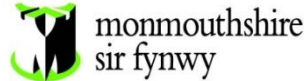


# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 15 September 2020

Dear Councillor

## **INDIVIDUAL CABINET MEMBER DECISIONS**

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 23 September 2020.

1. **Collaborative Heritage Services Provision** 1 - 24

**Division/Wards Affected:** All Wards

**Cabinet Member:** County Councillor R J W Greenland

**Report Author:** Amy Longford, Heritage Manager

**Contact Details:** Tel: 01633 644877 / 07738 187594  
E-mail: [amylongford@monmouthshire.gov.uk](mailto:amylongford@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
Chief Executive

### CABINET PORTFOLIOS

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

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

	<p>Highways Maintenance,  Transport, Traffic &amp; Network Management,  Car Parks / Illegal Parking Enforcement  Whole Authority De-carbonisation  Plastic Free Monmouthshire  Waste / Recycling / Cleansing  Grounds Maintenance  Parks &amp; Open Spaces/ Public Conveniences  Flood Prevention / Management / SUDs</p>		
S. Jones	<p><b>Social Justice &amp; Community Development</b>  Lead Officer – Frances O’Brien  Support Officers – Cath Fallon, David Jones,  Ian Bakewell</p> <p>Rural Deprivation / Isolation;  Digital Deprivation  Poverty / Disadvantage  Homelessness;  Supporting People  Community Safety / Equality / Protected  Characteristics  Public Relations; / Communications / Marketing  Trading Standards / Environmental Health;  Licensing;  Registrars</p>		Llanover

# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

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

## Our Values

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

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

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

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



**SUBJECT: Collaborative Heritage Services Provision**

**MEETING: Individual Cabinet Member Decision (Enterprise and Land Use Planning)**

**DATE: 23<sup>rd</sup> September 2020**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 This report seeks the Cabinet Member for Enterprise and Land Use Planning's approval to extend the existing arrangements of a collaborative approach to the delivery of Built Heritage Services between Monmouthshire County Council and Torfaen County Borough Council. The extension is for 12 months post the expiration of the existing contract, which is due to end in December 2020.
- 1.2 The proposals seek to maintain and build on the benefits of the existing collaborative framework regarding the delivery of a specialist topic area benefitting from the opportunities of collaborative working can bring in terms of resilience, skills building and experience sharing across the both Authorities.

**2. RECOMMENDATIONS:**

- 2.1 To authorise the following:
- The extension of the shared working practices as set out in Appendix A to December 2021;
  - The extension of the contract for post D hosted by MCC but funded directly by TCBC for a minimum of a 12 month period.

**3. KEY ISSUES:**

- 3.1 Monmouthshire has an established Heritage Team within the wider Development Management Team who are responsible for advising and managing all aspects of the historic environment in relation to Development Management. An opportunity arose where Monmouthshire County Council could work in partnership with Torfaen County Borough Council in providing a joint built heritage service. The collaborative agreement has been in place since January 2019 and been under regular review. At the last review meeting in May 2020 it was confirmed that both parties wanted to extend the agreement for another 12 months to continue to gain from the benefits of the joint service. Throughout the series of reviews, positive feedback is received regularly and any issues from both sides is addressed quickly improving the overall service.
- 3.2 The reasons for maintaining the collaboration are as valid as they were at the outset and set out fully in the original report. For clarity they are summarised here. Collaborative services has for some time been on the agenda for local government services in Wales. The issues were first considered in a report dated 2012, The Simpson Compact, which suggested a series of options recommending voluntary arrangements given funding demands. A further report in May 2013 by Hyder entitled 'Options for the Delivery of Local Authority Historic Environment Conservation Services in Wales' - identified regional collaboration on a formal, constituted basis as having the most support. In 2017 a Task and Finish Group was set up by Welsh Government with MCC as a panel member, specifically looking at delivering Heritage Services through collaborative models. In addition specific work streams have also be established in North Wales looking at a

series of options to improve Heritage Services delivery underlining the concern and wider review of delivering suitable models to manage the historic environment in Wales. Heritage services have been under review in North Wales seeking wider scale collaboration.

- 3.3 The delivery of services through a combined approach offers many benefits, such as improved resilience, opportunity to increase skills sharing and build a stronger knowledge base within the team and improved officer morale offering constructive peer review. Despite a team approach already being established in Monmouthshire, it is considered that initiating collaborative services, managed by Monmouthshire and on terms that are suitable for both MCC and TCBC (see attached Memorandum Of Understanding) is the best approach to collaborative working and delivers a more robust and responsive service. This has proved to be the case where officers have taken leave, or been away from work, the service has continued to perform and has proved to be robust.
- 3.4 As stated the working relationships and processes have been under regular review with data collated relating to key performance indicators, for example number of applications and time taken to determine, as well as qualitative data and feedback from managers and customers as to the quality of advice provided.
- 3.5 All efforts have been made to address problems quickly where they arose. Despite being a trial run, few problems were encountered, however where they were improvements have been made. For example, after a good start the time taken to respond to consultations increased causing delays at the other end. Following a discussion a new process was implemented to ensure that allocation was fair and that case officers in TCBC knew which heritage officer was dealing with their application. Further improvements are proposed with TCBC increasing access to their systems for officers to access information more readily. It stands that this process of continual feedback and improvement will stay in place, however as per the current terms and conditions, all issues will be escalated to senior managers to resolve.
- 3.6 The Heritage team structure is shown in Appendix A, with the addition of the funded Senior Heritage Post (post D). This post is fully funded by TCBC as part of the agreement and is on a 2yr fixed term. The extension of the agreement also involves the extension of this temporary contract to three years, an extension of 12 months. This post is employed by MCC with the same terms and conditions as posts A-C. Post E is currently employed by TCBC and will remain so for the duration of the agreement and this proposed extension. Posts F and G will continue to deliver services to MCC only. If the service cannot be delivered to TCBC any longer, and MCC withdraw subject to the MoU (see attached) TCBC will be released from funding post D.
- 3.7 An evaluation assessment has been included at Appendix B for future evaluation of whether the decision has been successfully implemented. The evaluation of success will be reported to the Economy and Development Select Committee each September/October as part of the Planning Service's Annual Performance Report. Planning Committee members are invited to that meeting.
- 3.8 As above the evaluation criteria looked at the number of cases dealt with and the workload and project assessment. In the 18 months of the current collaboration, the team dealt with 13 listed building consent applications, responded to 116 Planning consultations and 8 pre apps. In addition, from the Development Management side, the team have been involved in a number of large scale projects including;
  - Assessment and presentation of the redevelopment (New Urban Village) and large scale alterations to Mamhilad Nylon Spinners factory,



- Advising on the new buildings at the listed LLanfrecfa Grange Hospital,
- Residential development in a Registered Garden at Malthouse Lane,
- New Police Headquarters in the setting of a listed building,
- Extensive negotiations at Cwrt Farm linking the restoration with a solar farm development,
- Commenting on the Local Development Plan candidate sites.

3.9 In relation to work connected with the regeneration team at TCBC, the Heritage team have provided extensive advice in terms of the Blaenavon Townscape Heritage Initiative (THI) and the Pontypool Targeted Regeneration Investment (TRI) programme. Both schemes have involved extensive heritage input including grant support and assessment, monitoring on site and assessment of proposals to improve the character and vitality of the conservation areas in these locations. The team has provided reasonable and constructive advice in a timely manner in order to facilitate the delivery of the programme targets

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

To Summarise:

**Positive:** This proposal will continue with the collaborative arrangement in fulfilling the need to provide specialist advice to management of the historic environment across the two council areas. This ensures resilience within the Heritage team.

**Future:** Provides the opportunity for the continuation of the department to identify opportunities and challenges to service delivery and adapt accordingly ensuring that the service can be most effective in the future.

**Negative:** Resource implication in relation to the management of the delivery of the collaborative approach.

**Future:** Continue to monitor the impact of the management of the delivery of this collaborative services within the Development Management Team and adapt accordingly.

#### 5. **OPTIONS APPRAISAL**

5.1 The options in relation to the proposals to extend the collaborative Heritage services with Torfaen for a period of 12 months are to:

- Agree to the extension of the contract for a further 12 months.
- Reject the proposed extension of the collaborative arrangement and TCBC will need to deliver the service independently.

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>	<b>Comments</b>
1) Extend the agreement on exactly the same terms of the memorandum of understanding for another 12 months, ending in December 2021	The current service provision, results in a wider team and greater resilience across the two counties. MCC benefits from having a larger team that is able adapt to a varied workload. The inclusion of two further specialists, one with considerable experience of grant work and regeneration	A level of increased management will be required for the current Heritage Manager however, this is partly offset by the additional post (D).	This is the preferred option and ensures that MCC Heritage services are delivered at a high standard and a collaborative working relationship with TCBC continues.

	enhances the skills base available to continue to deliver a robust heritage service.		
2) Reject the proposed extension of the collaborative arrangement and TCBC will need to deliver the service independently.	There would be no detriment to current service delivery within MCC should this happen. Any redundancy for post D is covered by TCBC in the MoU. It would increase the capacity of the Heritage Manager as there would be a reduction in staff numbers.	This would be considered a missed opportunity given the increasing agenda for collaboration in many areas of service delivery at a local level from Welsh Government and the positive working relationships and work conducted to date. Reduces the resilience of the heritage team to deliver a robust service in MCC.	

## 6. RECOMMENDATION:

- 6.1 Based on the reasons above, Option 1 (to extent the contract with TCBC) is the preferred option. This will result in the provision of an enhanced and more resilient heritage service for both Councils.

## 7. RESOURCE IMPLICATIONS

- 7.1 Providing a collaborative approach will remain at cost neutral to MCC as current staffing levels are maintained and are within budget. The additional post created for a period of two years, now proposed to be extended for 12 months is fully funded by TCBC, including any salary increments and national joint council negotiated pay awards.
- 7.2 TCBC will commit to payment for post D for an extended period of 12 months for the service delivery identified above. Should the service be withdrawn by MCC on the basis that MCC are unable to provide the service as set out above, TCBC shall be released from payment. MCC shall invoice for the post at the beginning of the 12 month extension, plus any NJC increase or associated pay adjustment, ensuring commitment of the funding.

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

The are no significant equality impacts identified in the Assessment (Appendix 2).

There are likely to be beneficial impacts to the local community either economically or in qualitative terms e.g. ensuring green infrastructure is secured, as a result of the effective monitoring of planning obligations.

The actual impacts from this report's recommendations will be reviewed regularly with programmed periodic evaluations. The criteria for monitoring and review will

include: collating data on numbers and types of obligations and the time taken to monitor these.

## **9. CONSULTEES**

- MCC Development Services Manager - responded stating that approach to collaboration is sensible and allows MCC to prescribe terms that maintain and protect current service delivery in order to future proof the service.
- Heritage Team – responded that they were excited about the potential opportunities that collaboration could bring.
- TCBC, Senior officers have been a key stakeholder in developing and writing the MoU and are in full support of the collaborative approach.
- Legal responded confirming that the informal collaborative approach would be a trial and any issues that arise will be addressed as and when. In addition the financial exposure was considered acceptable given TCBC's commitment to finance the post for two years.

## **10. BACKGROUND PAPERS:**

See appendix A – Team and Reporting Structure

See appendix B - Future Evaluation of Implementation

See appendix C - Future Generations Evaluation

## **11. AUTHOR:**

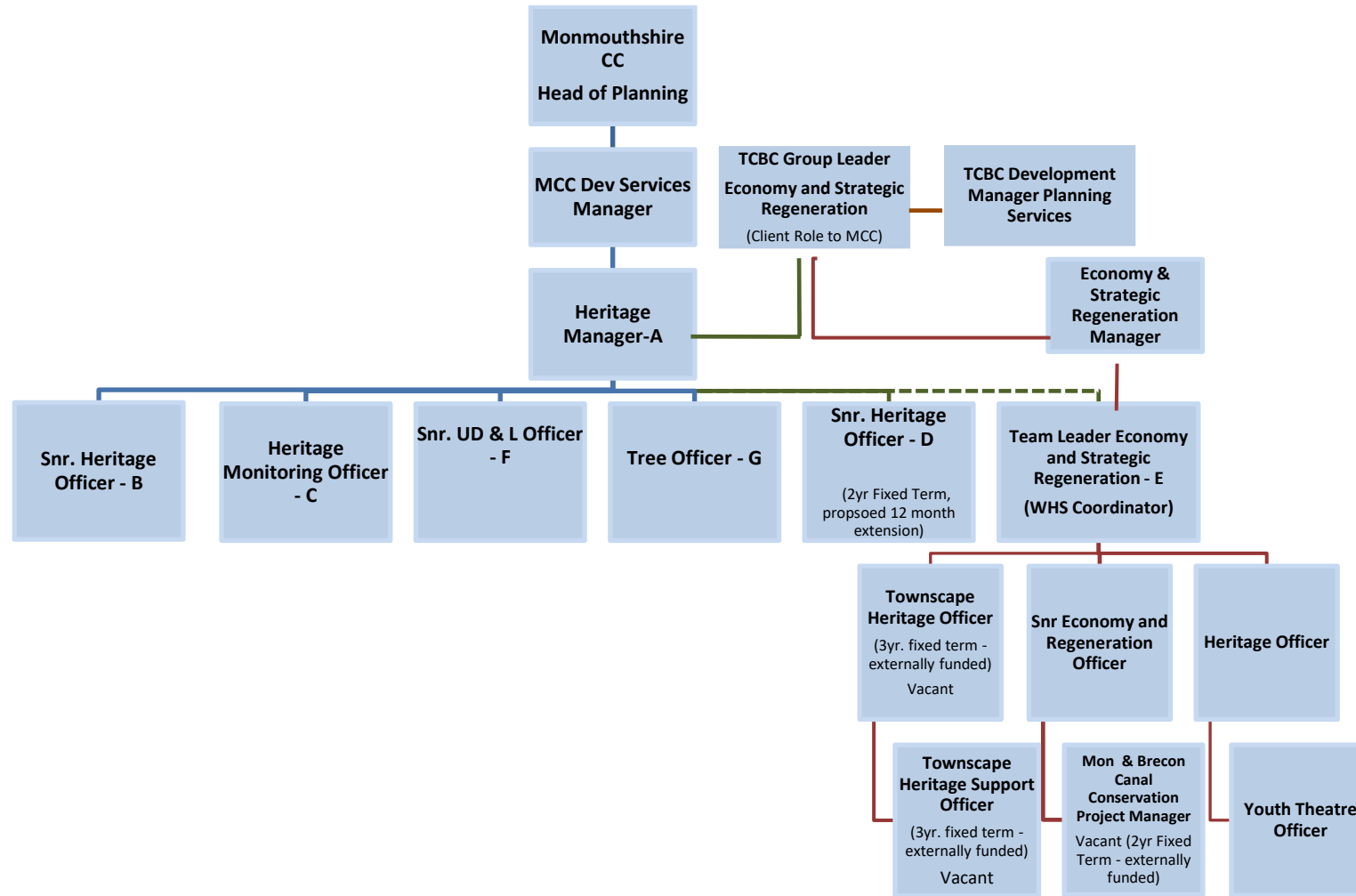
Amy Longford, Heritage Manager

## **12. CONTACT DETAILS:**

**Tel:** 01633 644877 / 07738 187594

**E-mail:** amylongford@monmouthshire.gov.uk

Appendix A –



Page 6

—
—
—

**Conservation Management**  
**Regeneration Management**

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

<b>Title of Report:</b>	<b>Collaborative Heritage Services</b>
<b>Date decision was made:</b>	
<b>Report Author:</b>	<b>Amy Longford</b>

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

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

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

To be completed at 12 month appraisal intervals

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

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

Criteria will include:

Number of applications

Turnaround time from receipt to response of request for advice

Types of applications/work pressures

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

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

To be completed at 12 month appraisal

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

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

There is no proposed immediate resource requirements or savings. The proposals are cost neutral. Any costs associated with extending beyond the current 12 month extension would be discussed at that time, and a decision made on whether or not to proceed.

To be completed at 12 month appraisal intervals

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

Any other comments

## Memorandum of Understanding

### Collaborative Heritage Services

#### Between

### Monmouthshire County Council

#### And

### Torfaen County Borough Council

---



#### **1 PURPOSE**

This document sets out the agreement under which Monmouthshire County Council (MCC) and Torfaen County Borough Council (TCBC) will operate a shared delivery of services in fulfilling each Authority's historic environment requirements, in particular but not exclusively to Development Management and Regeneration functions. Monmouthshire County Council will be the lead Authority and manage the service.

#### DURATION OF AGREEMENT AND REVIEW

The agreement shall proceed on an annual rolling basis, reviewed every 6 months, for a minimum of two years with reviews set at month 3, 6, 12, 18 and 24. The temporary post shall be funded for a minimum of two years. The delivery agreement may be extended or terminated at the end of each full year of provision (running January to January)

#### **2 GOALS AND OBJECTIVES**

The goal of this agreement is to achieve the collaborative delivery of Heritage Services between MCC and TCBC

The objectives of this agreement are;

- Provide a team approach to Heritage Services in order to provide a consistent and resilient access to specialist advice across both Council areas
- Develop and enhance skills of existing/new officers through sharing of expertise to develop a wider scope of knowledge
- Meet service demands of Development Management functions for both stakeholders
- Meet service demands to contribute to the Regeneration functions of both stakeholders

#### **3 AGREEMENT BACKGROUND AND OVERVIEW**

An opportunity has arisen for Monmouthshire County Council and Torfaen County Borough Council to enter into a shared service in relation to the delivery of specialist advice focussing on the Historic Environment. Delivery of these services is a continual issue for many Local Authorities and it is considered that there are key benefits to be gained through a collaborative approach to service delivery. It is intended to address issues of coverage, availability of officer's advice and consistency of advice between Authorities. In addition it is proposed that collaboration will provide an opportunity to increase resilience, knowledge and skills base of aspects of Historic Environment Management through building and sharing of expertise and experience. This will provide an enhanced level of service delivery with the current budget requirements.

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

#### **4 STAKEHOLDERS**

Monmouthshire County Borough Council  
Torfaen County Borough Council

#### **5 SERVICE DELIVERY DEMANDS**

##### **5.1 MCC**

1. Direct management and delivery of Listed Building Consent and Conservation Area Consent applications together with subsequent Discharge of Condition applications. (Heritage Officer is the case officer)
2. Monitoring of implementation of above applications on site, providing on going advice through the works and ensuring compliance.
3. Direct management and delivery of enforcement issues relating to Listed Buildings. (Heritage Officer is the case officer)
4. Direct management of Listed Buildings at risk advising Members and securing direct action through formal notices. (Heritage Officer is the case officer)
5. Direct management of Pre application advice requests relating to Listed Buildings. (Heritage Officer is the case officer.)
6. Providing advice on pre- application advice requests in relation to development in Conservation Areas or setting of Listed Buildings.
7. Providing advice on all types of development in Conservation Areas.
8. Providing advice on wider aspects of the Historic Environment including regeneration/urban design/public realm schemes.
9. Writing/Managing the delivery of Supplementary Planning Guidance in relation to Conservation Area Appraisals
10. Advising on the development and implementation of policy and wider SPG in relation to the Historic Environment and support delivery of the LDP
11. Directly participating in regional learning frameworks such as SEWCOG (South East Wales Conservation Officers Group)
12. Shall report where necessary to committee, members and senior leaders in relation to all aspects of the service delivery above.

##### **5.2 TCBC**

1. Provide advice in relation to the delivery of Listed Building Consent and Conservation Area Consent applications together with subsequent Discharge of Condition applications. (Heritage Officer is the consultee – to be reviewed in line with case officer role)
2. Providing advice, develop and assists with implementation of regeneration/urban design/public realm projects and initiatives to protect, enhance and conserve the wider historical environment in particular the World Heritage Site
3. Provide advice in relation to the delivery of enforcement issues relating to Listed Buildings. (Heritage Officer is the consultee- to be reviewed in line with case officer role)
4. Provide advice in relation to the delivery of Listed Buildings at risk advising Members and securing direct action through formal notices. (Heritage Officer is advising Enforcement Officer)
5. Provide advice in relation to Pre application advice requests relating to Listed Buildings and setting of/Conservation Areas/WHS.
6. Assist on the development and delivery of Supplementary Planning Guidance in relation to Conservation Area Appraisals.



7. Provide advice in relation to the development and implementation of policy and wider SPG in relation to the Historic Environment and support delivery of the LDP
8. Directly participating in regional learning frameworks such as SEWCOG
9. Shall report where necessary to committee, members and senior leaders in relation to all aspects of the service delivery above.

## **6 SERVICE CHARGES**

The newly created post, Grade I (SCP 37-41) shall be funded at a cost of £44k per annum, with additional funding to cover the salary increment and any NJC pay increase. This will be paid by TCBC to MCC on a monthly basis. The full cost of £88, 923 shall be committed by TCBC prior to the individual being employed.

Yr 1 SCP 39 Salary	£33,135
Total	£43,911

Yr 2 SCP 40 Salary	£34,105
Total	£45,012

Yr 3 SCP 41 (top) total £50,792 (with anticipated NJC 2.75 inc £52, 310)

## **7. PROPOSED FRAMEWORK**

It is proposed that the service will be delivered through one team, managed by the Heritage Manager at MCC retaining the existing team positions and structure for MCC with the addition of the one new fixed term post. The existing team Leader Economy and Strategic Regeneration (Post E) will also provide additional resource for the Heritage Service as set out below: A team structure is set out in Appendix A.

- a) The vacant post (Post D) which will be recruited on a fixed term contract for two years, will be wholly funded by TCBC for the duration of the agreement.
- b) The existing team Leader Economy and Strategic Regeneration for TCBC (Post E) will also provide additional resource for the Heritage Service that will include World Heritage Site Matters, Regeneration Initiatives and Grant Funding with the Heritage Service providing a mentoring role specific to conservation matters.
- c) Posts A – E to provide specialist advice in relation to all aspects of the historic environment to both Authorities. They shall be available for both Authorities to access during the working week, having a presence in both offices following current service demands.
- d) Posts A- D shall be based in Usk, The Rhadyr and post E to be based in Ty Blaen Torfaen, New Inn, Pontypool (for the purposes of mileage claims)
- e) A member of the Heritage Team (A-D) will work from Ty Blaen, New Inn for a minimum of 3 days per week, and by arrangement should specific advice on regeneration matters be required. (Arrangements can be flexible with agreement with the Heritage Manager – Post A)
- f) The World Heritage Site Co-ordination role and responsibilities will be led by the Team Leader Economy and Strategic Regeneration (Post E) and will therefore be primarily delivered by this post for all non-development management functions.
- g) The Heritage Manager reporting will be as shown in appendix A for the both Authorities.
- h) MCC operate under delegated powers from Cadw and shall continue with these working practices. It is intended to deliver the same level of service for applications within TCBC, this will be subject to review and further consideration.

- i) Workload and demands on officer time will be monitored closely through the quarterly reviews. Work programmes will be produced for both organisations to ensure there is clarity of expectation and there is a full understanding of demands on officer time.
- j) The officers shall work to their employing organisations Terms and Conditions.
- k) Should there be a view that the partnership has been a success and warrants consolidation key performance measures and a more robust Service Level Agreement will be put in place.
- l) If there is conflict or issues there is to be a process of escalation to senior managers within both organisations to try and resolve with the intent on being that resolution and partnership working is the desired goal.
- m) If for whatever reason either party want to withdraw during the term of this agreement:
  - They have to give a minimum of 3 months' notice.
  - If TCBC decide to withdraw then they would decide if they wanted to transfer Post D over to its team and would be responsible for any costs incurred with that decision. If TCBC decided not to transfer the post it would be liable for any termination costs.
  - If MCC decide to withdraw then they would be liable for any additional costs that may be incurred over and above that already covered by TCBC through this agreement.
  - At the end of any agreement period, if post D is not required the cost of any redundancy will be borne by TCBC.

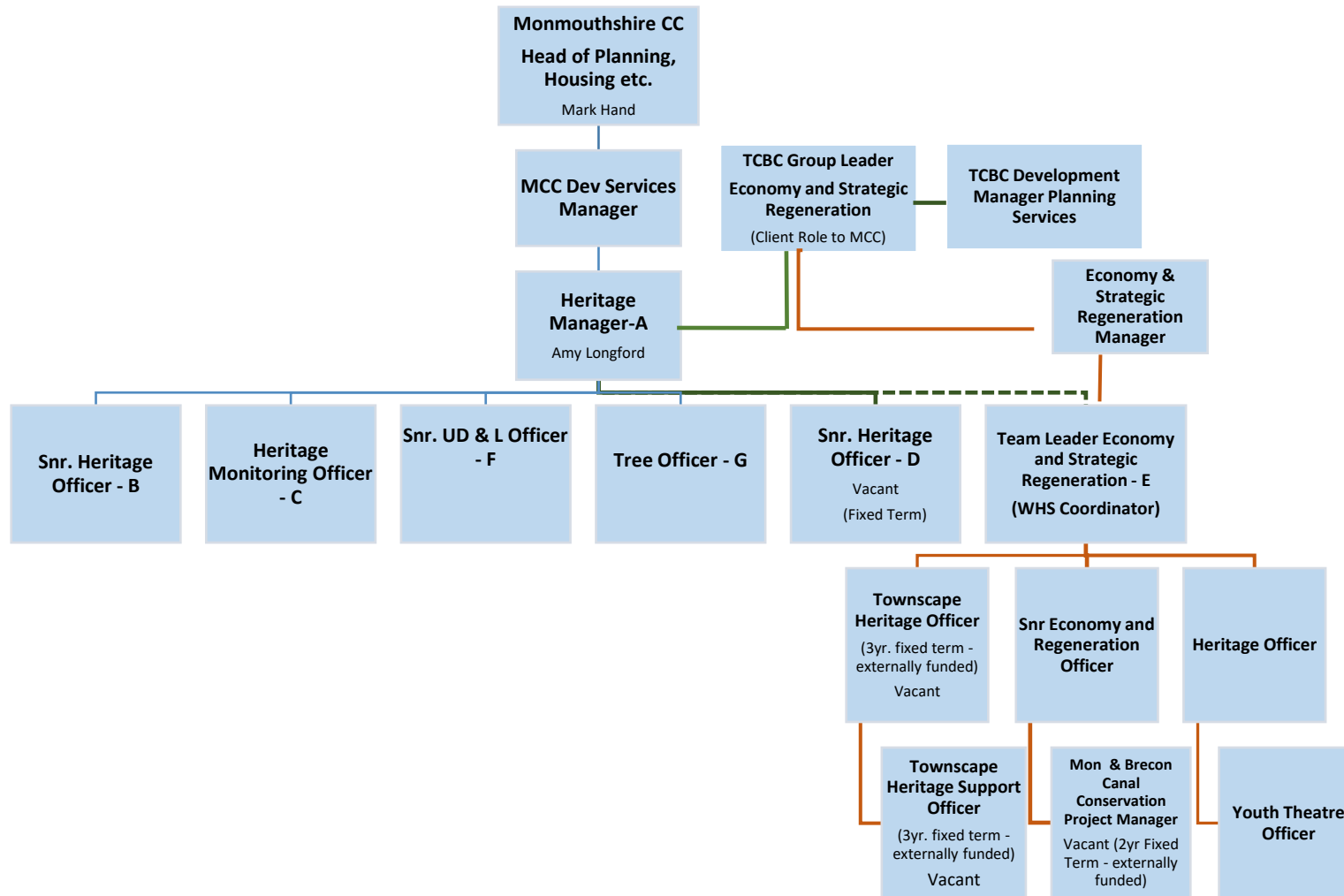
## **8 PRACTICAL DELIVERY**

- Posts A-D will have access to pool cars for use of carrying out site visits.
- Posts A-C IT and equipment shall be provided by MCC
- Post D & E IT and equipment shall be provided by TCBC
- Posts A- E to have full access to systems and network drives for both Authorities

## **9 COMMITMENT**

TCBC will commit to payment for Post D for a period of two years for the service delivery identified above. Should the service be withdrawn by MCC on the basis that they are unable to provide the service as set out above, TCBC shall be released from payment. TCBC shall issue a Purchase Order to MCC for the full salary cost of the post at the beginning of the annual term as set out in point 6 above, plus any NJC increase. MCC will invoice TCBC against this Purchase Order on a Quarterly basis.

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



— Conservation Management  
— Regeneration Management

This page is intentionally left blank



<p><b>Name of the Officer</b> completing the evaluation Amy Longford</p> <p><b>Phone no:</b> 01633 644877 <b>E-mail:</b> <a href="mailto:amylongford@monmouthshire.gov.uk">amylongford@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Heritage Management collaborative working with Torfaen Council</b></p>
<p><b>Name of Service</b></p> <p>Planning/Development Management</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>September 2020.</p>

Page 15

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p><b>Positive:</b> The quality and consistency of conservation decisions will ensure that heritage assets are maintained for the communities, residents and businesses which are often used as homes, businesses, cultural venues, providing security, wealth generation for the economy</p> <p><b>Negative</b></p>	<p><b>Better contribute to positive impacts:</b> The continuation of the joint service will maximise conservation benefits by providing high quality and consistent services to the public and businesses which will minimise the neglect or mistreatment of our communities heritage or cultural assets</p> <p><b>Mitigate any negative impacts:</b> Care will be taken to improve the understanding of the positive implications of operating the services which can benefit its customers. The department will continue to monitor the efficiency of the services and ensure that they meet the service standards set out</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A resilient Wales</b>  Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Older buildings tend to provide habitat for various species having greater control over design and end use will provide this protection</p>	<p>The joint service maximises conservation benefits by providing high quality and consistent services to the public and businesses which will minimise the neglect or mistreatment of our communities' heritage or cultural assets.</p>
<p><b>A healthier Wales</b>  People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p><b>Positive:</b> Bringing listed buildings back into use can create employment and housing opportunities both of which have proven positive-outcomes on health  <b>Negative:</b> None identified</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p><b>Positive:</b> Proper management of and bringing listed buildings back into use will remove icon of despair from our urban and rural environments helping to create an attractive, viable, safe and well connected communities</p> <p><b>Negative:</b> None identified.</p>	
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p><b>Positive:</b> The service takes advantage of the benefits of collaboration to ensure that we protect and promote our cultural heritage for future generations in the best way possible.</p> <p><b>Negative:</b> none.</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p><b>Positive:</b> Planning decisions promote the value and significance of the historic built environment by ensuring that it is a direct consideration in planning policy and land use planning decisions. The Welsh language is now a material planning consideration.</p> <p><b>Negative:</b> none.</p>	

Page 17

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A more equal Wales</b>            People can fulfil their potential no matter what their background or circumstances</p>	<p><b>Positive:</b> Appropriate development management decisions should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve the five main aims of the Welsh Spatial Plan, namely Building Sustainable Communities, Promoting a Sustainable Economy, Valuing our Environment, Achieving Sustainable Accessibility and Respecting Our Environment</p> <p><b>Negative:</b> none.</p>	

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?
Balancing short term need with long term and planning for the future	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>The continuation of the collaboration seeks to provide a more resilient service, looking towards the future financial and resource pressures on local government.</p>	The proposed collaboration trial will be reviewed and can be reversed if it is not delivering the required results.
Working together with other partners to deliver objectives	Monmouthshire's approach to collaborative working has embraced the opportunities that arise from joint working and ensured that this meets the needs of both service areas and delivers a more resilient and future proof service enhancing the service offer.	N/A
Involving those with an interest and seeking their views	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p>The collaborative service will be subject to review and evaluations reporting to Members of Planning Committee, whose Members have a specific interest in the subject, as well as senior officers of the Council, and will be taken into account.</p>	As above.

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	The collaborative service approach provides a more resilient service delivery and protects against a potential enforced collaboration which may not best suit the needs of Monmouthshire's citizens.	N/A
Positively impacting on people, economy and environment and trying to benefit all three	<p><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p>The work undertaken by the development management service directly relates to promoting and ensuring sustainable development and its four areas: environment, economy, culture and society which will be enhanced by a collaborative form of delivery.</p>	

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

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?
<p><b>Positive:</b> The Collaborative Heritage Service within the Development Management section of the Council has brought positive benefits to all members of Monmouthshire’s population. This has been achieved through the consistent application of policies that seek to achieve some of the main aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through making timely decisions on planning or related applications to prevent harm to acknowledged interests, such as amenity, public safety or biodiversity. The continuation of this service will maintain and maximise these benefits.</p>			
Age	None	None	See above
Disability	None	None	See above
Gender Reassignment	None	None	See above
Marriage or civil partnership	None	None	See above
Race	None	None	See above
Religion or Belief	None	None	See above
Sex	None	None	See above
Sexual Orientation	None	None	See above
Welsh Language	<p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i></p> <p>Welsh is treated on equal terms as English in the planning process,</p>	None	None

D99624

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	None.	None	n/a
Corporate Parenting	None.	None.	n/a

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

Two main reports have been commissioned by WG to address how heritage services will be delivered in the future considering all the options, titled; 2012, The Simpson Compact  
 2013 by Hyder entitled 'Options for the Delivery of Local Authority Historic Environment Conservation Services in Wales'  
 In 2016 a Task and Finish Group was set up by Welsh Government to propose options for service delivery  
 In 2018 POSW regional groups were tasked with identifying realistic options for service delivery, for South East Wales this collaboration is the region's practical trial of alternative delivery model.  
 The delivery of collaboration is a target in the APR for 20/21

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?**

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

The work undertaken by the Council's Planning Service, and in particular the Development Management function, directly relates to promoting and ensuring sustainable development. The collaborative approach to service delivery will take advantage of the many benefits, such as improved resilience, opportunity to increase skills sharing and build a stronger knowledge base for all and improved officer morale offering constructive peer review. Despite a team approach already being established in Monmouthshire, it is considered that benefit of the collaborative service for the last 18 months is worth continuing. This is managed by Monmouthshire and on terms that are suitable for MCC and TCBC and has proved to be a positive approach to collaborative working and delivering a more robust and responsive service

There are no implications, positive or negative for corporate parenting or safeguarding.

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

N/A

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.**

Page 23

The impacts of this proposal will be evaluated on:	As part of the Annual Performance Report we will report our performance on statutory processes, which will be submitted to the Welsh Government and be publicly available. With the Monmouthshire bespoke services we will regularly review the services that we provide and report our performance back to committee on an annual basis.
--	---

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

Version No	Decision making stage	Date considered	Brief description of any amendments made following consideration
A	Draft	26/09/20	Clarification of current situation, positive benefits secured and continuation of same terms and conditions. Charging for invoicing.
B	Draft consultation with senior managers	02/09/20	
