.1   The changes to the services proposed or to be considered further as a consequence of this report have significant positive contributions to make to the Wellbeing Goals. In particular it has strong benefits for a Prosperous Wales, by supporting the ongoing development of a low carbon economy. There is also potential to contribute to Cohesive Communities, by working collaboratively and in partnership with our communities to reduce the impact that waste has upon our communities.

8.2   There are no significant positive or negative impacts on the protected characteristics, safeguarding or corporate parenting. The principles of Long term, Prevention,

Integration, Collaboration and Involvement have been used throughout the development of these proposals.

8.3 It is clear that the closure of the Usk facility is strongly opposed by a number of local residents and Usk Town Council. Perceived negative impacts on the community of Usk would be offset with improved air quality, additional parking close to the high street for businesses and improved recycling rates across the county.

9.0 EVALUATION CRITERIA

9.1 Measures used to measure the success of the proposals will include.
An increase in the proportion of waste received at HWRCs which was recycled;
A reduction in average operating costs of HWRCs;
Maintenance of fly tipping at or below current levels
Increased levels of residents self-servicing for bookings
Capacity and headroom for bookings maintained at +10%

10.0 CONSULTEES:
Cabinet Member
Strong Communities Select 2019 and 2020
All Member waste workshop 2020
Soft market testing of the potential contractors

10.1 Consultation on Monmouthshire's Household Waste Recycling Centre provision was undertaken from March 10th to April 10th 2020. This was promoted on social media, the press and through Usk Town Council. 959 responses were received, the results are shown in an appendix to this report and were used to inform the development of the recommendations.

10.2 The proposals were subject to pre-decision scrutiny at a special meeting of the Strong Communities Select Committee on Monday 28th September 2020. The chair invited councillors who were not members of the committee to participate in the discussion. The Committee also welcomed views via the public open forum, as this was a video meeting these were pre-recorded, however Usk Town Council were able to make a live video contribution from County Hall in Usk. Several hundred written submissions were received and circulated to committee members in advance.

10.3 Having heard contributions and received evidence from the public, the committee received an overview of the proposals, questioned officers and raised a number of challenges regarding the proposed closure of the Usk facility. These included increased likelihood of fly-tipping and the distance that residents would need to travel to access alternative sites. While broadly supportive of most of the recommendations, the weight of opinion within the committee was marginally against the officer recommendations to close the Usk site with the discussion reflecting a broad range of views. Having considered all of the matters raised

alongside the existing evidence on the low levels of recycling, the difficulties of improving the existing site and availability of kerbside recycling, officers continue to hold the view that the closure of the Usk site is the appropriate course of action to achieve challenging statutory recycling targets and improve recycling behaviours.

10.4 Given the extent and depth of debate the chair of the committee will be invited to Cabinet to present a summary of the committees discussions.

11.0 BACKGROUND PAPERS:
WLGA Benchmarking Finance Data 2015/16 and 2017/18
Eunomia Study into Monmouthshire County Council HWRC provision
WRAP and HSE – Black bag sorting guidance
WRAP Report into HWRC Provision

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There was a total of 959 on-line responses received. 8 respondents did not complete what site they use but answered a range of the other questions. Not all questions were completed by all respondents. The consultation did not focus on the closure of Usk alone and asked a range of questions regarding the HWRC provision across Monmouthshire as set out below.

Which site do you use most regularly?

Five Lanes	330
Llanfoist	206
Mitchel Troy	233
Usk	182
Total	951

What is most important to you about a Household Waste Recycling Centre?

Helpful staff	**4256**
Wide range of facilities for recycling	**4218**
How far I have to travel to site	**4102**
Black bag/rubbish is accepted	**3889**
Area for putting items aside for re-use/resale	**3686**
Ease of access to skips on site e.g. No steps	**3585**
A reuse shop on site open to the public	**3342**
Stopping business waste being brought to site	**3047**
Commercial vehicles are restricted e.g. Vans and trailers	**2953**
Area for sorting black bags on site (to increase recycling)	**2651**

The question asked residents to rank the most important thing to them about the sites 1-5 where 5 was the most important. The table above shows the data for all 4 sites.

What is most important to you about a Household Waste Recycling Centre?

(Usk only responses)

Wide range of facilities for recycling	515
Helpful staff	469
How far I have to travel to site	467
Area for putting items aside for re-use/resale	417
Black bag/rubbish is accepted	391
Stopping business waste being brought to site	390
Commercial vehicles are restricted e.g. Vans and trailers	383
A reuse shop on site open to the public	332
Ease of access to skips on site e.g. No steps	314
Area for sorting black bags on site (to increase recycling)	312

Do you agree with the recommendation to reduce the number of HWRCs across Monmouthshire?
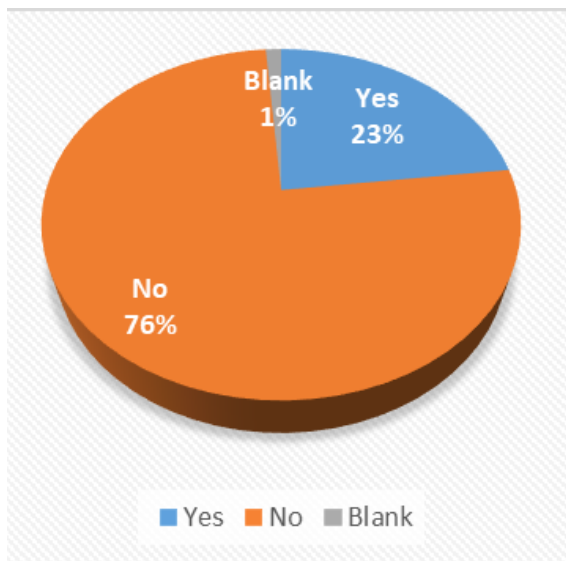
Do you support the recommendation to close the site at 16:00 on Saturday and Sunday?
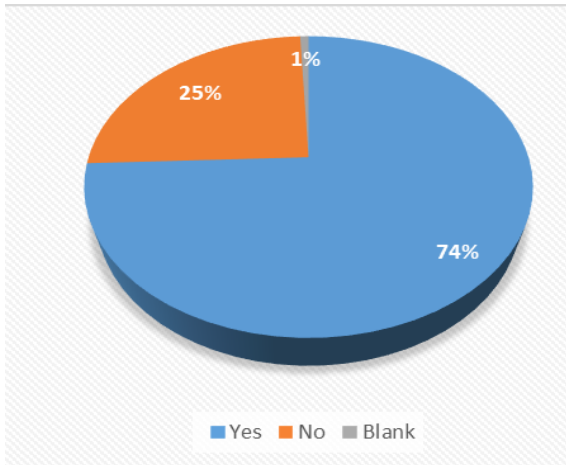
Do you support the recommendation to close at 16:00 during the winter when visitor numbers are reduced?
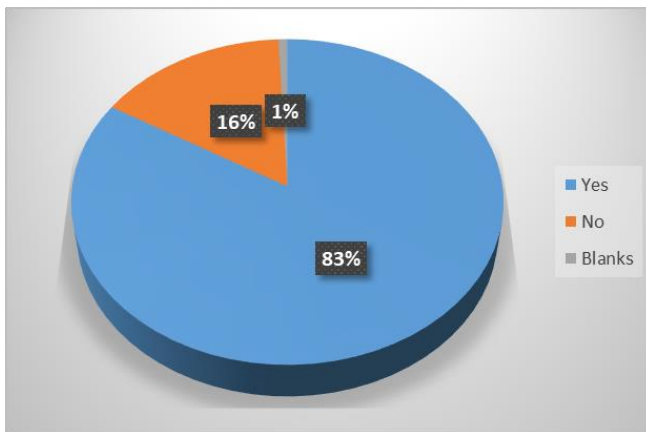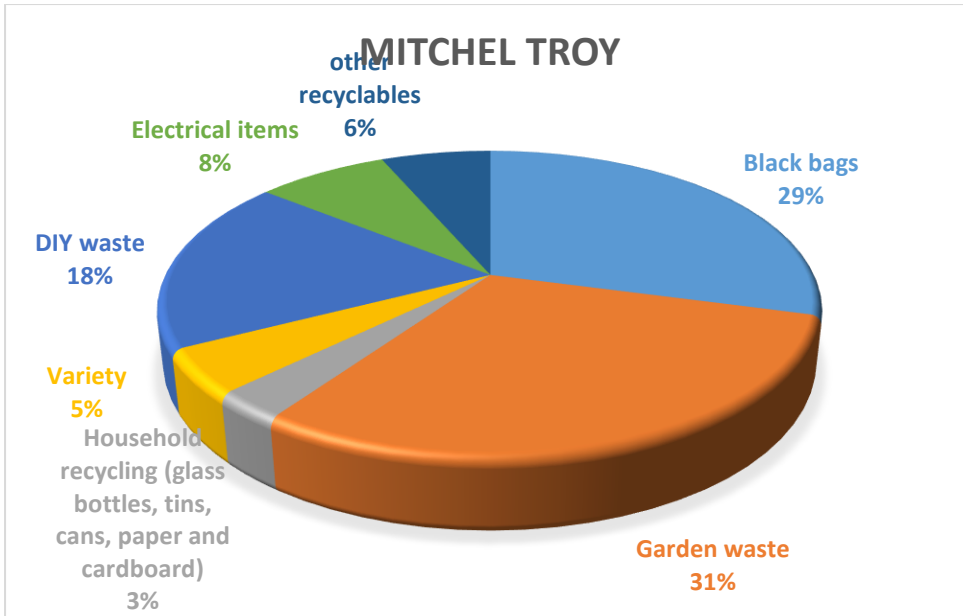

How often do you visit the site to dispose of waste/recycling?

How often do you visit the site		Usk	Mitchel Troy	Llanfoist	Five Lanes
More than once a week		27	14	9	5
Once a week		59	42	27	21
fornightly		20	41	29	48
Monthly		32	50	55	89
Occasionally		22	77	72	158
Never		1	1		3
	Total	161	225	192	324

- 17% of Usk visits are more than once a week compared to 6% Mitchel Troy, 5% Llanfoist and 1.5% Five Lanes

- 37% of Usk visits are once a week compared to 19% Mitchel Troy, 29% Llanfoist and 5% Five Lanes

- 14% of Usk visits are occasional compared to 34% Mitchel Troy, 38% Llanfoist and 49% Five Lanes

Page 27

- Based on the responses at least 71% of the visitors to Usk HWRC were also there the week before depositing waste/recycling compared to 8% in Five Lanes. Five Lanes is the most rural of the sites, is the second busiest site and is the best performing site for recycling.

What material do you mainly bring to site?

FIVE LANES

Material	Percentage
Black bags	26%
Garden waste	32%
Household recycling (glass bottles, tins, cans, paper and cardboard)	2%
Variety	6%
DIY waste	21%
Electrical items	7%
other recyclables	6%

LLANFOIST

Material	Percentage
Black bags	25%
Garden waste	38%
Household recycling (glass bottles, tins, cans, paper and cardboard)	5%
Variety	6%
DIY waste	9%
Electrical items	10%
other recyclables	7%

Page 28

MITCHEL TROY

other recyclables 6%
Electrical items 8%
DIY waste 18%
Variety 5%
Household recycling (glass bottles, tins, cans, paper and cardboard) 3%
Black bags 29%
Garden waste 31%

USK

other recyclables 11%
Electrical items 6%
DIY waste 10%
Variety 9%
Household recycling (glass bottles, tins, cans, paper and cardboard) 12%
Black bags 24%
Garden waste 28%

- Respondents state that they mainly deposit material that could be collected at the kerbside (approximately 65%) on all sites. This is black bags, garden waste and household recycling. This is not supported by site tonnage data with residual black bags closer to 52% of Usk throughput.

	Five Lanes	Llanfoist	Troy	Usk	Total
Residual	3021.89	4288.50	1268.28	680.06	9258.73
Recycle	4622.08	6013.91	1519.99	625.85	12781.83
	7643.97	10302.41	2788.27	1305.91	22040.56
Recycling %	60.47%	58.37%	54.51%	47.92%	57.99%

Name of the Officer completing the evaluation Carl Touhig **Phone no: 01633 644135** **E-mail: carltouhig@monmouthshire.gov.uk**	**Please give a brief description of the aims of the proposal – The proposal sets out the measures necessary to increase recycling, maintain budgets and rationalize services. It includes the closure of Usk HWRC, opening hours aligned to capacity and continuation of booking system. This revised version incorporates additional items raised at Strong Communities select and Members Waste Workshop from September 2020.**
Name of Service area **Neighbourhood Services**	**Date 30/09/2020** **Version 3**

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Closing Usk HWRC will reduce the volume of traffic entering Usk to dispose of waste that can be recycled at the kerbside. Reduced town centre air pollution will benefit all ages, especially the young and the older who are more vulnerable to the health impacts of air pollution. Covid 19 has shown what is achievable when residents use the kerbside collections and do not rely HWRCs to dispose black bag waste.	There are perceived negative impacts that closure of Usk will impact negatively on older residents without vehicles. Older people are less familiar with online booking systems and the use of this system may negatively impact them. People who work may struggle to access sites if site opening hours are restricted.	99.99% of residents visiting the site do so in vehicles and changes to lay out in 2018 dicouraged walk-ins. This was due to the HSE guidance on pedestrians and vehicles sharing space on waste sites should be deterred. The booking system has been used over 15,000 times since its introduction and 80% of users self-service. The contact centre is available to book in for those without access to a smart phone, tablet or computer. The sites will be open on the weekends and at 8am 3 days per week. The booking system ensures residents are not joining long queues and at present the maximum waiting time on site is under 15 minutes. There was overwhelming support for reduced hours on weekends and in the winter in the public consultation.
Disability	The booking system ensures that no-one waits in long queues and that visitors are assured access. Llanfoist, Five Lanes and Mitchel Troy have vehicle ramp to improve access for disabled residents. Usk does not have suitable access for disabled or infirm residents and is accessed via metal steps and gantries.	Longer journey times accessing Llanfosit, Five Lanes or Mitchel Troy from Usk. During Covid we have been unable to assist residents depositing waste and it is unknown how long this situation will continue.N	Usk is equi-distance between Llanfoist and Five Lanes at 10 miles. The additional journey time to site will be offset by reduced waiting times on site and easy access to skips.
Gender reassignment	.N/A		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	N/A		
Pregnancy or maternity	N/A		
Race	N/A		
Religion or Belief	N/A		
Sex	N/A		
Sexual Orientation	N/A		
Welsh Language	N/A		
Poverty	N/A	Increased milage costs may impact negatively on families living in poverty.	Through Covid 19 there has been a substantial increase in households using kerbside services. Kerbside collections increase recycling, reduce unnecessary costs and journeys to HWRCs for residents.

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Higher recycling rates support the creation of jobs and creates wealth within the circular economy.	The booking system will allow residents to visit at times that are convenient and guarantee quick turn-around. This reduces down-time on the site and for visitors.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The proposed measures will increase overall recycling rates and reduce residual waste, reducing our carbon footprint. The proceeds from the re-use shop and proposed new re-use shop will be invested in projects to tackle the climate emergency, such as tree planting.	Maintaining the positive behavioural changes in the ways people manage waste.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Closure of the Usk HWRC will improve air quality in the town centre, which will reduce health problems such as asthma, heart and lung disease. In addition, removing heavy vehicles from the Usk car park will make the car park safer.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Any changes to waste collections and infrastructure are challenged with accusations of increased flytipping. There is no data correlation between closure of facilities and increased flytipping. Closing Usk HWRC will reduce traffic in the town making the roads safer for pedestrians and more attractive and safe for visitors.	Anti-litter and flytipping campaigns are running locally and nationally. Continuing with the booking system will avoid problems of queuing traffic affecting surrounding roads
A globally responsible Wales Taking account of impact on global well-being when considering local	Recycling is a key driver for Wales and the Circular Economy agenda places Wales as a world leader in	Reducing, reusing and recycling waste reduces consumption of resources and reduces carbon

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?
social, economic and environmental wellbeing	sustainability and the well-being of future generations.	emissions, reducing our impact on global climate change
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	N/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Reliance on transport to visit HWRCs makes Wales less equal- good kerbside collections with high recycling rates benefit all.	Continue to improve the collections infrastructure and increase materials recycled at the kerbside

. 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?
Balancing short term need with long term and planning for the future **Long Term**	The proposal sets out the direction of waste for the next contract term of 10 to 15 years. Making decisions now will guide the services we need and can afford for the long term.	A full range of options to mitigate any negative impacts are included in the main report.

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?
Collaboration — Working together with other partners to deliver objectives	We have consulted with stakeholders and residents on the proposals. We have worked closely with Viridor as our current contractor to manage the sites during this period of uncertainty and worked with Welsh Government and the 21 other Welsh authorities and Hereford and Forest of Dean to ensure the reopening of HWRCs does not impact on neighbouring authorities.	Continue to work with neighbouring authorities and Welsh Government on waste changes that may impact wider than MCC. Continue to investigate a Wales-wide network of HWRCs that are not affected by cross border waste constraints.
Involvement — Involving those with an interest and seeking their views	We have consulted with residents and their views have been taken into consideration within the report. The consultation was promoted through social media including on the Change.org petition to keep Usk HWRC open. We have met with the Town Council regarding the proposals to close Usk. Many of the recommendations have been taken through Member Workshops, Strong Communities Select and Cabinet previously and will be returning through these functions. A full report with all data sets, results of consultation was taken through a Members workshop and Strong Communities Select in September 2020.	There was a reliance on generic consultations in the original report recommending the closure of Usk in 2019 as the report sought much wider decisions. This was accompanied by robust data to suppot the decision taken. Although the recommendation remains the same but there is recognition that a consultation with residents specifically on proposed changes to HWRCs prior to Cabinet 2019 would have been beneficial.
Prevention — Putting resources into preventing problems occurring or getting worse	The booking system substantially reduces queing times on site. Improvements in the system will be investigated to drive up the current self-servicing from 80% to 90% and reduce pressure on the Contact Centre. HWRCs have not contributed positively to the recycling efforts in Monmouthshire and have undermined the work of kerbside recycling residents. Restrictions on HWRCs will maintain the positive behavior changes experienced through Covid19;	We must move away from excusing fly-tipping for people. Flytipping is illegal and has huge impacts on the environment, excusing it because people are asked to travel to a site opens up issues across the country where they already travel to sites.

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?
Considering impact on all wellbeing goals together and on other bodies Integration	.These decisions impact directly on Monmouthshire residents but improving recycling rates in Monmouthshire will help support a globally responsible Wales.	

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	Maintaining a comprehensive kerbside recycling scheme means that all residents of all income levels can recycle substantial quantities of household waste free of charge, without needing a car to go to a HWRC		
Safeguarding	N/A	.Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect	
Corporate Parenting	N/A		

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

The report includes data from
Wastedataflow on recycling rates,
WLGA Benchmarking data on performance and costs,
MCS internal data sets on site usage and booking system, flytipping,
Eunomia and WRAP on HWRC provision in Monmouthshire,
Public consultation on Future Provision of Waste Services
Resource Futures compositional analysis .

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 changes to the services proposed or to be considered further as a consequence of this report have significant positive contributions to make to the Wellbeing Goals. In particular it has strong benefits for a Prosperous Wales, by supporting the ongoing development of a low carbon economy. There is also potential to contribute to Cohesive Communities, by working collaboratively and in partnership with our communities to reduce the impact that waste has upon our communities.

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

8. **VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this**

process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	Dec 19	*Closure of Usk was put in abeyance awaiting additional compositional analysis and data collectiom*
2	Stong Communities Select	Sept 20	Inclusion of consultation and additional data.
3	Cabinet	Oct 20	

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monmouthshire
COUNTY COUNCIL
sir fynwy

REPORT

SUBJECT:	**SRS DATA HALL MOVE**
MEETING:	**Cabinet**
DATE:	**7th October 2020**
DIVISION/WARDS AFFECTED: All	

1.   **PURPOSE:**

1.1   To submit for consideration the full business case for the SRS data centre and proposed data hall move from Blaenavon, replacing it initially with a move to a commercial scale purpose built data hall followed by cloud based solutions as appropriate.

2.   **RECOMMENDATIONS:**

2.1   That Cabinet support the approach outlined in option 4 of the full business case to move to an alternative physical data centre solution.

2.2   That Next Generation Data (NGD) are agreed as being the single supplier as a result of the business case specification of requirements.

2.3   That Cabinet support the funding model predicated on equal costs of the shared infrastructure, and that recommendation is subsequently made to Council to consider the funding requirement be factored into the 2021/22 capital programme and as outlined in paragraph 7.7.

3.   **KEY ISSUES:**

3.1   As a result of two development sessions with the SRS Strategic Board in July 2019 a Tactical Plan was developed for the SRS and that serves as an annual guide to implement tactical SRS initiatives that incrementally achieve the Strategic Board's five-year partnership strategy as agreed in January 2016. This strategy reflects a revitalised strategy for collaboration between SRS partner organisations.

3.2   The SRS Tactical Plan documents the SRS collaborative initiatives that the SRS plans to execute and includes the budgeted initiative costs and milestones for delivery. The individual organisation projects are not typically included in the plan and are overseen and delivered separately.

3.3   The SRS Tactical Plan outlines existing programmes of work. The gateway process adopted by the SRS Strategic Board allows it to consider, in conjunction with its Business & Collaboration and Finance & Governance Boards, collaborative programmes of work that partners wish to pursue.

3.4 In March 2020 Cabinet endorsed the SRS Tactical Plan which supports delivery of the long-term strategic goals of the SRS and its partners. The SRS Strategy 2020-26 was subsequently signed off at the July 21st 2020 Strategic Board and the shared aspirations in the strategy are to move towards cloud based provisions. This meant that a reduction in on premise capacity was now a certainty. With a decreasing need for an on premise data centre service and an increasing cost for providing on premise services in Blaenavon, it therefore becomes unaffordable to continue with the current model.

3.5 This report looks for Cabinet to consider the business case for the proposed move to a commercial data hall, resulting in the de-commissioning of the existing data halls in the SRS. Cabinet are asked to confirm its support alongside the SRS Strategic Board to which the Council is an active member and local authority partner.

Strategic Case

3.6 The physical data centre in Blaenavon has been a positive asset to the SRS for ten years and in 2016 and 2017 with the introduction of Blaenau Gwent and Newport respectively to the SRS, two further facilities were added. All partner services delivered out of Blaenavon have been accredited, cost effective and secure for that period.

3.7 The world, more importantly technology, has moved on at pace in the last ten years and the SRS and its partners find themselves in a position where others can provide these services over public infrastructure using hyper scale implementations, more securely at a lower cost point.

3.8 The original purpose and thinking behind a single, secure, resilient and accredited facility still stands as the right thing to do, even today. However, in our initial outline assessments, the cost to maintain the existing facilities to the current standard is greater than the cost of consuming space in an alternative facility.

3.9 In the context of the business case, the phrase "on premise" refers to a set of services delivered from an infrastructure that is installed into a physical data centre or computer room that the SRS partners' own. The owned infrastructure is typically funded through capital replacement plans and the infrastructure bought is in place for five to seven years and then needs renewing.

3.10 The term "cloud" refers to a set of services delivered from a set of infrastructure that is remote to and provided to the SRS, for example Microsoft Azure, and the SRS would manage it in the same way as it does for the on premise infrastructure. The funding mechanism is however a revenue charge in relation to the actual usage and requires no capital investment.

3.11 The SRS Strategic Board direction is clear. That the SRS and its partners will move from being predominantly "on premise" today to being predominantly "cloud" by 2026. Different services will transition at a different pace based on age, cost and complexity factors of the current applications and infrastructure that each partner has.

3.12 With the risk categorisation of the services currently delivered it is advised that partners should all move to a "safe harbour" first and then transition to cloud services. If there are services that can easily transition to cloud, as the SRS has done with Office 365, then those opportunities can and will be taken alongside this project.

3.13 In drawing up the specification for an alternative "on premise" data centre a full schedule of needs has been put together and they represent the standard that Blaenavon was built to, any changes or improvements to those standards over the last ten years and the network connectivity that we must have.

3.14 Torfaen County Borough Council, Monmouthshire County Council and Gwent Office of the Police and Crime Commissioner currently share the Blaenavon data centre and that within the data centre Torfaen County Borough Council and Monmouthshire County Council share the same "network", "storage" and "compute" infrastructure.

3.15 The data centre has four separate data halls within it. Each hall houses a different set of customers, typically due to historic reasons. Each of our five partners hosts organisational services from the data centre.

3.16 In terms of the role of the current facility the SRS has historically hosted the services it provides in the Blaenavon Data centre. The Blaenavon facility has an annual cost of operating and maintaining services, which is in part charged on a specific individual partner basis and other costs are shared between the four data halls.

3.17 This business case deals with the data halls 2 (Education and Local Authority), 3 (OPCC) and 4 (Local Authority and SRS Business Solutions) only as the capital funding for hall 1 is provided by NWIS.

3.18 The desired model is now one where all partner services are delivered from a new alternative location using as much shared infrastructure as possible. There are multiple physical and cloud data centre locations available across the United Kingdom which the SRS could use as an alternative. However, the key requirement is that the SRS need a data centre to be an active node on the core PSBA network to provide the highest levels of performance for partners.

3.19 The SRS data centre halls are 10 years old and require many environmental components to be replaced, this includes items such as air conditioning, generators, battery backups and monitoring solutions. Without this investment there is a high risk of the data hall equipment failing due to the underlying environmental facilities. Due to failures in 2019, the company that support the equipment have reduced the useful life of the equipment remaining in the data centre which requires an approximate £2.6M spend over four years. The SRS's data centre support provider maintains risk assessments for the equipment and this continues to be monitored and acted upon as required.

Economic Case

3.20 In terms of business needs Technology infrastructure needs updating at regular intervals, networking typically lasts ten years, storage five years and servers three to five years.

3.21 Whichever route the SRS takes with alternative facilities or cloud provision in Microsoft Azure, there will still also need to be a PSBA network that provides external connectivity for partners.

3.22 Partners will always require PSBA connectivity and there is a project running nationally to replace end of life PSBA equipment. The proposal is to align this work with that and install

the replacement equipment into the new location. The costs of replacement equipment are factored into the business case.

3.23   Furthermore, whichever route the SRS takes with alternative facilities or cloud provision in Microsoft Azure, there will still need to be a core network that provides transit for all partners to access these services and a small amount of on premise infrastructure which enables access to cloud services. The SRS needs a new core network for all partners in 20-21 due to end of life equipment and it being over ten years older in the main. This cost is applicable whether the SRS stay in Blaenavon or not.

3.24   In terms of server capacity SRS will be driving as much of the capacity we need into Microsoft Azure where cost effective and Office 365. However, SRS will need to retain some on premise. The plan is to buy enough server equipment to enable the migration to commence to an alternative data centre and then lift and shift equipment and services where that existing equipment is still viable.

3.25   The challenge to partners would be to drive usage into Office 365 and after the transition of on-premise data centre locations look to adopt Microsoft Azure to reduce the on-premise server requirement needs and therefore reduce the future capital investment requirements for replacement server hardware.

3.26   The SRS needs new shared server capacity every year for all partners due to end of life equipment in one or more Authorities. This cost is applicable whether we stay in Blaenavon or not and this line item features heavily in the MTFP.

3.27   Alternative data centre rack space will be procured based on an initial assessment for each LA and although this does not currently take into account any future migration to Azure Cloud, the intention with the relocation is to reduce the current data centre rack footprint for each SRS Partner considerably. The estimated number of racks for Monmouthshire is 4 and follows successful virtualisation of servers that has been undertaken historically.

3.28   The business case has therefore considered the following future data centre options:

   a) Option 1: Business as usual – SRS Data Halls operate without environmental facilities being replaced. The SRS would not support this option as it places the partners at considerable risk.

   b) Option 2: Do minimum – Replace all environment facilities within SRS's Data Halls. Critical ones as soon as possible and the remainder within 5 years. This option continues with higher costs than are required but does meet the supportability. However, the Strategic Board also rejected this option as too high cost in January 2020 and this option does not meet the data centre specification put out as part of the tender process.

   c) Option 3: Reduce to a single hall in Blaenavon - Replace all environment facilities within a single SRS Data Hall in Blaenavon. This option would still require similar work to shift to an alternative location and resilience would need to be given further consideration. Furthermore, and again, this does not meet the data centre specification. SRS conclude that moving to this option is not viable as fixed costs will remain even as data needs reduce over time.

d) Option 4: Move to an alternative data centre – this options offers all of the data centre requirements the SRS needs and delivers at a reduced overall cost compared to the current provision.

Option 4 is the recommended option.

Commercial Case

3.29 The procurement of an alternative physical data centre was discussed with its SRS support services provider and the initial advice was to put a specification together and go to market with that specification to see what was available.

3.30 During that market testing, it became apparent that there is only one option that the SRS can move to due to the specification requiring a data centre that has the core PSBA network within it. The Head of the PSBA for Welsh Government confirmed that the only data centre that has this capability is the Next Generation Data Centre (NGD) based in Newport.

3.31 However, there still needed to be a proper process for assessing value for money and fitness for purpose. The SRS provided the data centre specification to the provider and it has been confirmed that the location more than meets all of the criteria in the specification.

3.32 The SRS recognised a single option is not competitive when seeking a value for money comparison and therefore a cost was requested from an alternative and comparable provider. The equivalent pricing was over double the cost from NGD which provides us with assurance that we are receiving value for money. In addition, we know that SRS Business Solutions, the trading arm of SRS, is charging a higher cost to its current customer base than we will be paying to NGD for our services. This again provides assurance as this was a market test carried out.

3.33 There are also costs associated with the restoration of the existing facility used in Blaenavon and such that it is put back to its original state as per the original agreement to occupy with Torfaen County Borough Council. This is estimated based on initial quotes at £610,000 but is seen very much as a worst case. Such costs are to be shared equally by OPCC, Torfaen and Monmouthshire as the primary users of the facility and have been present for the full ten years.

Management Case

3.34 The timelines for delivery to the new alternative location differs for each partner based on the information currently available and on the basis of decisions to proceed with the recommended option being secured by all partner organisations in the coming weeks. Monmouthshire and Torfaen plan to migrate to NGD at the end of the financial year. With Blaenau Gwent migrating at the end of Q1 of the next financial year and Newport the end of Q3. The migration of the OPCC is anticipated be at the beginning of 2022/23.

3.35 The main benefits of the move to NGD are contained within the body of report and a move to NGD would provide resilience and delivery risk would be with a major reputable data centre provider.

3.36 Equally the main risks are outlined and centre significantly around the environmental facilities needing to be replaced in Blaenavon. There will be some limited issues around

availability and performance during the migration period for a short period. COVID may also pose a degree of risk in terms of exchange rate movements affecting pricing, social distancing requirements needing to be maintained during the migration and risks around supply chains.

3.37   All other constraints and dependencies have been assessed and responded to in the development and resourcing of the business case being implemented.

3.38   Clearly the proposed move to NGD and an alternative data centre location reduces operating costs, removes the need for additional capital investment that would otherwise be required in Blaenavon and the programme delivery plan looks to minimise disruption to the partners and the running costs of having two data centres running during transition.

3.39   In parallel with the proposal to locate to an alternative physical data centre MCC continues to work with the SRS to assess which of our systems and processes can move from physical storage to Azure Cloud storage or other SAAS cloud solution. This will enable Monmouthshire to meet their strategic aim of moving all of our systems to Cloud.

3.40   It is worth clarifying that again schools will not feature in this initial move and as a result of the significant Welsh Government EdTech funding that is being programmed into schools this year and that will divert available SRS resources. This delay presents an opportunity in that it will allow a full review and options appraisal to be undertaken of school data being moved from the data halls in Blaenavon and into the Cloud on the Welsh Government supported Hwb teaching and learning platform. Again a business case will be developed and presented back to the SRS Strategic Board for consideration and Monmouthshire schools will be engaged and involved throughout.

3.41   Cabinet are being asked to consider the report and such that recommendation can subsequently be made to Council for consideration at its meeting on 22nd October 2020 and given that such a move will give rise to additional capital investment.

4.   OPTIONS APPRAISAL:

4.1   Beyond the options appraisal described above the SRS had investigated potential solutions that included:

a)   Move the data hall to a more sustainable and economic data hall facility

b)   Move all of our systems into the Azure cloud or other SAAS solution.

c)   A hybrid model of the above two options, with a complete move to an alternative data hall prior followed by a phased migration to the Azure cloud or other SAAS solution.

4.2   The recommendation made was to pursue a hybrid option and which affords greatest flexibility and affordability considerations.

5.   EVALUATION CRITERIA:

5.1 An evaluation assessment has been included at Appendix 1 for future evaluation of whether the decision has been successfully implemented. The decision will be reviewed after 12 months and on an ongoing basis.

6. REASONS:

6.1 The SRS data centre in Blaenavon is unsustainable and the SRS Strategic Board have presented a business case for consideration that recommends the existing data hall being decommissioned and replaced with alternative more economically viable solutions. This requires the formal consent of all SRS partner organisations.

6.2 Adopting this approach will meet Monmouthshire's and the SRS cloud first strategy.

6.3 Continuing to move cloud services such as Azure will provide additional resilience, security, scalability and capacity management.

7. RESOURCE IMPLICATIONS:

7.1 The table below shows the running costs of the data halls for the three options explored and outlined in paragraph 3.28. These being the current model (do minimum), collapsing all partners into one data hall and moving to an alternative data centre provider (NGD).

Impact to Revenue Costs	Existing	One Hall	NGD LAs	OPCC	TOTAL
Rack Charges	0	0	190,656	105,920	296,576
Maintenance & Support Contracts	401,362	183,000	103,000	80,000	183,000
BG & NCC Computer Rooms**	105,000	-	-	-	-
Shared Building Costs	870,261	536,857	256,857	81,026	337,609
Income	(260,800)				
SRS Controllable Revenue Costs	1,115,823	719,857	550,239	266,946	817,185
Adjust for loss of NWIS income*	206,980	0	-		0
Adjusted SRS Revenue Costs	1,322,803	719,857	550,239	266,946	817,185

*NWIS income will drop out in 21/22

** not part of the SRS budget

7.2 The move to NGD would be implemented on a phased approach and is expected to take three financial years running from 2021/22 through to 2023/24. Racks will be required at NGD before the Data Halls are fully decommissioned, it is anticipated 15 racks will be required initially rising to 28 by 2023/23 with no racks remaining at Blaenavon.

These additional costs will need to be managed and offset by the savings made in the running costs at Blaenavon. The following table shows the costs of the racks required at NGD offset by the savings from the Data Halls at Blaenavon as the project progresses:

	2021/22	2022/23	2023/24
NGD COSTS (new racks etc.)	291,022	203,755	367,907
DATA HALL (savings)	(309,598)	(303,038)	(303,038)
	(18,576)	(99,283)	64,869

7.3   In terms of one-off costs the refresh of equipment is required regardless of any potential move to a new data centre facility. The following table captures the capital investment required of each option.

ONE OFF COSTS Capital Costs	Existing	One Hall	LAs	NGD OPCC	TOTAL
Data Centre Infrastructure	2,685,678	734,000	-	-	-
PSBA - replacement equipment	-	-	65,868	49,781	115,649
Shared Network	487,000	487,000	314,000	173,000	487,000
Shared Wifi	142,500	142,500	85,500	57,000	142,500
Shared Firewall	458,022	458,022	277,322	180,700	458,022
Shared Storage	900,000	900,000	600,000	300,000	900,000
Computing	150,000	150,000	100,000	50,000	150,000
TOTAL CAPITAL COST	4,823,200	2,871,522	1,442,690	810,481	2,253,171
Cost of Change					
Decommission Costs (Ty Cyd 1)	0	457,500	406,667	203,333	610,000

7.4   The equipment required has an expected life of between five and ten years, it would be prudent for partners to build up a capital reserve to fund the future replacement to mitigate substantial Capital outlay. To cover the next 15 years of refresh the partners would need to allocate £397,000 to the capital reserve. The authority's share of this would be £61,000 per annum. It is proposed that this is incorporated into the MTFP and budget process for 2021/22 such that adequate base budget provision can be set aside for capital refresh of equipment and to avoid significant one-off pressures occurring at the end of equipment life cycle.

7.5   The core assumptions and risks are contained in the business case and have been reviewed by the SRS Finance & Governance Board, onto which each of the Local Authority partner's S151 officers are represented. All have confirmed they are content that such assumptions are reasonable and that risks are understood and where possible suitably mitigated.

7.6   As can be seen above the capital investment required to relocate to NGD is far less than required to remain in the existing Data Halls. Partners will be required to fund £2.3million

to move as opposed to £4.8million to remain as the current model with the original three partners sharing the estimated £610,000 (worst case scenario) decommissioning costs.

7.7 The Council's share in the £2.3m up front capital investment is £361k and together with the 1/3 share of decommissioning costs (£203k) recommendation will be made to Council to fund this as part of the 2021/22 capital budget proposals.

7.8 For MCC specifically this translates into anticipated net revenue savings of £28k (see appendix 4) and when compared to the anticipated contribution by MCC for 2021/22. These savings will contribute to draft budget proposals for 2020/21.

7.9 Finally it is important to note that whilst there is additional investment being required to implement this proposal there is significant cost avoidance that otherwise would need to be incurred. The level of cost avoidance over and above the Council's proposed investment is £334k.

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

8.1 The significant and positive equality impacts identified in the assessment are summarised below for members' consideration:

a) Cloud services will enable communities to engage and transact with the council more easily, economically and with a lesser impact on the environment;

b) The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities

8.2 The actual impacts from this report's recommendations will be reviewed every year.

9. CONSULTEES:

SRS Strategic Board
SRS Finance & Governance Board
SRS Senior Leadership Team
MCC Strategic Leadership Team
Cabinet

10. BACKGROUND PAPERS:

Appendix 1 – Evaluation Criteria
Appendix 2 – Wellbeing of Future Generations Assessment
Appendix 3 – SRS Data Centre Business Case
Appendix 4 – MCC savings and investment requirement summary

11. AUTHOR: Chief Officer for Resources (acting S151 officer)

12. CONTACT DETAILS:

Tel: 01633 644294 / 07398 954828
Email: peterdavies@monmouthshire.gov.uk

Appendix 1

Evaluation Criteria

Title of Report:	**SRS DATA HALL MOVE**
Date decision was made:	**7th October 2020**
Report Author:	**Peter Davies**

What will happen as a result of this decision being approved by Cabinet?
The decision will endorse the SRS data hall move the decision of the SRS Strategic Board to instigate a complete move of the data hall provision at Blaenavon to an alternative data hall prior; followed by a phased migration to the Azure cloud or other SAAS solutions. It is proposed that there is an ongoing 12 monthly appraisal and evaluation to ensure the desired outcomes have been achieved and that benefits and any savings have been realised? This will form part of the budget monitoring and budget setting process for the SRS and facilitated through the SRS Finance and Governance board, upon which the Council's Chief Officer for Resources is a standing member.

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
A 12 month appraisal and evaluation will be undertaken and that will also look to identify further and future opportunities to optimize data storage needs and to source the most appropriate and cost effective data storage solutions. The outcomes, benefits and savings to be realised will be closely monitored and through ongoing budget and performance monitoring arrangements.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.
This proposal translates into anticipated revenue savings of £28k for 21/22. The Council's share in the £2.3m up front capital investment is £361k and together with the 1/3 share of decommissioning costs (£203k) recommendation will be made to fund this as part of the 21/22 capital budget proposals.

Appendix 2

Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Peter Davies Phone no: 07398 954828 E-mail: peterdavies@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To agree the proposal to move the SRS data hall from Blaenavon to NGD.
Name of Service Digital & Agile	Date Future Generations Evaluation form completed 28/09/2020

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The move to a cloud based provision has significant benefits to our workforce and the wider community. These solutions mean that access to information and services can be available when the public need to use them, as well as improving the digital teaching and learning facilities in schools.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	We would expect an alternative data hall would operate through 100% renewable technology, with infrastructure that uses half as much energy as the provision at the SRS. Cloud based services can significantly improve efficiency with self-service and a reduction in the need to travel.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood		Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Cloud based technology enables greater connectivity within our communities, as well as protecting peoples data and therefore the safeguarding of vulnerable people.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Cloud infrastructure enables an efficient, economic service which reduces the negative impact on our environment of travel.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach
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	Digital information and services are being improved across our cultural and leisure services, enabling electronic transactions through cloud based systems	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Cloud will assist people with protected characteristics to access information and services in our rural community. They will also provide better employment opportunities for people working in digital industries.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

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

Sustainable Development Principle		How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
Long-term	Balancing short term need with long term and planning for the future	The digital world is moving at pace and is the future of everything we do. This proposal will ensure we reap the benefits of digitisation to capture short term economic and efficiency benefits as well as support investments in emerging and innovative technologies to reap the long term benefits globally, for our local communities and the Council.	
Collaboration	Working together with other partners to deliver objectives	MCC will work in collaboration with its partners in the SRS to deliver this proposal. Our partners also include Welsh Government and existing technology suppliers.	
Involvement	Involving those with an interest and seeking their views	Our main stakeholders are the other partners in the SRS and our internal service departments who will need to be aware of this decision when managing their current systems and the eventual move to cloud. We also have wider stakeholders in supporting central government policy decisions for the move to cloud based services. All stakeholders will have active involvement.	

Sustainable Development Principle		How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
	Putting resources into preventing problems occurring or getting worse	This move will absolutely prevent problems getting worse as it's the most sustainable, future ready solution for supporting ICT infrastructure.	
	Positively impacting on people, economy and environment and trying to benefit all three	Cloud based services enable economies to be made, reduces the environmental impacts of travel, increases communications and access to information, and eases engagement with our communities.	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Cloud services will assist the elderly to access information and services in more sustainable way without having to leave the house. Younger people will be expecting all services to be digital by design and move to cloud will be their norm. Government services can share health, housing and care information for the elderly, enhancing the quality of care.	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Disability	Cloud technology will assist people with mobility problems to access information and services.	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Gender reassignment	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Marriage or civil partnership	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Race	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

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?
Religion or Belief	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sex	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sexual Orientation	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Welsh Language	No impact	No impact	The Welsh language will continue to be promoted by the Digital Service through all digitally published material.

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?**

	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	The provision of cloud based apps will enable our social care services to have real time, structured data and information to protect our vulnerable adults and children.	The purpose of this arrangement is to be inclusive to all therefore no negative impacts are anticipated in relation to this particular group.	We will continue to develop cloud services in order to provide accurate information to carers and families, even in people's homes, to assist with speedier service provision and assessment of needs. Security of data will be enabled by simple electronic security on mobile devices and apps.
Corporate Parenting			

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

There is industry wide evidence that cloud services improve security of data, access to information and enable better data analysis and management.

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?**

i. Cloud services will enable communities to engage and transact with the council more easily, economically and with a lesser impact on the environment ii. The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities

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

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:	07/10/21

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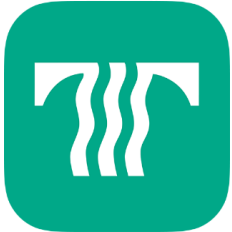
Mission	To use shared technology platforms to consolidate the demand and broker the supply of all types of services to the Public Sector.
Vision	To be more efficient through the use of technology.
Values	When people are sharing their practice, they add value to the common purpose of the SRS.

Strategic Aim #1	INNOVATING WITH EXPERTS: improve services to provide a solid foundation upon which partner organisations can operate.
Strategic Aim #2	MODERNISING THE EMPLOYEE EXPERIENCE: ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.
Strategic Aim #3	POWERING UP THE CLOUD: provide a collaborative platform for public sector organisations to share common ground.

Page 59

Audience	List of partners: Blaenau Gwent County Borough Council, Office of the Police and Crime Commissioner Gwent, Gwent Police, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.
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SRO:	Matt Lewis (COO SRS)
Project Manager:	Cary Campbell (Enterprise Architecture ICT Technical Collaboration Manager SRS)
Organisation:	SRS

Version	Date	Name	Comment
1.0	27/5/20	Matt Lewis	Initial draft to F&G Board
1.1	18/9/20	Matt Lewis	Final version to F&G Board for recommending to Strategic Board

Page 60

Contents

1. **Executive Summary**

   The SRS Strategy 2020-26 was signed off at the July 21st 2020 Strategic Board and the shared aspirations in the strategy are to move towards cloud based provisions. This means that a reduction in on premise capacity is now a certainty. With a decreasing need for an on premise data centre service and an increasing cost for providing on premise services in Blaenavon, it therefore becomes unaffordable to continue with the current model.

2. **Strategic Case**

   a. **Strategic Context**

   The physical data centre in Blaenavon has been a positive asset to the SRS for ten years and in 2016 and 2017 with the introduction of Blaenau Gwent and Newport respectively to the SRS, two further facilities were added. All partner services delivered out of Blaenavon have been accredited, cost effective and secure for that period.

   The world, more importantly technology, has moved on at pace in the last ten years and we find ourselves in a position where others can provide these services over public infrastructure using hyper scale implementations, more securely at a lower cost point.

   The original purpose and thinking behind a single, secure, resilient and accredited facility still stands as the right thing to do, even today. However, in our initial outline assessments, the cost to maintain the existing facilities to the current standard is greater than the cost of consuming space in an alternative facility. In addition to this the computer rooms in Ebbw Vale and Newport are both classified as "very high risk" on the Strategic Board's Risk Register for differing reasons and have different drivers for change compared to Blaenavon.

   The purpose of this business case is therefore to document the cost effectiveness of the current combined delivery model and provide options for comparison.

b. Structure of case

This business case has been prepared using the Five Case Model, which comprises the following key components:

- the **strategic case** section sets out the case for change.
- the **economic case** section demonstrates that the SRS has selected the most economically advantageous offer, which best meets the existing and future needs of the service and optimises value for money (VFM).
- the **commercial case** section sets out the content of the proposed deal.
- the **financial case** section confirms future funding arrangements and affordability.
- the **management case** section details the plans for the successful delivery of the scheme to cost, time and quality.

c. "On premise" versus "cloud"

It is important to begin with an explanation of two key terms used throughout this document.

In our context, the phrase "on premise" refers to a set of services delivered from an infrastructure that is installed into a physical data centre or computer room that the SRS partners' own, in our case Blaenavon, Newport, Ebbw Vale, Fairwater and OPCC HQ. In this model, the infrastructure is typically funded through capital replacement plans and the infrastructure bought is in place for five to seven years and then needs renewing.

In our context, the term "cloud" refers to a set of services delivered from a set of infrastructure that is remote to the SRS, that is set up on massively scaled up basis, that is publicly available and that is shared across many customers yet still secure, accredited and managed by the SRS. In this model, the infrastructure is provided to the SRS, for example Microsoft Azure, and the SRS would manage it in the same way as it does for the on premise infrastructure. The funding mechanism is a revenue charge in relation to the actual usage and requires no capital investment,

<div align="center">Page 64</div>

i.e. the partners have no assets as they simply pay a subscription cost to access a constantly updated layer of infrastructure.

The Strategic Board direction is clear, the SRS will move from being predominantly "on premise" today to being predominantly "cloud" by 2026. Different services will transition at a different pace based on age, cost and complexity factors of the current applications and infrastructure that each partner has.

A key question has to be, "why not move all services straight to cloud now?". With the risk categorisation of the services currently delivered from Blaenavon, Ebbw Vale and Newport combined with the age, cost and complexity factors described above in relation to the existing application and infrastructure estate, it is advised that partners should all move to a "safe harbour" first and then transition to cloud services. If there are services that can easily transition to cloud, as the SRS has done with Office 365, then those opportunities will be taken alongside this project.

In summary, what the section above describes, is a see-saw effect, over the period of the 2020-26 strategy, where provision moves from mostly "on premise" to mostly "cloud".

d. "On premise" Data Centre Specification

SRS partners will always need an "on premise" secure, accredited, centralised location to house shared infrastructure so we need to ensure that any specification is fit for purpose. As confirmed in the new 2020-26 SRS Partnership Strategy the direction has been set as cloud services. However, that is a transition over time and some functions will always remain on premise. It is important that we have a facility that is delivering services to the required standard for our infrastructure in 2020, a decreasing amount from 2020-26 and a minimal amount by 2026.

A full schedule of needs has been put together and they represent the standard that Blaenavon was built to, any changes or improvements to

those standards over the last ten years and the network connectivity that we must have.

It is important to note that this business case focuses on the physical Data Centre standard to migrate the partners to a "safe haven" from which an assessment can be made for the move to cloud services. The assessments of what the cost could be, if partners wished to move services to Azure, are in a separate paper.

e. **Overview of the current position**

The SRS manages locations in:

- Blaenavon for Torfaen County Borough Council, Monmouthshire County Council and Gwent Office of the Police and Crime Commissioner. The standard of the Blaenavon data centre when it was implemented is captured in appendix one. It was an accredited, certified data centre built to a high standard.

- Ebbw Vale for Blaenau Gwent County Borough Council.
- Newport for Newport City Council.

The provision in these locations would be classed as computer rooms and they would not meet the standard described in appendix one of this document for a data centre. As part of the business case processes in 2016 and 2017 respectively, the migration away from both locations was set as a requirement by the Finance and Governance Board during due diligence.

The original recommendation was a move to Blaenavon for both Blaenau Gwent and Newport services. In light of the direction of travel the move for both partners should still be to align with the wider partnership. This now means that all partners should move to the alternative and Blaenau Gwent and Newport would not take the interim step of moving to Blaenavon first.

Page 66

Figure 1 shows an overview of these current facilities described on the previous page. The figure shows that Torfaen County Borough Council, Monmouthshire County Council and Gwent Office of the Police and Crime Commissioner currently share the Blaenavon data centre and that within the data centre Torfaen County Borough Council and Monmouthshire County Council share the same "network", "storage" and "compute" infrastructure. The figure also shows the separate implementations for Blaenau Gwent County Borough Council and Newport City Council.
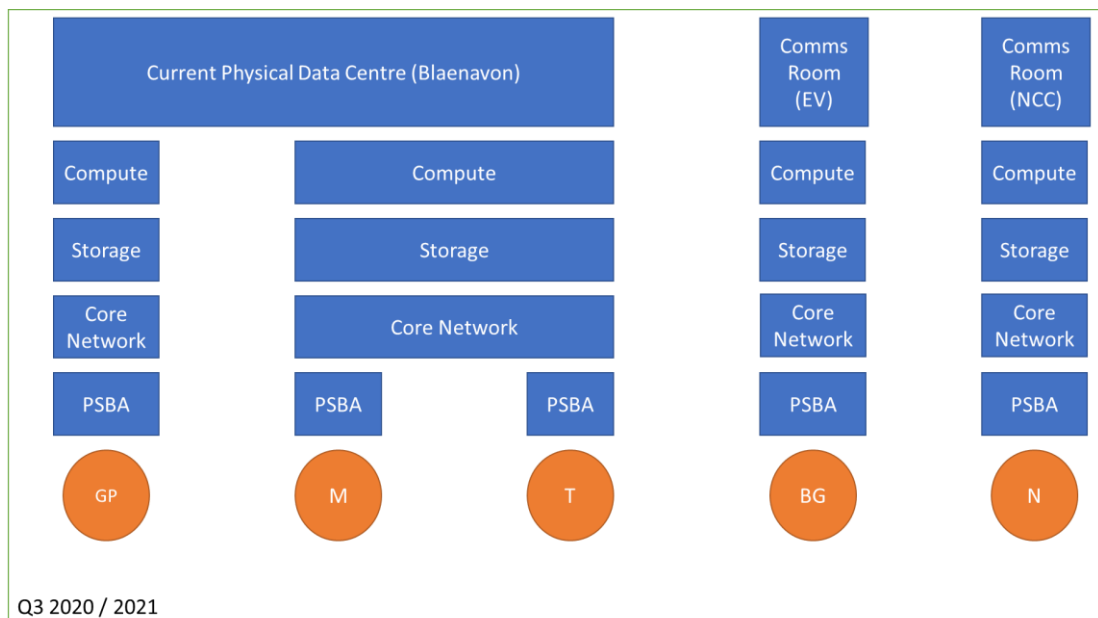

Figure 1 Current Delivery Model

In addition Gwent OPCC has a disaster recovery capability in Fairwater and a new facility being built into the new OPCC HQ in Llantarnam. It is not yet clear whether Gwent OPCC will require space in the new location or if the space in new HQ will be sufficient. For now, the best choice is to ensure all options are covered. These additional facilities are shown in figure 2.
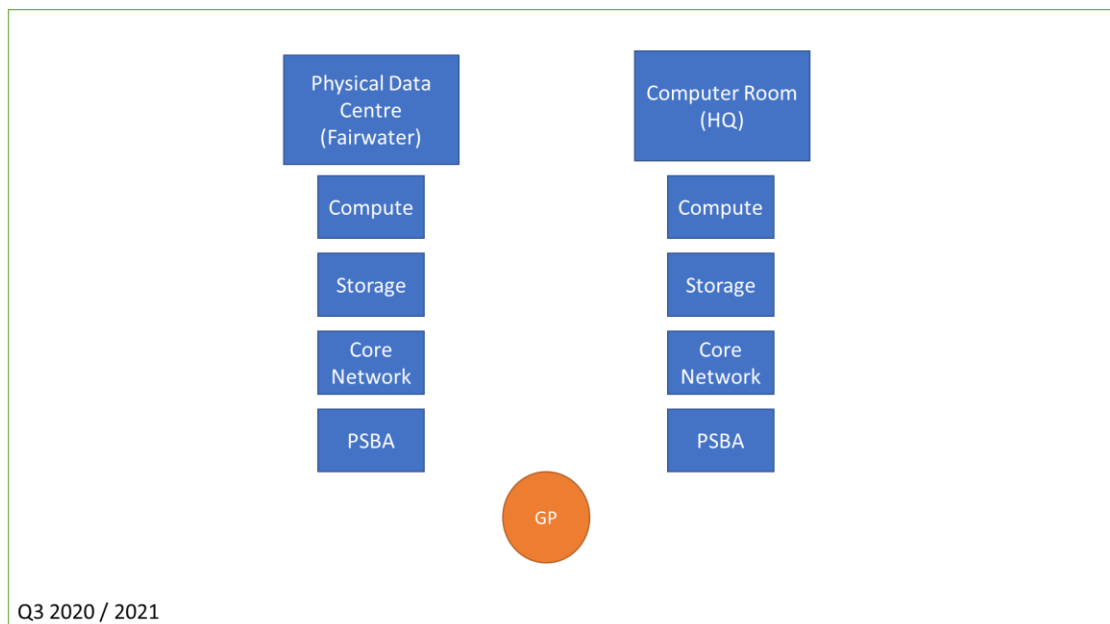

Figure 2 Gwent OPCC additionality

Figure 3, over the page, shows the flow of service to help paint the picture of where the data centre and computer rooms fit into the overall service provision. It shows an "edge site" which is where a typical user would be based, for example this could be a recycling centre, a Police station or a leisure centre through to the data centre. The edge site then connects over the PSBA network to the Blaenavon Data Centre, Ebbw Vale Computer Room or Newport Computer Room depending on which organisation the service is for.

Within the SRS facilities, the request then travels across the core network" and is serviced by a combination of "compute" and "storage" systems. To help understanding, the core network is the cables, wifi, network switches etc that a user connects to, the compute is the processing power that manages the service and the storage is where your

files are stored. Unlike a laptop where all of these things sit in one device, on an enterprise scale these are all split out into separate components.
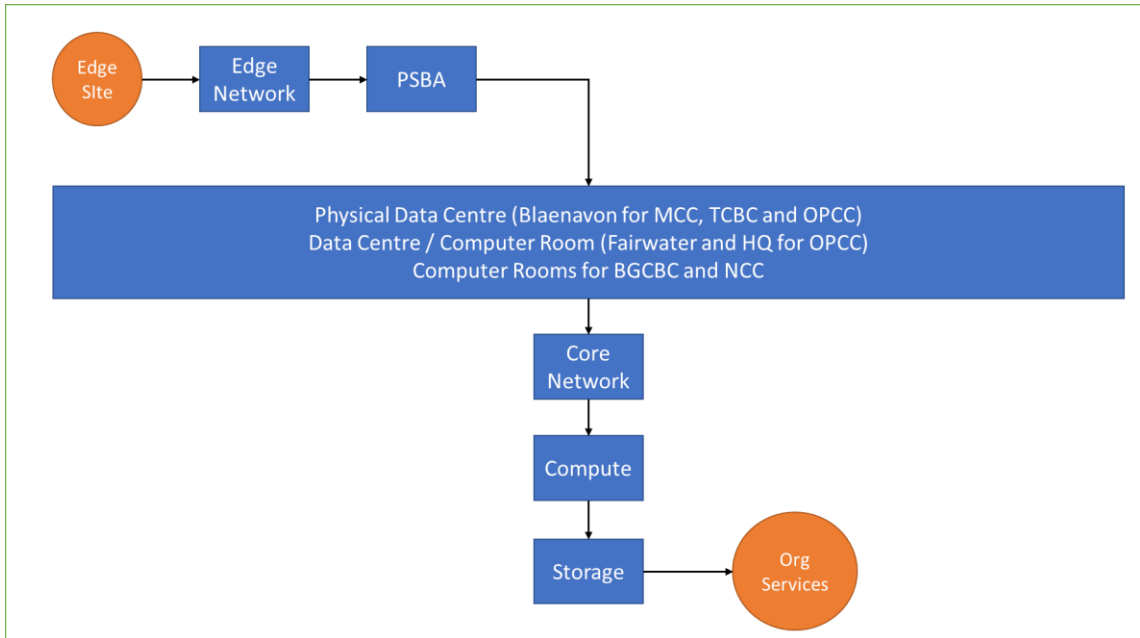

Figure 3 Data Centre Overview

The business case is built using these descriptions above which is why it is important the function of each of the key areas is understood.

f. **The role of each current facility**

Blaenavon

The data centre has four separate data halls within it. Each hall houses a different set of customers, typically due to historic reasons. Each of our five partners hosts organisational services from the data centre.

The SRS has historically hosted the services it provides in the Blaenavon Data centre. The Blaenavon facility has an annual cost of operating and maintaining services, which is in part charged on a specific individual partner basis and other costs are shared between the four data halls.

Page 69

Data Hall 1: NWIS (National Welsh Informatics Service) (61 rack capacity).

This hall is managed by the SRS only to the point of data centre management, the internal management of equipment and services is NWIS's and for that they pay an annual sum to the SRS.

Data Hall 2: Education and LA (40 rack capacity).

This hall is managed entirely by the SRS and houses all of the infrastructure required to run the provision for all SLA schools across Newport, Blaenau Gwent, Torfaen and Monmouthshire and it houses part of the infrastructure, split across hall 4, required to run the Local Authority provision for Torfaen and Monmouthshire primarily. The disaster recovery services for Newport are also housed in this hall.

Data Hall 3: OPCC (35 rack capacity).

This hall is managed entirely by the SRS and houses all of the infrastructure required to run the provision for all Gwent Police services managed by the SRS.

Data Hall 4: LA and SRS BS (33 rack capacity).

This hall is managed entirely by the SRS and houses the remaining part, split across hall 2, of the infrastructure required to run the provision for all Torfaen and Monmouthshire services. The hall also contains a number of racks provided to SRS Business Solutions for a private customer, again this is only the data centre provision and the private customer manages all of their own services within the racks.

This paper deals with halls 2, 3 and 4 only as the capital funding required to maintain and improve the NWIS hall, hall 1, is provided by NWIS. The provision of service to NWIS in hall 1 is in an alternative paper that has been to the SRS Strategic Board and we are now aware that NWIS are seeking an additional twelve months term until November 2021.

Ebbw Vale

Blaenau Gwent County Borough Council has a computer room in Ebbw Vale Civic Centre with between five and ten usable racks with equipment spread across them. The room is not built to the data centre standard in appendix two and poses a considerable risk of water issues and building risk around supply of electricity.

Newport

Newport City Council has two computer rooms split across Newport Civic Centre. Neither are built to the standard described in appendix two. The rooms have over twenty racks spread across them but could simply be rationalised down considerably to a smaller number.

Gwent OPCC

Gwent OPCC has two additional facilities, one in Fairwater which operates as the disaster recovery location and one in the current HQ in Croesyceiliog which will move to the new HQ in Llantarnam when finished in April 2022.

g. **Target Delivery Model**

The original agreed delivery model was for all partners to move to Blaenavon. This was a condition of the business cases both Blaenau Gwent and Newport agreed to on entry to the SRS partnership and Torfaen, Monmouthshire and Gwent OPCC are already there.

However, in light of this business case, the desired model is now one where all partner services are delivered from a new alternative location using as much shared infrastructure as possible.

There are multiple physical and cloud data centre locations available across the United Kingdom which the SRS could use as an alternative. The key requirement is that the SRS need a data centre to be an active node

on the core PSBA network to provide the highest levels of performance for our partners.

Figure 4 shows the target delivery model with all partners sharing the same facility to reduce environmental costs. In addition to this the four Local Authority partners will share all infrastructure and Gwent OPCC, due to national guidelines, will have a separate infrastructure if they are required to take space after the OPCC HQ move.
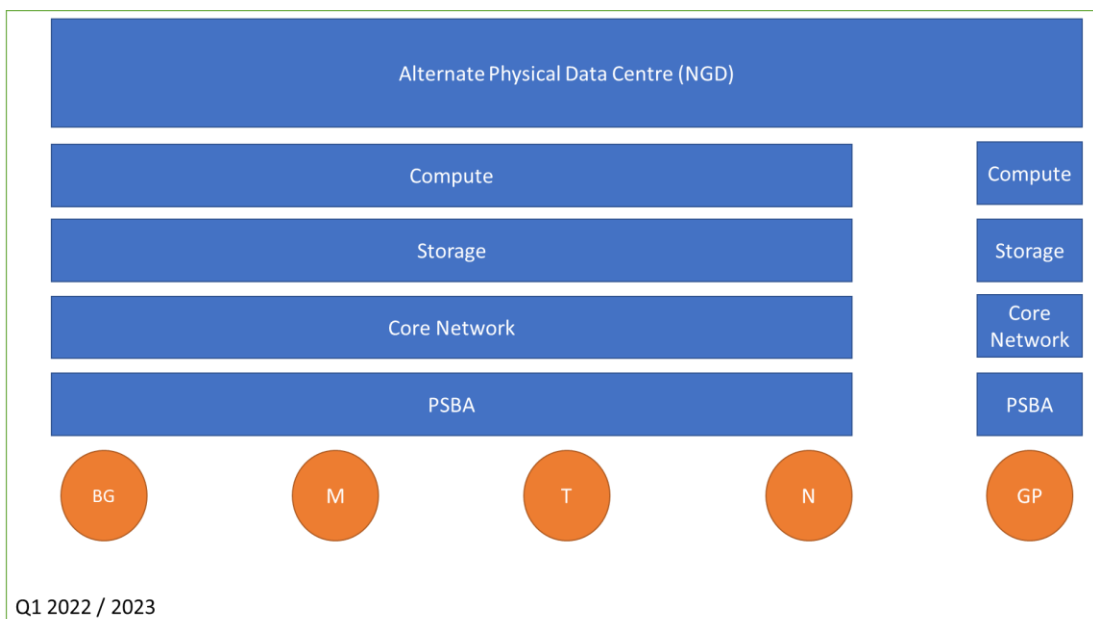

Figure 4 Target Delivery Model

h. **The Case For Change**

The SRS data centre halls are 10 years old and require many environmental components to be replaced, this includes items such as air conditioning, generators, battery backups and monitoring solutions. Without this investment there is a high risk of the data hall equipment failing due to the underlying environmental facilities. Due to failures in 2019, the company that support the equipment have reduced the useful life of the equipment remaining in the Data Centre which requires an approximate £2.6M spend over four years. Appendix two shows the latest RAG status for the equipment as provided by our external data centre services support provider.

Page 72

The main objective is that SRS needs to identify the best value for money option for data centre provision going forward. We will do this by:

- reducing the need for capital investment in the current data centre (i.e. refreshing/replacement of the mechanical, electrical and environmental equipment (i.e. Aircon UPS etc.)

- reducing data centre revenue costs (i.e. support and maintenance contracts which includes engineer service, callouts and parts replacements)

- removing the varying risks that are present in the current provision to all partners from all facilities, these are documented in the SRS Risk Register as agreed with the Strategic Board.

- reducing SRS staff time to manage major incidents and day to day operations required from operating a partner owned data centre facility.

- procuring data centre services that avert service failure and provide ICT service continuity to SRS' partners.

- providing a core infrastructure in an alternative data centre location acting as a safe harbour for hosting ICT services and providing the interconnect / stepping-stone to access future cloud services such as Azure.

- removing the risk of providing data centre services to non-core partners in light of the SRS Strategic Board direction.

Page 73

3. **Economic Case**

   a. **Business Needs**

   Technology infrastructure needs updating at regular intervals, networking typically lasts ten years, storage five years and servers three to five years. The items in the following categories all need replacing whether they are based in Blaenavon or based in a different data centre. Some of the costs seen in this paper are in relation to "overlap" costs where the two infrastructures need to co-exist until we are fully migrated to the new facility.

   Figure 5 below shows the current building blocks within the data centre to help understanding of the component parts.
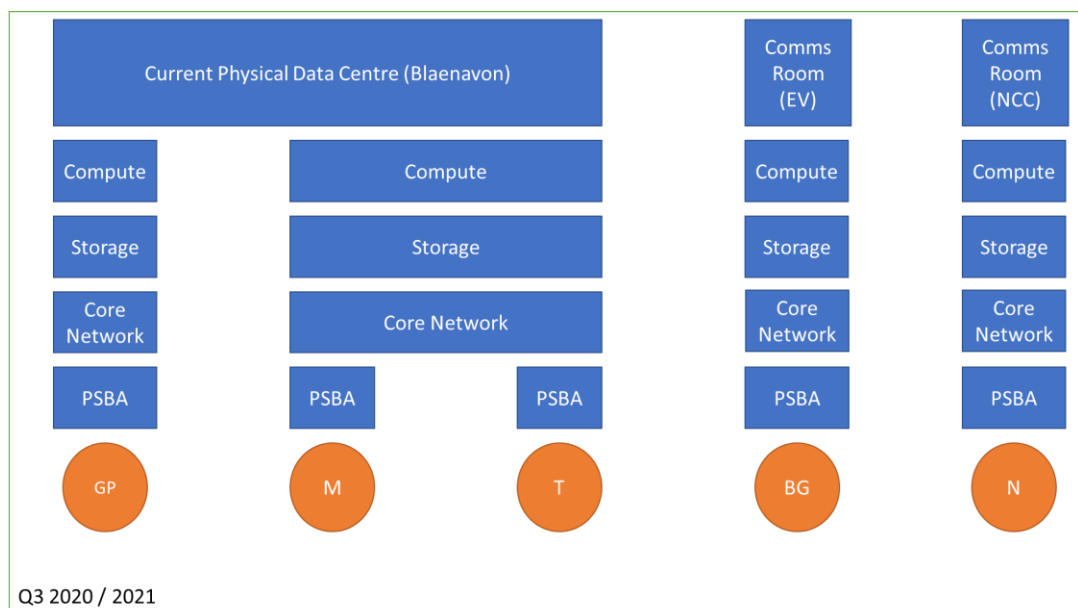
Figure 5 Data Centre Q2 2020

   b. **PSBA Networking**

   Whichever route the SRS takes with alternative facilities or cloud provision in Microsoft Azure, there will still need to be a PSBA network that provides external connectivity for partners.

Page 74

Partners will always require PSBA connectivity and there is a project running nationally to replace end of life PSBA equipment. The proposal is to align this work with that and install the replacement equipment into the new location. However, with PSBA business as usual having been on hold due to COVID-19 issues, the cost of replacement has been built into this case at £116,000 which could be reduced by around £40,000.

This will also be an overlap cost as we will be paying for the PSBA in two locations for a limited period which is included in the costings also.

c. <u>Core Shared Networking</u>

Whichever route the SRS takes with alternative facilities or cloud provision in Microsoft Azure, there will still need to be a core network that provides transit for all partners to access these services and a small amount of on premise infrastructure which enables access to cloud services. This would be a true OneWales shared network that breathes life into the delivery of collaborative technology.

The SRS has worked with our current technology provider to put together the cost of a new shared core network. In progressing this design work, we have also asked for leasing options as well as capital replacement costs to gauge the better option.

The SRS needs a new core network for all partners in 20-21 due to end of life equipment and it being over ten years older in the main. This cost is applicable whether we stay in Blaenavon or not, however, the installation location will be different based on the decision on this paper.

It is important to note that at this time the costs include sharing of core networking across all five partners, initial views from the Home Office seem to suggest Gwent Police will not be allowed to use shared networking which may mean they will not benefit from shared costs in this area and have to duplicate costs.

d. Core Shared Storage

The next layer up in the technology stack of services we would need in an alternative data centre is storage. We will be driving as much of the storage we need into Microsoft Azure and Office 365, but in the meantime, we will need to retain an on-premise Storage Area Network (SAN) to enable the transition of Data Centre locations.

The SRS needs new shared storage for all partners in 20-21 due to end of life equipment in one or more Authorities. This cost is applicable whether we stay in Blaenavon or not, however, the installation location will be different based on the decision on this paper.

e. Core Shared Compute

The next layer up in the technology stack of services we would need in an alternative data centre is compute (i.e. Servers). SRS will be driving as much of the compute capacity we need into Microsoft Azure where cost effective and Office 365, however we will need to retain some on premise. The plan is to buy enough compute equipment to enable the migration to commence to an alternative data centre and then lift and shift equipment and services where that existing equipment is still viable.

The challenge to partners would be to drive usage into Office 365 and after the transition of on-premise data centre locations look to adopt Microsoft Azure to reduce the on-premise compute requirements needs and therefore reduce the future capital investment requirements for replacement compute hardware.

The SRS needs new shared compute every year for all partners due to end of life equipment in one or more Authorities. This cost is applicable whether we stay in Blaenavon or not, however, the installation location will be different based on the decision on this paper and this line item features heavily in the MTFP.

f. What does the data centre look like in 2023?

When the project is finished, figure 6 below, shows the same building blocks and components in the new location. It shows clearly that there is a much greater level of sharing of infrastructure at varying levels.
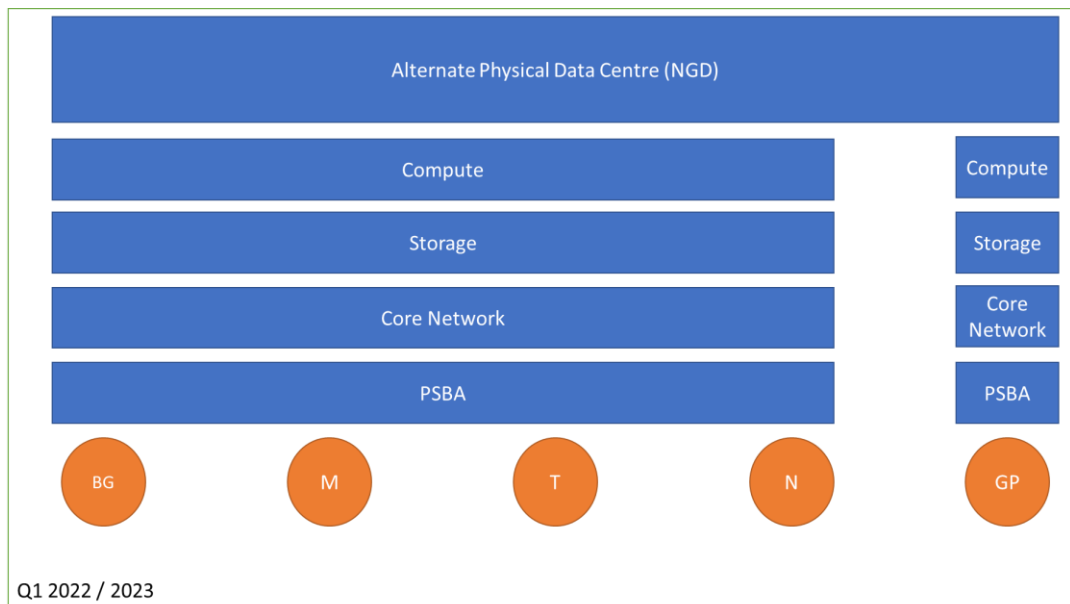
Figure 6 Data Centre in 2023

g. Alternative Data Centre Rack Capacity

The unit of measure for a data centre is typically rack space. A rack is simply a six foot high cabinet that the equipment is installed into and currently in Blaenavon we have a higher capacity of racks than we will need into the future.

Alternative data centre rack space will be procured based on our initial assessment for each LA and although this does not currently take into account any future migration to Azure Cloud, the intention with the relocation is to reduce the current data centre rack footprint for each SRS Partner considerably.

Page 77

The table below highlights the estimated number of racks per SRS Partner shown in the table below:

Local Authority	Estimated Number of Racks
Monmouthshire County Council	4
Torfaen County Borough Council	4
Blaenau Gwent	3
Newport City Council	7
Gwent Police	10
Total	28

There are a number of reasons that the Newport and Gwent OPCC rack numbers are higher than the other partner numbers, these include:

– higher volume of equipment virtualised in Torfaen and Monmouthshire. Virtualisation is the process of building multiple services off a single physical piece of equipment, partners have progressed these projects at different rates over the previous years.
– a higher volume of older systems and infrastructure in Newport that is being addressed.
– Gwent OPCC has a higher volume of national critical infrastructure, such as the Airwave radio system which takes up considerable space.

Page 78

4. Economic Case Options

a. OPTION 1: Business As Usual (BAU)

Description: SRS Data Halls operate without environmental facilities being replaced.

Costs: the costs for this option are unknown as the rate of failure of equipment will change day by day. What we can say is that the rate of failure has been increasing over the last few years and the maintenance budget for the halls has already been spent for 2020-21 by the end of July, i.e. one third of the way through the budget year.

Advantages: No upfront capital costs.

Disadvantages: There would be certain failure of equipment that is not replaced as the months move on causing loss of service for extended periods of time.

Conclusion: The SRS would not support this option as it places the partnership at considerable risk.

b. OPTION 2: Do minimum

Description: Replace all environment facilities within SRS's Data Halls. Critical ones as soon as possible and the remainder within 5 years.

Costs: An annual revenue cost of £1,115,823, rising to £1,322,803, without the income from NWIS and a capital cost of £4,823,200.

Advantages: Puts Blaenavon into a supported position.

Disadvantages: Continues with a funding model that is above and beyond what we need and higher than the alternatives.

Conclusion: This option continues with higher costs than are required but does meet the supportability. However, the Strategic Board also rejected this option as too high cost in January 2020.

This option does not meet the data centre specification put out as part of the tender process. To meet that investment would need to be made into ISO27001 again which the F&G Board have previously agreed should be brought to an end.

c. **OPTION 3: Reduce to a single hall in Blaenavon**

Description: Replace all environment facilities within a single SRS Data Hall in Blaenavon and move the existing services in Ebbw Vale and Newport to Blaenavon.

Costs: An annual revenue cost of £719,857 and a capital cost of £2,871,522 plus decommissioning costs of £457,700.

Advantages: Puts Blaenavon into a supported position.

Disadvantages: This option would leave the partner services in a single hall in Blaenavon, the hall to be selected, but will require similar work to a shift to an alternative location, i.e. services would need to be moved across halls rather than locations. The level of resilience would need to be discussed as to reduce the capital costs, considerable amounts of the resilience would need to be decommissioned or continue to fund the capital cost for all services supporting the environmental equipment in Blaenavon.

This option does not meet the data centre specification put out as part of the tender process. To meet that investment would need to be made into ISO27001 again which the F&G Board have previously agreed should be brought to an end.

Does one hall in Blaenavon have a long term future? The SRS would advise not and as we move to cloud services, there would not be an ability to flex down the volume of cost. The cost of a hall is the same

whether there are 35 used racks or 10 used racks whereas in a commercial data we only pay for what we consume.

Conclusion: This option continues with higher costs than are required but does meet the supportability. However, the Strategic Board also rejected this option as too high cost in January 2020.

d. OPTION 4: Alternative Provision

Description: Move to an alternative Data Centre

Costs: An annual revenue cost for the four Local Authorities of £550,239 and the OPCC of £266,946 totalling £817,185 for comparison.

There would be a capital cost of £1,442,690 for the four Local Authorities and the OPCC of £810,481 totalling £2,253,171 for comparison, plus decommissioning costs of £610,000.

These numbers are separated out because neither the OPCC nor the SRS currently know with certainty, if the volume of equipment needed for new national systems will fit into the new data centre going into Police HQ or if the extra capacity will be needed.

Advantages: Offers all of the data centre requirements the SRS needs and delivers at a reduced overall cost compared to the current provision.

Disadvantages: There are overlap costs and there is a significant amount of resource required to deliver the project.

e. Recommended Option

The recommended option is therefore option four which is to move to an alternative physical data centre.

Page 81

5. **Commercial Case**

a. **Procurement Route**

The procurement of an alternative physical data centre has been discussed with the appropriate teams through the SRS support services agreement. The advice was to put a specification together and go to market with that specification to see what was available.

During that market testing, it became apparent that there is only one option that the SRS can move to due to the specification requiring a data centre that has the core PSBA network within it. The Head of the PSBA for Welsh Government has confirmed that the only data centre that has this capability is the Next Generation Data Centre (NGD) based in Newport. If the SRS were to advise partners to move to an alternative location that would put the partners into a detrimental position compared to where they are now.

However, there still needs to be a proper process of assessing value for money and fitness for purpose. The SRS provided the data centre specification to the provider and they have completed it as per the process. Appendix three is the full response from the provider.

The location does meet all of the criteria in the specification and more which provides assurance that it could be a suitable location.

b. **Value for money**

The SRS recognises that a single option is not competitive when seeking a value for money comparison. Therefore a cost was requested from an alternative provider.

The equivalent pricing to be hosted in Manchester and the costs have come in at £875 per rack per month plus power. This is over double the cost from NGD which provides us with assurance that we are receiving value for money.

Page 82

In addition, we know that SRS Business Solutions, the trading arm of SRS, is charging a higher cost to its current customer base than we will be paying to NGD for our services. This again provides assurance as this was a market test carried out.

c. Decommissioning costs

There are costs associated with the restoration of the facility back to its original state as per the original agreement to occupy with Torfaen of £610,000.

The SRS has had costs worked up for all associated works to return the building back to its original state. However, it is important to note that the decommissioning costs are worst case, they include some items that may not need doing based on agreement with Torfaen and they also do not include the recovery of any monies from the sale of the infrastructure that will no longer be required in Blaenavon, i.e. generators, metals, transformers and so on. All of these items have the potential to reduce the decommissioning costs for the partners.

The Finance and Governance Board has agreed that the decommissioning costs are to be split across the OPCC, Torfaen and Monmouthshire as they are the primary users of the facility and have been for the full ten years.

Therefore, decommissioning costs for anything in relation to the Newport or Ebbw Vale computer rooms will be borne by Newport and Blaenau Gwent respectively in full.

It is also important to note that if any of the partners were to remain in Blaenavon at their request, then they would be picking up the costs of the entire facility in addition to their own costs which also makes any option to remain individually, completely unaffordable.

Page 83

6. **Financial Case**

a. **Revenue Cost Summary**

The below table shows the running costs of the Data Halls (based on current prices) for the three options explored, the current model, collapsing all partner racks into one Data Hall and moving racks to NGD.

Impact to Revenue Costs			NGD		
	Existing	**One Hall**	**LAs**	**OPCC**	**TOTAL**
Rack Charges	0	0	190,656	105,920	296,576
Maintenance & Support Contracts	401,362	183,000	103,000	80,000	183,000
BG & NCC Computer Rooms**	105,000	-	-	-	-
Shared Building Costs	870,261	536,857	256,857	81,026	337,609
Income	(260,800)				
SRS Controllable Revenue Costs	1,115,823	719,857	550,239	266,946	817,185
Adjust for loss of NWIS income*	206,980	0	-		0
Adjusted SRS Revenue Costs	**1,322,803**	**719,857**	550,239	266,946	**817,185**

*NWIS income will drop out in 21/22

** not part of the SRS budget

b. **Revenue Costs of Change (NGD Option)**

The move to NGD would be implemented on a phased approach and is expected to take three financial years running from 2021/22 through to 2023/24. Racks will be required at NGD before the Data Halls are fully decommissioned, it is anticipated 15 racks will be required initially rising to 28 by 2023/23 with no racks remaining at Blaenavon.

These additional costs will need to be managed and offset by the savings made in the running costs at Blaenavon. The following table shows the costs of the racks required at NGD offset by the savings from the Data Halls at Blaenavon as the project progresses:

Page 84

	2021/22	2022/23	2023/24
NGD COSTS (new racks etc.)	291,022	203,755	367,907
DATA HALL (savings)	(309,598)	(303,038)	(303,038)
	(18,576)	(99,283)	64,869

Overtime costs will be incurred during the transition period and will be funded by the savings identified.

c. **One Off Costs Summary**

The refresh of equipment is required regardless of any potential move to a new data centre facility.

The following table captures the capital investment required of each option.

ONE OFF COSTS **Capital Costs**	Existing	One Hall	LAs	NGD OPCC	TOTAL
Data Centre Infrastructure	2,685,678	734,000	-	-	-
PSBA - replacement equipment	-	-	65,868	49,781	115,649
Shared Network	487,000	487,000	314,000	173,000	487,000
Shared Wifi	142,500	142,500	85,500	57,000	142,500
Shared Firewall	458,022	458,022	277,322	180,700	458,022
Shared Storage	900,000	900,000	600,000	300,000	900,000
Computing	150,000	150,000	100,000	50,000	150,000
TOTAL CAPITAL COST	**4,823,200**	**2,871,522**	**1,442,690**	**810,481**	**2,253,171**
Cost of Change					
Decommission Costs (Ty Cyd 1)	0	457,500	406,667	203,333	610,000

d. Capital Sustainability

The equipment required has an expected life of between five and ten years, it would be prudent for partners to build up a capital reserve to fund the future replacement to mitigate substantial Capital outlay. To cover the next 15 years of refresh the partners would need to allocate £397,000 to the capital reserve, this is a split of £61,000 per LA and £135,000 for the OPCC. This reserve can be held either by the partner or the SRS.

The capital replacement costs above provide two further replacement cycles of the infrastructure which is why those costs do not equate to one set of replacement costs.

In addition, Gwent OPCC's costs are higher due to the fact that the infrastructure is Police and cannot be shared.

e. Assumptions

- Number of racks required at NGD are based on SRS engineers assessment.
- Energy Costs at NGD based on current energy costs in Hall 1, Blaenavon
- All other revenue costs based on supplier quotes or existing SRS budget provision
- Assumed partner revenue contributions will remain based on the current funding model until the end of the project.
- Capital costs based on quotations provided by suppliers at a moment in time, these prices can fluctuate.
- Decommission costs based on quotations provided by suppliers in conjunction with TCBC Property Services to ensure the building is reverted to an agreed standard to be returned to TCBC.

f. Risks

Risks applied to the business case finances:

- No consideration has been determined for the effects of Brexit.

Page 86

- Only those inflationary factors informed in the assumptions have been included, the figures do not take into account any micro or macro economic factors.
- Until the tender is completed there is a risk of unforeseen costs
- No provision is made for ad hoc maintenance required outside of support arrangements.
- Number of racks could be greater than anticipated.
- Delay in hall closures resulting in cost reductions not being realised.
- COVID-19 has had a destabilising effect on supply chains and dollar pricing which all lead to delay and increased cost.

g. Summary and Conclusion

The best option financially would be to significantly rationalise the number of racks and then re-locate to NGD:

- Overall revenue savings of circa £506,000 will be achieved (at today's prices)
- Additional savings can be achieved through an accommodation review.
- No additional revenue contribution will be required to fund the change project, this will be managed from within the existing SRS Controllable budget over the course of the planned 3 year project.
- The capital investment required to relocate to NGD is far less than required to remain in the existing Data Halls. Partners will be required to fund;

    o £2.3million to move as opposed to £4.8million to remain as the current model.
    o £610,000 (worst case scenario) decommissioning costs.

Page 87

7. **Management Case**

    a. **Delivery Arrangements**

    The SRS are delivering:

    - the design phase with the Enterprise Architecture team.

    - the Project management arrangements: standards, governance arrangements, roles and responsibilities and plans using the Enterprise Architecture TCM for the initial stages.

    - Additional project management support may be required as we move through the implementation phases.

    - Project assurance (independent and impartial reviews) will be delivered through updates to the SRS Delivery Group.

    - Risk management arrangements and plans, including risk register will be managed through the project.

    - Contract management arrangements and plans, will be managed via SRS Business Management.

    - Additional network, server and application resources will need to be prioritised out of the partner available resource from June/ July onwards. As a Strategic Board agreed strategic priority the SRS assumes this will not be an issue.

    b. **Delivery Timeline**

    The timelines for delivery are shown across figures 6 to 10 and they describe the move for each partner to the new alternative location based on the information currently available to the SRS.
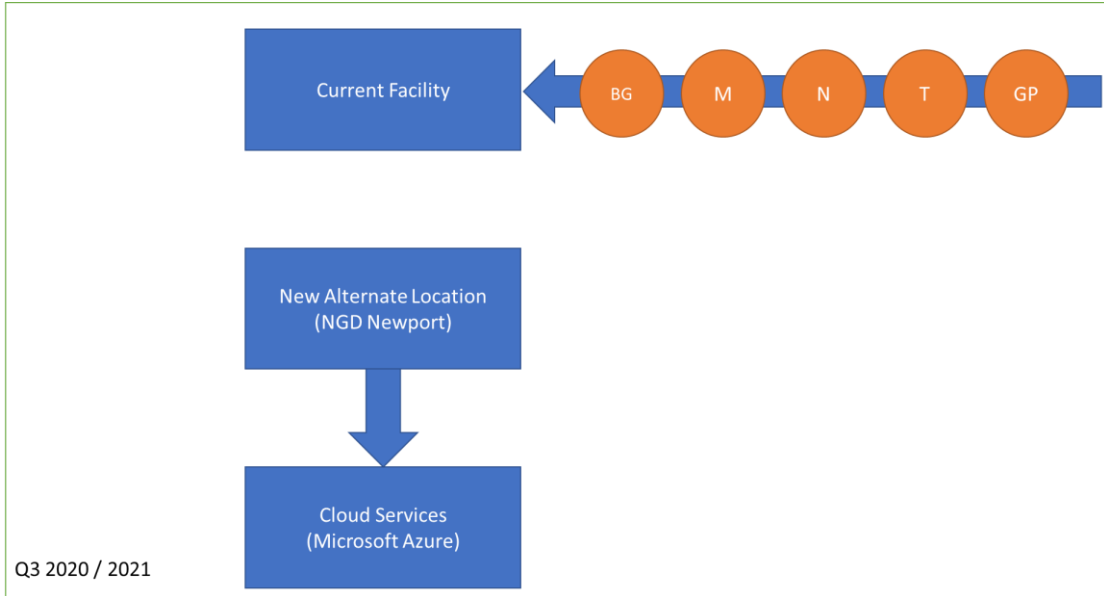
The starting position is shown in figure 7.

Figure 7 Partner Data Centre Location Q3 2020/21

Figure 8 shows a new shared infrastructure implemented into NGD and the first two partners moving across to the new facility, currently planned as Torfaen and Monmouthshire due to the existing level of sharing.

Figure 8 Partner Data Centre Location Q4 2020/21

Page 89

Figure 9 shows an additional partner moving across to the new facility, currently planned as Blaenau Gwent.

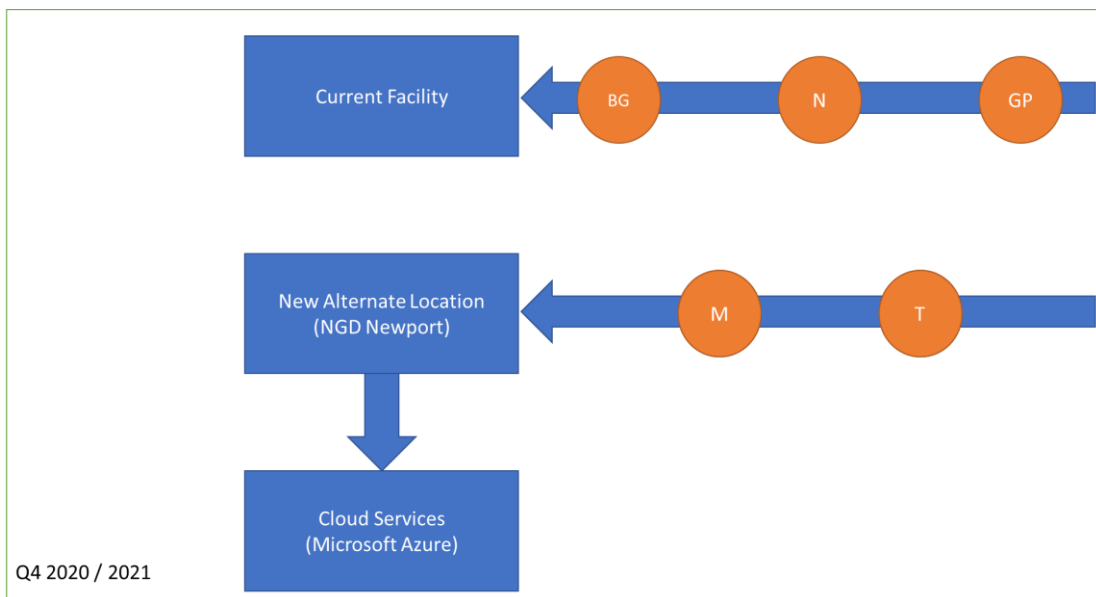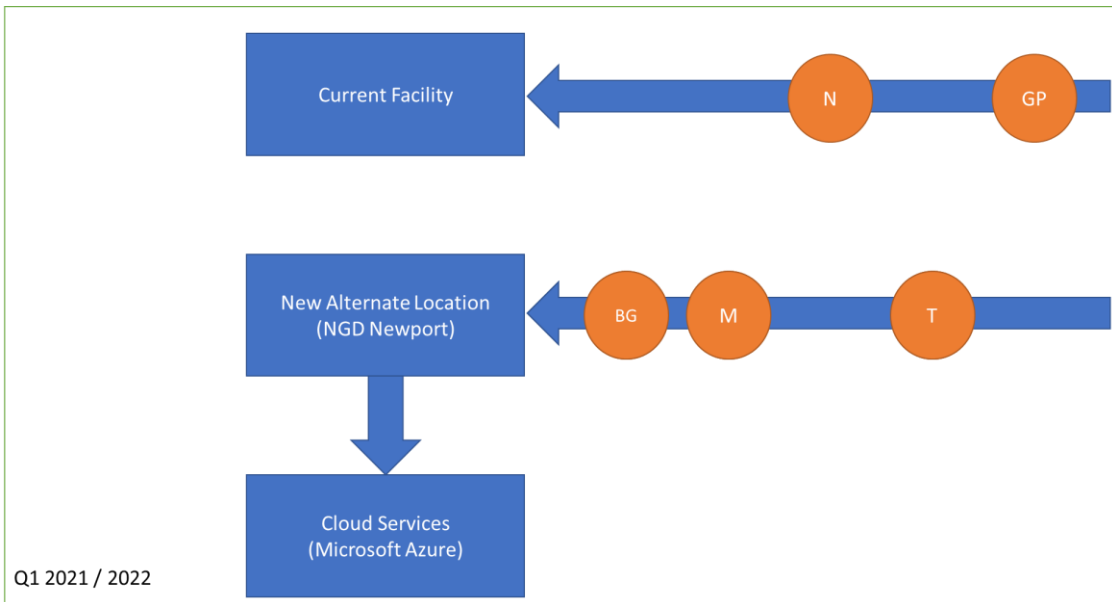**Figure 10 Partner Data Centre Location Q1 2021/22**

Figure 9 shows an additional partner moving across to the new facility, currently planned as Newport.
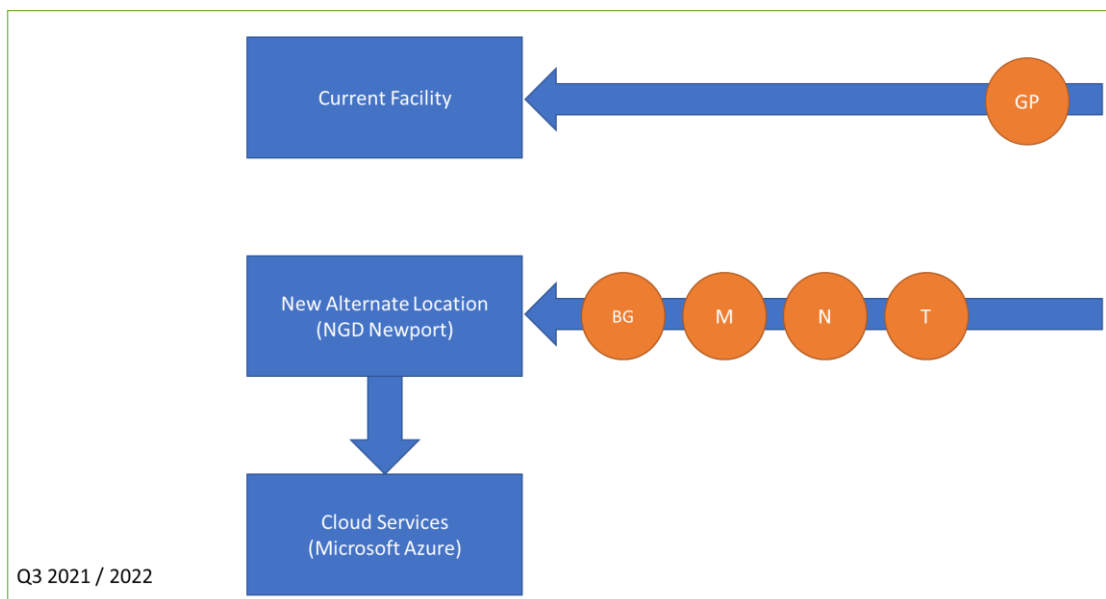

Figure 9 Partner Data Centre Location Q3 2021/22

Page 90

Figure 11 shows the final partner moving across to the new facility, currently planned as Gwent OPCC to align with the new HQ work, this may not be required if all of the Gwent OPCC capacity can be housed into the new HQ.
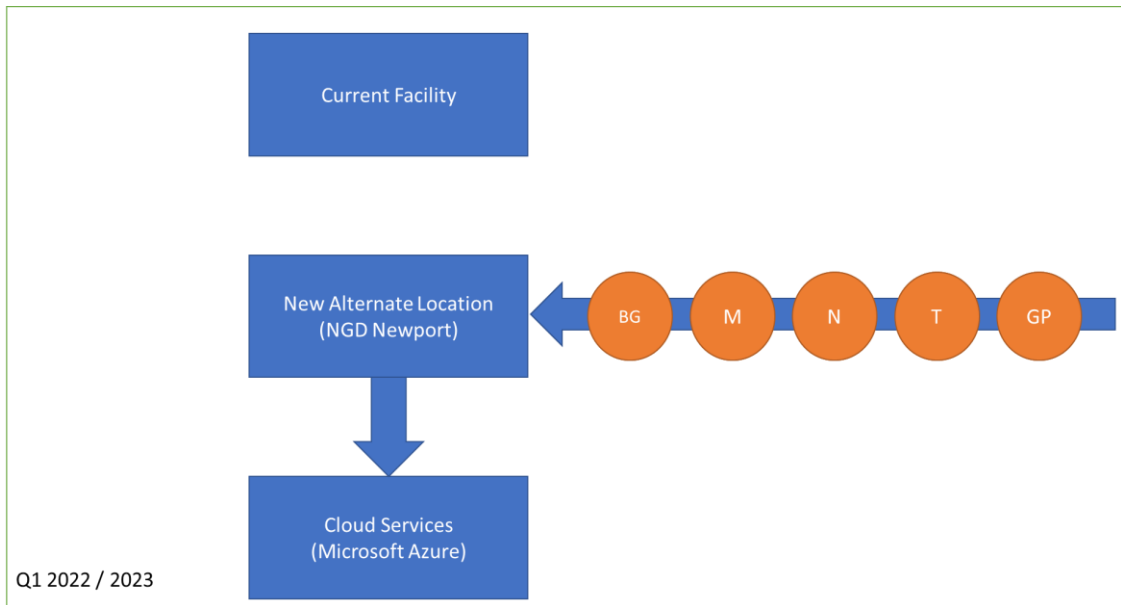
Figure 10 Partner Data Centre Location 2022/23

c. **Main Benefits**

This section will seek to inform of the major benefits and major disbenefits of the various options.

- No capital requirement for the items that are described earlier in the paper, these are items included in the rack rental charges quoted by NGD.

- All risks around data centre provision are backed off to a provider who is the expert in the market.

- Telecomms providers flock to hyper scale data centres and choices would be available to us that simply do not exist today.

- The providers also offer agile working spaces for staff to be located close to the equipment. These working spaces are at a much lower cost than our current costs.

- Sharing of centralised infrastructure costs across partners requiring less investment overall moving forward.

d. Main Risks

The Business Case will describe the major risks currently associated with each partner's provision and why a decision is required at this time.

- SRS's current data halls are 10 years old and require the environmental facilities to be replaced. Without this being done there is a high risk of the ICT equipment failing due to the underlying environmental facilities (i.e. Air Conditioning Unit) failure.

- The upheaval around transition time from SRS Blaenavon to an alternative location will create issues around availability and performance for a short period.

- Operating costs at an alternative location could increase over time and would need to be locked in through a procurement exercise.

- There will be decommissioning costs that Torfaen would expect the SRS to pay to return the building to a state is able to market. That would mean removing all the internal data halls and the external generators etc.

e. COVID-19 Risks

COVID -19 has created many complicating factors in this work, including the below, however there will be unknown issues relating to COVID-19 that we are yet to understand:

- Dollar rate fluctuations are occurring by the day and prices keep changing.

Page 92

- Nightingale installations take priority over business as usual for many suppliers which has created delay in costing and design work and will continue to do so.

- The PSBA stopped work on business as usual (BAU) in March and only recently started accepting BAU work again which has delayed our costings and design work.

- The firewall supply chain has dried up and the costs have increased considerably, probably due to the considerable reliance on remote and home working since March 20th.

- The social distancing measures will undoubtedly cause complications in the implementation phases of the work.

f. Constraints

There are certain constraints on the selection of an alternative physical data centre:

- Any alternative location must have PSBA core network backbone access

- In a location that is easy accessible to SRS staff and minimise the amount of travel time when day to activities are required within the data centre location.

  These constraints have led to a single location and provider being the only option.

g. Dependencies

There are dependencies for this work which include:

- The resources required to move the work forward will start to need to be prioritised within partner resource, one network person in the Enterprise Architecture function is not enough capacity.

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Page 93

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− The previous decision by the Strategic Board in January 2020 concerning surplus will need to be supported in order to fund the work or the costs will fall to partners on an annual basis.

h. Critical Success Factors

Reduced operating costs

− Remove the need for increase/additional capital funds for replacing the existing environment facilities at SRS's Data Centre in Blaenavon

− Transition from the existing data centre to the alternative location

− Minimal duration for transition of ICT services between the two locations

− Minimise the running costs of having two data centre running during transition

− Minimise disruption for the partners. Though it must be noted that there will be a period of time when services will be unavailable during transition.

8. **Summary recommendations**

The summary of the recommendations are:

– Option four is agreed as the recommendation for the Strategic Board to select.

– Next Generation Data (NGD) are agreed as the single supplier as a result of the business case specification of requirements.

– That Torfaen, Monmouthshire, Newport and Blaenau Gwent commit to the funding model agreed by the Finance and Governance Board of equal costs of the shared infrastructure.

– That the OPCC commits to the funding model of Police only for their infrastructure, if after HQ is completed, data centre space is still required.

Page 95

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SRS Date Centre Business Case - MCC resource implications

1. Revenue Savings to be achieved over the Medium Term.

	Year 1	Year 2	Year 3	Year 4	Year 5
	2021-22	2022-23	2023-24	2024-25	2025-26
REVENUE					
Shared Costs	101,572	103,603	105,676	67,522	68,872
Rack Rental	0	0	0	21,918	22,598
Energy for Racks	0	0	0	29,773	32,750
New Maintenance Contracts	25,750	26,265	26,790	27,326	27,873
Total Revenue	127,322	129,868	132,466	146,540	152,093
FUNDED BY:					
Funding in MTFP	(101,572)	(103,603)	(105,676)	(107,789)	(109,945)
Closure of Building	0	0	0	(20,000)	(20,400)
Contract and PSBA Savings	(53,289)	(54,355)	(55,442)	(56,551)	(57,682)
TOTAL FUNDING	(154,861)	(157,958)	(161,117)	(184,340)	(188,027)
Anticipated Saving	(27,539)	(28,090)	(28,652)	(37,800)	(35,933)

2. Capital Contribution that will be required.

	Year 1	Year 2	Year 3	Year 4	Year 5
CAPITAL	2021-22	2022-23	2023-24	2024-25	2025-26
EQUIPMENT	361,000	0	0	0	0
DECOMMISSIONING COST	203,333	0	0	0	0
TOTAL CAPITAL INVESTMENT	**564,333**	**0**	**0**	**0**	**0**
CAPITAL PLANNING CONTRIBUTION	60,991	60,991	60,991	60,991	60,991

3. Capital Cost Avoidance

CAPITAL COST AVOIDANCE

	SRS Model	NGD Model	Variance
- Equipment	361,000	361,000	0
- Data Centre Infrastructure	537,136	0	(537,136)
- Decommisioning Costs	0	203,333	203,333
	898,136	564,333	(333,803)

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SUBJECT:　　　　WELSH CHURCH FUND WORKING GROUP

MEETING:　　　　Cabinet

DATE:　　　　　　07th October 2020

DIVISIONS/WARD AFFECTED:　All

1.　PURPOSE:

1.1　The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 2 held on the 28th July 2020 and meeting 3 held on the 10th September 2020.

2.　RECOMMENDATION:

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

SCHEDULE OF APPLICATIONS CONSIDERED 2019/20 – MEETING 2.

1　**St Ceneldon's Church, Rockfield, Monmouth,** requested £3,350 in funding required to reinstate and repair the churchyard wall displaced during the recent floods.

Recommendation: £2,000 awarded to assist in re-instating the churchyard wall at this community church.

2　**Chepstow Amateur Boxing Club,** requested £1,500 to assist in providing steelwork for a boxing training area as part of overall refurbishment upgrade of the club including the changing areas.

Recommendation: £1,500 awarded to assist in providing materials for this a major upgrade to the training facilities at this community asset.

3　**St Mary's Catholic Church, Monmouth,** requested £5,000 to undertake refurbishment of the St John Kemble room, which includes Sash Window and carpet replacement, plasterwork repairs and installation of roof ventilation slates and other associated minor works.

Recommendation: £2,500 awarded to assist in funding repairs to this Grade II listed church in the Monmouth Conservation area.

4　**St Martin's Church, Penyclawdd,** requested £1,890 of funding to replace the Church's wooden gates, which are rotten, and a Health & Safety hazard

Recommendation: £1,890, awarded to assist in replacing the church's wooden gates due to it being a safety issue for parishioners and visitors.

5   **George Haylock (individual)** requested £500 to help purchase essential tools, equipment and protective clothing to start first year of a BA Design for Performance course at the Royal Welsh College of Music and Drama.

Recommendation: £200 awarded to assist in purchasing essential tools to assist in undertaking a set designer course.

6   **Caldicot Castle Junior Football Club,** requested £5,000 to purchase 10 tables and 20 Chairs as well as new seat coverings at the clubhouse.

Recommendation: £500 awarded to assist in purchasing outside tables and chairs for this community sports club.

7   **Castle Park Primary PTA,** requested £5,500 to purchase IT equipment for the School

Recommendation: £1,500 awarded to assist in enabling the PTA to supply additional learning devices to the school.

8   **St John the Baptist Church , Llanhennock**, requested £16,500 to fund preventative maintenance to the stone fabric of the Church to prevent water ingress

Recommendation: The application is deferred for further information and project funding details.

SCHEDULE OF APPLICATIONS CONSIDERED 2019/20 – MEETING 3.

1   **The Gwehelog Public Hall,** requested £1,293 to provide new Audio Visual Equipment, make improvements in the heating control and refurbishment of the stage area, lighting and stage drapes.

Recommendation: £1,293 awarded to assist in making improvements to this very active local community centre for the benefit of local residents

3.   OPTIONS APPRAISAL

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

4.   EVALUATION CRITERIA

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

5.   REASONS

Meetings took place on Tuesday 28th July and the 10th September of the Welsh Church Fund Committee Working Group to recommend the payment of grants as detailed in the attached schedules (Appendix 1 and 2).

County Councillors in attendance at meeting 2 and 3:

     County Councillor A. Webb (Chair)
County Councillor D. Evans (Vice Chair)
County Councillor B. Strong
County Councillor S. Woodhouse

OFFICERS IN ATTENDANCE:

     D Jarrett   Central Finance
W Barnard   Committee Administration

5.1   DECLARATIONS OF INTEREST

Meeting 2.

County Councillor D. Evans declared a personal, non-prejudicial interest as the counter Signatory for the following applications:

     Item 7. Castle Park Primary School

5.2   APOLOGIES FOR ABSENCE at meeting 2 and 3

     None

5.3   CONFIRMATION OF REPORT OF PREVIOUS MEETINGS

The minutes of the meetings held on the 30TH June 2020 and 28th July were confirmed as true records.

.**RESOURCE IMPLICATIONS**

Total funding of £8,090.00 was allocated at Meeting 2 and £1,293 at Meeting 3 of the Welsh Church Fund Committee. The remaining balance of £14,238 is available for distribution within the 2020-21 financial year.

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

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

    6.1.1 **CONSULTEES:**

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

7. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2020/21– Meeting 2 (Appendix 1) and Meeting 3 (Appendix 2)

8. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

9. CONTACT DETAILS

Tel. 01633 644657
e-mail: davejarrett@monmouthshire.gov.uk

	ORGANISATION NEW APPLICATIONS AWAITING DECISION	ELECTORAL DIVISION	Signed by Councillor	REQUEST £	DECISION £	NATURE OF PROJECT REQUEST	PROJECT TOTAL COST £	DATE Application Received	D of I*	Additional Information
1	St Ceneldon's Church Rockfield Monmouth	Llantilio Crossenny	Ruth. Edwards	£3,350	£2,000	finance required to reinstate and repair the churchyard wall displaced during the recent floods	£3,750	09/07/20	No	
2	Chepstow Amateur Boxing Club	Larkfield	Paul Pavia	£1,500	£1,500	Boxing steelwork for training area (as part of overall refurbishment upgrade of the club.	£49,000	01/07/20	No	Refurbishment/ upgrade of boxing club training & changing/ showering facilities
3	St Mary's Catholic Church Monmouth	Dixton with Osbaston	Richard Roden	£5,000	£2,500	Assistance required to undertake refurbishment of the St John Kemble room which includes Sash Window and carpet replacement, plasterwork repairs and installation of roof ventilation slates and other associated minor works	£62,688	14/07/20	No	St Mary's Church is a Grade 2 listed building located in Monmouth Conservation area. The church has been operating since 1793 and has a weekly mass attendance of between 120-150 parishioners
4	St Martin's Church , Penyclawdd	Raglan	P. Jones	£1,890	£1,890	Assistance in replacing the Church's wooden gates which are rotten and a Health & Safety hazard.	£1,890	17/07/20	N0	It is the only religious organisation in the parish and is also used by the local nursery school who decorate their own corner of the church at Harvest Festival and Christmas
	Late Applications									
	George Haylock (individual)	Priory	T Thomas	£500.00	£200	funding required to help purchase essential tools, equipment and protective clothing to start first year of a BA Design for Performance course at the Royal Welsh College of Music and Drama	£1,903.00	23/07/20	No	Tools and equipment are essential for the design course partly for H&S reasons and because they will enable me to the learn the wide variety of skills needed to be a designer in the creative arts field
	Deferred Applications									
1	St John the Baptist Church , Llanhennock	Llangibby Fawr	P Clarke	£16,818	defer	Funding required to assist in preventative maintenance to the stone fabric of the Church to prevent water ingress	£16,818	24/02/20	No	. The Church contacted 3 contractors, but only 1 quoted
8	Caldicot Castle Junior Football Club	Dewstow / Caldicot Castle	A Easson / Joanne Watkins	£5,000	£500	To purchase 10 tables and 20 Chairs as well as new seat coverings at the clubhouse	£5,000	06/03/20	No	Club currently caters for 106 children at various age levels. There are approximately 18 volunteer coach's providing 3-4 hours per week
12	Castle Park Primary PTA	Westend	D Evans	£5,500	£1,500	PTA wishes to purchase IT equipment for the School	£5,500	20/02/20	Yes	
	SUB TOTAL Meeting 2			**£39,558**	**£8,090**					

OTHER INFORMATION :

MEETING	DATE	CABINET		AWARD
1	30 June 2020	July 29th 2020		9,334
2	July 28th 2020	Sept 02nd 2020		8,090
3	Sept 10th 2020	Oct 07th 2020		0
4	Oct 22nd 2020	Nov 04th 2020		0
5	Dec 03rd 2020	Dec 16th 2020		0
6	Jan 14th 2021	Feb 03rd 2021		0
7	Mar 04th 2021	Apr 14th 2021		0
TOTAL AWARDED FOR 2020/21 TO DATE				17,424
BUDGET 2020/21				32,955
BALANCE B/F TO 2020/21				£0
Monmouthshire's Allocation for 2020/21				£32,955
REMAINING BALANCE			£15,531	

*D of I = Declaration of Interest

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WELSH CHURCH FUND - APPLICATIONS 2020/21

MEETING 3: 10th September 2020

	ORGANISATION **NEW APPLICATIONS AWAITING DECISION**	ELECTORAL DIVISION	Signed by Councillor	REQUEST £	DECISION £	NATURE OF PROJECT REQUEST	PROJECT TOTAL COST £	DATE Application Received	D of I*	Additional Information
1	The Gwehelog Public Hall	Llanbadoc	V. Smith	£1,293	£1,293	Financial assistance required to provide new Audio Visual Equipment, make improvements in the heating control and refurbishment of the stage area, lighting and stage drapes.	£12,891	01/08/20	No	These improvements will enable the Hall to increase activities and events at the hall in order to engage the local community especially elderly residents and those living alone.
2										
Late Applications										
Deferred Applications										
SUB TOTAL Meeting 3				£1,293	£1,293					

OTHER INFORMATION :

MEETING	DATE	CABINET		AWARD
1	30 June 2020	July 29th 2020		**9,334**
2	July 28th 2020	Sept 02nd 2020		**8,090**
3	Sept 10th 2020	Oct 07th 2020		**1,293**
4	Oct 22nd 2020	Nov 04th 2020		**0**
5	Dec 03rd 2020	Dec 16th 2020		**0**
6	Jan 14th 2021	Feb 03rd 2021		0
7	Mar 04th 2021	Apr 14th 2021		0
TOTAL AWARDED FOR 2020/21 TO DATE				**18,717**
BUDGET 2020/21				**32,955**
BALANCE B/F TO 2020/21				**£0**
Monmouthshire's Allocation for 2020/21				**£32,955**
REMAINING BALANCE			£14,238	

*D of I = Declaration of Interest

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Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

Name of the Officer	Please give a brief description of the aims of the proposal
D Jarrett **Phone no: 4657** **E-mail: davejarrett@monmouthshire.gov.uk**	To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 28th July 2020 and the 10th September 2020
Name of Service Finance	**Date Future Generations Evaluation** 10th September 2020

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	October 2020	Welsh Church Fund	On target

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

The impacts of this proposal will be evaluated on:	The Payment of grants awarded to the successful applicants