

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
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NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 29 November 2016

Dear Councillor

## CABINET

You are requested to attend a **Cabinet** meeting to be held at **Council Chamber - Council Chamber** on **Wednesday, 7th December, 2016**, at **2.00 pm**.

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (Copies attached):
  - i. **Payroll and HR Support Restructure Proposal** 1 - 12

Purpose: To seek member approval to the proposal to restructure the current payroll/HR transactional service.

Author: Tracey Harry, Head of People and Information Governance

Contact Details: traceyharry@monmouthshire.gov.uk
  - ii. **Effectiveness of Council Services - Quarter 2 Update** 13 - 24

Division/Wards Affected: All

Purpose: To provide Cabinet with the latest quarterly update on how the council is performing against a set of measures that are important when forming an opinion on the current effectiveness of council services.

Author: Sian Schofield, Data Analyst  
Richard Jones, Policy and Performance Officer

Contact Details: richardjones@monmouthshire.gov.uk
  - iii. **Council Tax Base 2017/18 and Associated Matters** 25 - 28

Division/Wards Affected: All

Purpose: To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions.

Author: Ruth Donovan – Assistant Head of Finance: Revenues, Systems and Exchequer; Sue Deacy – Revenues Manager

Contact Details: ruthdonovan@monmouthshire.gov.uk

- iv. **Section 106 - Magor GRIP 3 Report** 29 - 38  
Division/Wards Affected: Magor and Undy

Purpose: To seek approval for the commissioning of parts 1 and 2 of the Governance for Railway Investment Projects (GRIP) 3 process from Section 106 capital balances.

Author: Mike Moran, Community Infrastructure Coordinator

Contact Details: mikemoran@monmouthshire.gov.uk

- v. **Individual Support Service - Proposed Implementation of Revised Contractual Arrangements** 39 - 52  
Division/Wards Affected: All

Purpose: To seek approval from Cabinet to implement revised staffing arrangements in the Individual Support Service.

Author: Ceri York, Group Manager Commissioning and Service Development; Shelley Welton, Lead Commissioner - Transformation

Contact Details: shelleywelton@monmouthshire.gov.uk

- vi. **Monmouthshire Museums - Transition and Forward Plans** 53 - 248  
Division/Wards Affected: All

Purpose: To present the findings of the Amion Cultural Services Review; to request Cabinet approval of the 2017-2022 Forward Plan required for the on-going Accreditation of Monmouthshire Museums, subject to bringing forward individual business case submissions for approval as appropriate.

Author: Cath Fallon – Head of Economy and Innovation

Contact Details: cathfallon@monmouthshire.gov.uk

- vii. **Y Prentis Update and CMC2 Update** 249 - 260  
Division/Wards Affected: All

Purpose: To provide an update on Y Prentis activities and the benefits it has brought to the wider South East Wales region. To approve the dissolution of CMC<sup>2</sup>.

Author: Cath Fallon – Head of Economy and Innovation

Contact Details: cathfallon@monmouthshire.gov.uk

- viii. **Establishing a Digital Programme Office** 261 - 274  
Division/Wards Affected: None

Purpose: To seek approval for the establishment of a Digital Programme Office that enables the Council to advance the priorities and actions that relate to improving internally and externally facing digital capability. The focus and concentration of resource and proficiency provided through a Digital Programme Office will train and equip staff to deliver efficient and effective services that best respond to customer and community demand. This will involve:

- A restructure of existing posts within the Digital Projects Team to create the flexibility to respond to needs and priorities;
- Creation of two additional Whole Time Equivalent within the Digital Programme Office targeted at raising current capacity levels and building competency in areas where the greatest potential for improvement exists;
- Re-alignment of digital posts across the Council, within a Digital Programme Office, in order to create the focussed capacity; co-ordination of resources and competencies that will enable a digitally-literate workforce. In turn this will help generate greater customer impact and the integrated technology platforms that manage data needed to solve complex problems; and,
- Investment in essential software and hardware infrastructure that enables services to better respond to customer needs in as near to real-time as possible.

Author: Sian Hayward (Head of Digital) & Peter Davies (Chief Officer, Resources)

Contact Details: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk);  
[peterdavies@monmouthshire.gov.uk](mailto:peterdavies@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)	<b>Organisational Development</b> Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy, Trading Standards, Public Protection, Licensing	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	<b>Innovation, Enterprise &amp; Leisure</b> Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems, Development Control.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	<b>Community Development</b> Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety, Environment & Countryside.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hackett Pain	<b>Schools and Learning</b> School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Burrows	<b>Social Care, Safeguarding &amp; Health</b> Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending. Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	<b>Resources</b> Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety, Building Control, Energy.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	<b>County Operations</b> Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr



## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

#### **People Are Confident, Capable and Involved**

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

#### **Our County Thrives**

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

### Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

### Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.



<b>SUBJECT:</b>	<b>PAYROLL &amp; SUPPORT TEAM RESTRUCTURE PROPOSAL</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>7<sup>th</sup> December 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>N/A</b>

## 1. **PURPOSE:**

To seek member approval to the proposal to restructure the current payroll/HR transactional service.

## 2. **RECOMMENDATIONS:**

- 2.1 Cabinet approve the proposed restructure outlined in appendix 2, which will provide the payroll/HR transactional service with some resilience and a modest developmental capacity, which is needed to deliver aspects of the people services work programme, linked to the whole organisations development, previously agreed by Council.
- 2.3. Members agree to reserve fund the part year cost of c25k, depending on timing of implementation, associated with implementing the recommended restructure and recognise the full year pressure of the revised structure in the 17/18 budget round.

## 3. **KEY ISSUES:**

- 3.1 The payroll/HR transactional team provides a payroll service to the organisation as well as undertaking administration support for HR, H&S, OH and SCH training section.
- 3.2 The workload of the current payroll/HR transactional service has grown substantially as activity previously undertaken by HR professionals has been transferred across to the team, in addition to increasing demands linked to safer recruitment and increased activity linked to pensions, systems development and data production.
- 3.3 Coupled with the increase in workload the service has seen experienced staff leave the organisation, without being replaced which has been managed through the use of temporary arrangements and honoraria, which whilst the service has carried on, the pressure placed on staff is becoming unmanageable and unsustainable in the long term. There has become a reliance on staff working evenings or weekends to ensure the delivery of the council payrolls. This cannot continue.
- 3.4 Council have committed to a programme of work, linked to the delivery of the People and Organisational development strategy, part of which, is aimed at improving the data and information available to assist managers to workforce plan and to develop our systems to enable managers with day to day operational tasks, designed at improving their efficiency and effectiveness.

3.5 The restructure proposal is presented in appendix 2. This structure looks to permanently establish some of the revised working practises that have been put in place to better manage the operation given changes in key posts and also to meet the new demands placed on the service as identified above. The Structure also provides greater clarity around managerial responsibility and accountability for payroll, systems and Payroll/HR transactional support. The manager post has been deleted with the three work streams reporting directly into the Head of Service for People and Information Governance. This proposal, will provide the service with a structure that will be able to meet the current demands placed on the service, and will give greater resilience in key areas, such as payroll, pension, systems and data, whilst also providing some modest capacity to undertake the required developmental work needed to assist the whole organisation. The structure increases the establishment by 1.79 full time equivalent compared to the current structure.

#### **4. REASONS:**

The current payroll/HR transactional service is under significant pressure, as outlined above, which cannot be sustained on an ongoing basis and hence there is an urgent need to restructure the service.

#### **5. RESOURCE IMPLICATIONS:**

The cost associated with the proposal for a full year is £58k , However given we are now at month 6 the cost of implementing the structure would only see a part year cost of around 25k which I seek member approval to reserve fund to the year end. The full cost of the restructure will be identified as a budget pressure for 2017/18.

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

The well-being of future generations assessment is attached as appendix 3. No significant implications are identified.

#### **7. CONSULTEES:**

Staff Affected by the proposal are currently being consulted as are the unions. Any significant concerns will be addressed in the structure and if necessary further cabinet agreement will be sought. SLT support the proposal.

#### **8. BACKGROUND PAPERS:**

Appendix 1 Current structure  
Appendix 2 Proposed structure  
Appendix 3 Well-being of Future Generations Assessment.

#### **9. AUTHOR:**

Tracey Harry



Head of People and Information Governance

**10. CONTACT DETAILS:**

Tel: 01633 644041 Mobile 07796 610434

E-mail: [traceyharry@monmouthshire.gov.uk](mailto:traceyharry@monmouthshire.gov.uk)

**Payroll & Support Team - Current Structure**  
**13.81 FTE**

Appendix 1

Head of People Services  
Chief Officer Band B  
  
1 FTE

Strategic Payroll Systems & Support Lead  
Band J (SCP 41-45)  
**Vacant**  
1 FTE

Support Team Manager (People Services)  
Band I (SCP 37-41)  
  
2 FTE

Payroll Specialist  
Band G (SCP29-33)  
  
0.81 FTE

System & Support Officer  
Band F (SCP 25-29)  
  
2 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
1 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.5 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
1 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
1 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.8 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.8 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.6 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.2 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
0.1 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
1 FTE

HR/ Payroll /Training Support  
Band D (SCP 17 - 21)  
  
1 FTE

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**Payroll & Support Team - Proposed Structure - Payroll Resilience & Development Work**  
15.60 FTE

Appendix 2

Head of People Services  
Chief Officer Band B  
1 FTE

System & Data Team Lead  
Band I (SCP 37-41)  
**NEW POST**  
1 FTE

HR Support Team Lead  
Band I (SCP 37-41)  
**NEW POST**  
1 FTE

Payroll Team Lead  
Band I (SCP 37-41)  
**NEW POST**  
0.81 FTE

System & Data Support Officer  
Band F (SCP 25-29)  
**NEW POST**  
0.5 FTE

HR Support  
Band D (SCP 17 - 21)  
1 FTE

Senior Payroll Supervisor  
Band G (SCP29-33)  
**NEW POST**  
1 FTE

Pension Specialist  
Band G (SCP29 - 33)  
**NEW POST**  
0.8 FTE

HR Support  
Band D (SCP 17 - 21)  
1 FTE

Payroll Supervisor  
Band F (SCP 25-29)  
**NEW POST**  
1.4 FTE

HR Support  
Band D (SCP 17 - 21)  
0.8 FTE

Payroll Support  
Band D (SCP 17 - 21)  
0.5 FTE

HR Support  
Band D (SCP 17 - 21)  
0.6 FTE

Payroll Support  
Band D (SCP 17 - 21)  
1 FTE

HR Support  
Band D (SCP 17 - 21)  
**NEW POST**  
0.4 FTE

Payroll Support  
Band D (SCP 17 - 21)  
0.8 FTE

Mail Administrator  
Band C (SCP 13 - 17)  
**NEW POST**  
1 FTE

Payroll Support  
Band D (SCP 17 - 21)  
**NEW POST**  
1 FTE

Work Placement (Every 8 Weeks)  
Unpaid

Payroll Support  
Band D (SCP 17 - 21)  
1 FTE




<p><b>Name of the Officer</b> Tracey Harry</p> <p><b>Phone no:</b>07796 610435 <b>E-mail:</b>Traceyharry@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To restructure the payroll and hr support team t o provide a more resilient,sustainable service with some capacity to undertake development work</p>
<p><b>Name of Service</b></p> <p>Payroll and HR support</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>18 November 2016</p>





**4** **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>	positive	
<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>	n/a	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	positive	

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?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	n/a	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
<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	n/a	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	<i>positive</i>	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<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><i>The proposal provides some resilience to sustain the service and some development capacity to improve service going forward.</i></p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	n/a	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p><i>Staff and coleagues affected by this proposal have been consulted to seek there views</i></p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	The proposal seeks to improve resilience and sustainability of a service that was struggling to deliver key requirements on a day to day basis	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<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>	

**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			
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

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

	<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 Provides sufficient resource to support safe recruitment	<i>Safeguarding in this context applies to both children (not yet reached 18<sup>th</sup> birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<i>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.</i>	
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		

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

*This will include your baseline position, measures and studies that have informed your thinking and the recommendation you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation have had a positive or negative effect. Data sources include for example:*

- Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users*
- Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys*
- Local population data including the census figures*
- Comparisons with similar policies in other authorities*
- Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors.*



**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.*

n/a

**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

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**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:	n/a
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**SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 2 UPDATE**

**MEETING: Cabinet**

**DATE: 7<sup>th</sup> December 2016**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To provide Cabinet with the latest quarterly update on how the council is performing against a set of measures that are important when forming an opinion on the current effectiveness of council services.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet use this report to help their continuous monitoring and evaluation of the effectiveness of services and the extent to which they are contributing to the council's priorities of the education of children, support for vulnerable people, enterprise and job creation and maintaining locally accessible services.
- 2.2 That Cabinet use this report as an opportunity to identify any action that may need to be taken to drive improvement, ensuring that services are as effective and efficient as possible in the context of current resources.

**3. KEY ISSUES:**

- 3.1 This report reflects performance at quarter 2 in 2016/17 as part of Cabinet's continued monitoring of performance. Appendix 1 shows a screenshot of the Cabinet dashboard which brings together a range of key measures that show progress against the council's four priorities. Appendix 2 shows the indicators which remain part of the national indicator set. This has been changed following the decision to revoke the Local Government (Performance Indicators) (Wales) Order 2012 and the introduction of new national indicators as part of the Social Services and Well-being Act.
- 3.2 As agreed by Cabinet in September 2016, the indicators on the cabinet dashboard have been revised to ensure cabinet remain focussed on the most important performance issues of the council. This reflects recent changes as part of the Social Services and Well-being Act along with work being undertaken as part of the Well-being of Future Generations Act and the Future Monmouthshire programme of work. As this work develops further changes will be considered.
- 3.3 Targets are set based on the priorities in the partnership administration's continuance agreement and knowledge of the processes and resources that support each indicator. Past performance data has not previously been collected for some newly introduced performance indicators, particularly for new social care measures where there is no baseline or comparative information.

3.4 The report highlights where performance is being maintained or improved in 2016/17 and some areas where performance has not yet made sufficient improvement or is declining. Based on this information there remain areas where focussed activity through the rest of the year can improve performance. The most recent performance information has been included where available, due to the nature of some indicators data is only produced on a six monthly or annual basis. Some of the key areas for particular consideration by Cabinet are:

Attainment at key stages of education from the academic year 2015/16 has been included, Foundation Phase, Key Stage 2 and Key Stage 3 performance was discussed by cabinet as part of the quarter 1 update. Primary and provisional secondary school attendance for the last academic year is now available and has been included on the dashboard along with provisional Key Stage 4 results. Performance for all pupils at key Stage 4 level 2 threshold including English and maths in 2016 is 67.0% an improvement of 0.1 percentage points based on provisional data. The FSM attainment gap widened from 31.6 to 40.3 percentage points.

The Social Services and Well-being Act came into force on the 6<sup>th</sup> April and introduced with it a new suite of Social Care measures. These new measures are included in appendix 2 alongside the remaining indicators which are part of the national indicator set. Quarter 2 is the first full compilation of the new indicators and in many cases no baseline or comparable data is available. Targets have been set where feasible but will be better informed when baseline data is further established and other local authority data is available.

The number of patients delayed in hospitals for social care reasons remains an important indicator. Last year we saw an increase in the number of delayed patients, although it was recognised by ABHB that some of these delays were incorrectly identified as Monmouthshire residents. During the first six months of this year, 6 delays for social care reasons have been recorded. This is in line with 2014/15 performance (13 during year) and consistent with the expectation that last year was an anomaly.

The average time taken to process completed Disabled Facilities Grants (PSR/002) for the first six months of 2016/17 is above the 2015/16 average. Grants completed so far are being reviewed to identify any improvements in process that can be made to reduce the time taken nearer to the targeted level.

Most indicators on enterprise and job creation continue to show positive trends. So far in 2016/17 54 businesses have been assisted by Monmouthshire Business and Enterprise and/or referred on to partners. Unemployment among the economically active has continued to reduce and median weekly wage levels for employees working in Monmouthshire have risen to £487.7 in 2016.

The provisional 2016/17 quarter 2 performance data for waste shows the recycling rate is 70.3%, which is above the Council's targeted level of 66% and the Welsh recycling target for 2025 of 70%. The landfill rate has continued to decrease to 0.7% and waste used for heat and power has increased to 27.3%. This is largely due to the continued cooperation of residents along with a few other factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant. It should be

noted that it is unlikely that the annual recycling percentage will remain this high because collection of compostable garden waste reduces during the winter.

At month 6 the net cost of services is reporting a 1.36% (£1,966,000) overspend, Social Care & Health is reporting the most significant directorate overspend (£1,070,000) and the directorate is taking action to address this. Overall the Net Council Fund is reporting a £839,000 deficit, this is an improved position against the month 2 position. The deficit at month 6 is also an improvement on the equivalent position last year. This is significantly affected by council tax receipts and treasury improvements.

Human Resources officers have been working closely with managers in priority areas on attendance management. While it is still early for the full impact of some arrangements to be evaluated. It is projected, based on six months data, that in 2016/17 an average of 10.06 working days/shifts per full-time equivalent (FTE) employee will be lost due to sickness absence. Trends indicate the rate is likely to increase during the winter months. This is in line with the projection at the same time last year and therefore the annual rate could be similar to 2015/16. Work is also continuing to ensure accurate and timely reporting of sickness information.

The My Monmouthshire app was launched in October 2016, as well as providing an easy way for residents to quickly contact the council and improve customer services, it is also already providing us with further data about the demand for some of our services on the app that can be utilised in planning future delivery.

- 3.5 Members are reminded that this is a quarter 2 position and will continue to be reported quarterly to cabinet and scrutinised by select committees throughout the year in line with their work programmes.
- 3.6 A substantial range of on-demand performance information is available at all times to members and officers via the Council's intranet site - The Hub. Report cards covering all areas of council business, including trend data and comparisons with similar organisations continue to be updated regularly and can be accessed as and when needed to evaluate the effectiveness and impact of services, support Chief Officer one-to-ones with their Executive Member and inform policy development and evaluation. A screenshot of the cabinet level dashboard is shown below. The Cabinet dashboard is also published on the council's website at [www.monmouthshire.gov.uk/improvement](http://www.monmouthshire.gov.uk/improvement)
- 4. REASONS:**
- 4.1 To provide Cabinet with timely information to ensure that the authority is well-run and able to maximise its contribution to achieving the vision of building sustainable and resilient communities.
- 5. RESOURCE IMPLICATIONS:**  
None
- 6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**  
None - This report does not propose a change of policy or service delivery.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

There are no specific implications. However members will be aware of the importance of key performance indicators that measure the timeliness and efficacy of key processes for looked after children.

**8. CONSULTEES:**

Senior Leadership Team  
Cabinet

**9. BACKGROUND PAPERS:**

None

**10. REPORT AUTHORS**

Sian Schofield, Data Analyst  
Richard Jones, Policy and Performance Officer

**11. CONTACT DETAILS**

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Monmouthshire Summary - Cabinet					Latest Data: Sep '16			
Indicator Name	Source	Reported	Previous	Most Recent	Trend	Target	RAG	Yearly Trend
<b>Education</b>								
% Attendance: Primary Schools	EDU/016a	Ac Year	95.80	95.70	↓	96.00	Yellow	
% Attendance: Secondary Schools	EDU/016b	Ac Year	94.80	94.80	↔	95.00	Yellow	
% Foundation Phase Pupils Achieving Expected Level in Foundation Phase Indicator	Local	Ac Year	91.80	91.70	↓	91.80	Yellow	
% Foundation Phase Pupils Achieving Expected Level in Foundation Phase Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	10.00	17.30	↓	11.80	Red	
% KS2 Pupils Achieving Expected Level in Core Subject Indicator	EDU/003	Ac Year	92.50	94.10	↑	93.60	Green	
% KS2 Pupils Achieving Expected Level in Core Subject Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	11.90	9.80	↑	5.90	Red	
% KS3 Pupils Achieving Expected Level in Core Subject Indicator	EDU/004	Ac Year	90.80	91.90	↑	93.30	Yellow	
% KS3 Pupils Achieving Expected Level in Core Subject Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	31.30	21.50	↑	16.40	Red	
% KS4 Pupils Achieving Level 2 inc Eng/Welsh & Maths	EDU/017	Ac Year	56.87	67.00	↑	71.90	Red	
% KS4 Pupils Achieving Level 2 inc Eng/Welsh & Maths Attainment Gap (FSM:Non FSM)	Local	Ac Year	31.60	40.30	↓	34.70	Red	
<b>Vulnerable People</b>								
% Adults who are Satisfied with Their Care and Support	Local	Monthly	N/A	86.00	↓	85.00	Green	
Avg # Calendar Days Taken to Deliver Disabled Facilities Grant	PSR/002	Quarterly	251.00	360.00	↓	180.00	Red	
# of Delayed Transfers of Care	Local	Monthly	42.00	6.00	↑	25.00	Green	
% Assessments Completed for Children within Statutory Timescales	Local	Monthly	N/A	86.10	↑	90.00	Yellow	
% Re-registrations on Child Protection Register	Local	Monthly	18.20	3.30	↑	10.00	Green	
<b>Enterprise &amp; Job Creation</b>								
# Businesses Assisted by Monmouthshire Business and Enterprise and Partner Referrals	Local	Quarterly	N/A	54.00	↓	75.00	Red	
% Unemployment Among the Economically Active	Local	Quarterly	3.30	3.20	↑	3.30	Green	
Average Wage Level in the County	Local	Yearly	478.00	487.70	↑	478.00	Green	
% 18-24 Year Olds Claiming JSA	Local	Quarterly	2.54	2.60	↓	2.60	Green	
% Planning Applications Approved	Local	Quarterly	96.00	97.00	↑	94.00	Green	
<b>Core Services</b>								
% Municipal Waste Prepared for Reuse/Recycled	WMT/009	Quarterly	51.87	70.30	↑	66.00	Green	
% Reported Flytipping Incidents Cleared in 5 Working Days	STS/006	Quarterly	96.68	98.57	↑	97.50	Green	
% Roads in Poor Condition	THS/012	Yearly	9.20	Not Available		10.50	Green	
<b>Council Effectiveness</b>								
# Days/Shifts Lost Due to Sickness Absence - MCC	CHR/002	Quarterly	11.60	10.06	↑	10.80	Green	
Revenue Outturn Expenditure - Over or Underspend on Budget (£000's)	Local	Quarterly	166.00	1,966	↓	0.00	Red	
% Budget Savings in MTFP Delivered	Local	Quarterly	89.00	72.00	↓	100.00	Red	
% New Benefit Claims Decided Within 14 Days	Local	Quarterly	98.00	98.00	↔	95.00	Green	

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Improved or At maximum	Improvement >2.5% or at Maximum
Marginal Improvement	Improvement 0.1% - 2.4%
Unchanged	Unchanged - 0%
Marginal Decline	Marginal Decline - -0.1% - -2.4%
Declined	Declined - >-2.5%
N/A - Not applicable	Trend Not applicable

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
Page 18 EDU/0018	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.4	0.1	0.1	N/A	0	N/A	N/A	Upper Middle	The target is for no pupils to leave education without a qualification.
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	0	0	N/A	0	N/A	N/A	Top	The target is for no pupils to leave education without a qualification.
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	89.3	89.5	92.5	94.1	93.6	✓	Marginal Improvement	Top	Performance continues to improve, with 94.1% of pupils achieving the key stage 2 core subject indicator (KS2CSI) in 2016, Monmouthshire is still ranked 1st in Wales for KS2CSI
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.4	84.2	90.8	91.9	93.3	✗	Marginal Improvement	Top	Performance continues to improve albeit at a slower rate than across Wales as a whole. In 2016, 91.9% of pupils achieved the key stage 3 core subject indicator (KS3CSI), Monmouthshire is now ranked 3rd in Wales for the KS3CSI.
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0	0	N/A	N/A	N/A	N/A	The authority has no maintained school offering teacher assessment in Welsh first language therefore this indicator is not applicable and no target is set



Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	472.6	525.7	516.4	N/A	N/A	N/A	N/A	Lower Middle	No target is set for uncapped points score
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	57.1	64.5	75	66.5	Not set	N/A	Declined	Lower Middle	Fewer pupils are being issued with statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	100	100	100	✓	Unchanged	Top	Fewer pupils are being issued with Statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
EDU/016a	Percentage of pupil attendance in primary schools	94.4	95.8	95.8	95.7	96	✗	Marginal Decline	Top	In the academic year 2015/16 there was a minimal drop of 0.1 percentage points in attendance in primary schools. Monmouthshire still maintains a high attendance rate, in the last two academic years where comparative data is available (13/14 & 14/15) the rate has been the highest in Wales.
EDU/019	Percentage of pupil attendance in secondary schools	93.5	94.6	94.8	94.8	95	✗	Unchanged	Top	Based on provisional data in the academic year 2015/16 the attendance rate in secondary schools was unchanged. Discussions have been held in areas where performance fell to review systems and processes to address under performance
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	57.3	65.6	66.9	67.0	71.9	✗	Marginal Improvement	Top	Provisional Performance in the 2015/16 academic year is 67.0% an improvement of 0.1 percentage points.
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.83	1.38	4.37	0.61	2.55	✓	Improved	Lower Middle	Six delays for social care reasons have been recorded so far. This is in line with 2014/15 performance (13 during year) and consistent with the expectation that last year was an anomaly with recognition by ABHB that some of the delays last year were incorrectly identified as Monmouthshire residents
SCC/002	The percentage of children looked after who have experienced one or more changes of school while being looked after	11.0	21.4	20.5	4.8	14	✓	Improved	Bottom	Target to improve performance above Welsh median for 2015/16.
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	10.7	1.9	8.5	1.7	6.5	✓	Improved	Top	Target to improve performance and remain top quartile. Number of placement moves are likely to increase throughout the year.

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.4	99.1	99.15	99	✓	Marginal Improvement	Top	The target is to maintain the high level of cleanliness, which Q2 data shows is being achieved.
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	96.68	98.57	97.5	✓	Marginal Improvement	Upper Middle	The target is to maintain performance on fly tipping clearance which Q2 data shows is being achieved.
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	79.2	79.2	Annual	80	N/A	N/A	Lower Middle	The target has been set to maintain the take up rate of bus passes
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8	9.7	9.2	Annual	10.5	N/A	N/A	Lower Middle	The highway maintenance programme is delivered by prioritising schemes on the basis of need. The 15/16 performance was better than that projected but with the assessment being based upon 2 and 4 year data (A&B and C roads respectively) the reduction in capital investment will eventually impact upon road condition so an assumed small deterioration in road condition is reasonable
WMT/008	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	13.15	0.7	6	✓	Improved	Upper Middle	(Q2 provisional data). The landfill rate has continued to decrease due to the continued use of energy from waste
WMT/009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	61.87	70.31	66	✓	Improved	Upper Middle	(Q2 provisional data).The recycling rate at quarter 2 2016/17 is 70.3%, which is above the Council's targeted level and the Welsh recycling target for 2025 of 70%. The rate is likely to decrease during the winter months.
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93.8	94.6	93	✓	Marginal Improvement	Lower Middle	Target to maintain the number of broadly compliant food hygiene premises in Monmouthshire.
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7270	7434	7478	7779	7500	✓	Improved	Top	Full year projection based on six months of visits. The Community Hubs have been in place since October 2015. The formation of the hubs has contributed to an increase in visits to the hub/libraries in the first 6 months of 2016/17 compared to the same period in 2015/16.

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
LCS/02b	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8099	7893	8205	7068	7800	✘	Declined	Lower Middle	Full year projection based on six months of visits. Performance is expected to come in on target for the full year as it is envisaged that visitor numbers will increase in the next 6 months due to seasonal club bookings and targeted promotions. The target for the year was set lower due to the new school re-build in Monmouth impacting upon visitor numbers to the Leisure Centre.
CHR/02	Average sickness days per employee (FTE)	N/A	9.8	11.6	10.06	10.8	✓	Improved	Bottom	There was a marked increase in sickness absence in 15/16. Work has been focussed on providing targeted support and reviewing processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. It is projected, based on six months data, that in 2016/17 an average of 10.06 working days/shifts per full-time equivalent (FTE) employee will be lost due to sickness absence. Trends indicate the rate is likely to increase during the winter months. This is in line with the projection at the same time last year and therefore the annual rate could be similar to 2015/16. Work is also continuing to ensure accurate and timely reporting of sickness information.
CAM037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	4.1	3.6	Annual	3	N/A	N/A	Upper Middle	Data for this indicator is reported a year in arrears as part of the national data return . However as we have provisional data available for 2015/16 we have used it in our local reporting to provide the most up-to-date position on performance. The data shown as 14/15 is reported as 15/16 in national publications. Latest data shows the average score was 88.3 in 14/15 and 85.1 in 15/16 (an improvement in performance)
PSR/02	The average number of calendar days taken to deliver a Disabled Facilities Grant.	186	213	251	360	180	✘	Declined	Lower Middle	The increase in average time taken to process Disabled Facilities Grants is mainly attributable to more complex grants being completed and the availability of capital funding. Grants completed so far are being reviewed to identify any improvements in process that can be made to reduce the time taken nearer to the targeted level.

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	4.66	10.27	14.18	Annual	11	N/A	N/A	Top	The target is to maintain performance based on continuing the same process from previous years of contacting empty homes to return them to use.
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	53	25	Annual	N/A	N/A	N/A	Bottom	The data reported by Welsh Government for this indicator is from the previous financial year (2015/16 is 2014/15 data). This is produced annually by Welsh Government using Council (Housing Service) and external data which records affordable acquisitions, when units are handed over and when registered as completions by Building Control or private inspectors, and therefore a target is not set. The Council's own planning policy data for 2015/16, reported in the LDP annual monitoring report, is 63 affordable housing completions out of a total of 234 housing completions for the period.

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Ref	New social care framework indicators	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Comment
18	The percentage of adult protection enquiries completed within 7 days	Not Available	Not Available	Not Available	86.10%	Not set	N/A	N/A	
19	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over				See SCA/001				
20a	The percentage of adults (existing service users) who completed a period of reablement a) and have a reduced package of care and support 6 months later	Not Available	Not Available	Not Available	33.3	25	✓	N/A	
20b	The percentage of adults who completed a period of reablement b) have no package of care and support 6 months later	Not Available	Not Available	Not Available	80	50	✓	N/A	
21	The average length of time adults (aged 65 or over) are supported in residential care homes	Not Available	Not Available	Not Available	734	Not set	N/A	N/A	
22	Average age of adults entering residential care homes	Not Available	Not Available	Not Available	86	Not set	N/A	N/A	
23	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	Not Available	Not Available	Not Available	90.1	Not set	N/A	N/A	

Ref	New social care framework indicators	2013/14	2014/15	2015/16	2016/17 Q2	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Comment
24	The percentage of assessments completed for children within statutory timescales	Not Available	Not Available	Not Available	86.1	90	✘	N/A	
25	The percentage of children supported to remain living within their family	Not Available	Not Available	Not Available	66.7	Not set	N/A	N/A	
26	The percentage of looked after children returned home from care during the year	Not Available	Not Available	Not Available	12.4	Not set	N/A	N/A	
27	The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	15.8	6.8	18.2	3.3	10	✓	Improved	
28	The average length of time (days) for all children who were on the CPR during the year	195	198.0	Not Available	199.0	365.0	✓	N/A	
29a	Percentage of children achieving the core subject indicator at key stage 2	39.0	67.0	Not yet released	Not available	Not set	N/A	N/A	
29b	Percentage of children achieving the core subject indicator at key stage 4	6.7	11.1	Not yet released	Not available	Not set	N/A	N/A	
Page 23	The percentage of children seen by a registered dentist within 3 months of becoming looked after	Not Available	Not Available	Not Available	Not Available	not set	N/A	N/A	
	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	Not Available	Not Available	Not Available	Not Available	82.4	N/A	N/A	
32	The percentage of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March				See SCC/002				
33	The percentage of looked after children on 31 March who have had three or more placements during the year				See SCC/004				
34a	The percentage of all care leavers who are in education, training or employment at: a) 12 months after leaving care	Not Available	Not Available	Not Available	80	75	✓	N/A	
34b	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care	Not Available	Not Available	Not Available	33.3	75	✘	N/A	
35	The percentage of care leavers who have experienced homelessness during the year	Not Available	Not Available	Not Available	2.1	0	✘	N/A	

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## REPORT

**Subject: COUNCIL TAX BASE 2017/18 AND ASSOCIATED MATTERS**

**Directorate: Resources**

**Meeting: Cabinet**

**Date: 7<sup>th</sup> December 2016**

**Divisions/Wards Affected: County Wide**

### 1. PURPOSE:

To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions.

### 2. RECOMMENDATIONS:

- 2.1 That in accord with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, the amount calculated by the Council as its Tax Base for 2017/18 shall be notified as **£45,537.71** and the Collection Rate set at **99.0%**.
- 2.2 That no Special Resolution declaring Drainage Rates as Special Expenses be made.
- 2.3 That any expenses incurred by the Council in performing in part of its area a function performed elsewhere in its area by a Community Council shall not be treated as a special expense for the purpose of Section 35 of the Local Govt. Finance Act 1992.
- 2.4 That Council Tax setting continues to be a function of full Council.

### 3. KEY ISSUES:

#### 3.1 Council Tax Base

For each financial year the Council shall set its Council Tax, taking account of its own total net budget requirement and amounts receivable for redistributed Non Domestic Rates, Revenue Support Grant and any other additional grants. It will also take account of any precepts it receives from other authorities and the value of the Council Tax Base. In simple terms, the net spending not met by grant is divided by the Tax Base to give the amount of Council Tax for a dwelling in Band D. The budget requirement, grant calculations and precepts will be addressed in the Council Tax Setting report.

It was agreed by Council in January 2005 that the, largely technical, matter of the Council Tax Base Resolution and tax setting should be dealt with by Executive decision. Legally, the tax setting decision could also be decided by the Executive, but has always been referred to full Council given its wide interest and importance. It is therefore recommended that this continue to be put for decision by full Council.

The ratified council tax base information must be passed to Welsh Government (WG) by 4<sup>th</sup> January 2017 with reference to dwellings in the Valuation List as at 31<sup>st</sup> October 2016 and taking into account anticipated changes likely to occur during 2017/18. Provisional information has been provided to WG, if any changes to policy are considered which affect the tax base, revised information will need to be submitted. Significant differences may require WG to make adjustments to the RSG entitlements via an amending report. The prescribed period during which Councils would notify precepting authorities of the council tax base figure is normally 1<sup>st</sup> November to 31<sup>st</sup> December.

### **3.2 Collection Rate**

It should be recognised that council tax is being perceived as an increasing burden on taxpayers with more arrangements outside the statutory scheme being sought, thereby increasing the time over which the debt is paid.

Between 2004/5 and 2007/8 the anticipated in-year collection rate was static at 96%; this was increased to 96.5% for 2008/9 and 2009/10 and to 97% for 2010/11. From 2011/12, despite ongoing economic difficulties, the collection rate was increased to 98%, reflecting results achieved in subsequent years from sustained recovery action. In 2016/17 the collection rate was increased further to 98.5%. For 2017/18 it is considered reasonable to increase the collection rate to 99.0%

The Council Tax Reduction Scheme (CTRS) was introduced by the Welsh Government on 1<sup>st</sup> April 2013, replacing what was the Council Tax Benefit Scheme. On inception the Welsh Government fully funded the scheme, pending a full review. This review was concluded in the summer of 2014, with the Welsh Government announcing its intention to continue to fund the scheme for another 2 years - 2015/16 and 2016/17. For 2017/18 the Welsh Government have decided to continue with the current policy and funding arrangements. They have also announced that consideration of the longer term arrangements for 2018/19 onwards will be reviewed as part of a wider piece of work to look at how to make the council tax system fairer. Funding will therefore remain at current levels but Local Government will have to fund additional costs arising from any Council Tax increases. From a household perspective they will not be required to make any contributions.

### **3.3 Special Items and Expenses (Section 34)**

Certain items of expenditure, and precepts made upon the Council by Community Councils are applicable only to certain parts of the area and special rules exist to deal with these items. These rules apply to all of the Town and Community Council precepts in respect of each of their respective areas. They also apply to Drainage Rates which are charged only in certain parts of the East and South of the County area. The Council has always considered that the general body of taxpayers should be treated equally in this respect and such expenditure should be defrayed over the whole area rather than charged as an additional item on those who happen to be in a particular catchment area. If this view continues to prevail then no special resolution declaring these to be special expenses will be necessary.

Finally, expenses incurred by an authority in performing in part of its area a function performed elsewhere by a Community Council (concurrent functions) must be treated as a special expense unless a negative resolution is in force.

The effect of the above result is a recommendation leading to drainage rates and concurrent functions being charged equally across the County.



**4. REASONS:**

- 4.1 To agree the council tax base figure and the collection rate for the forthcoming financial year as required by legislation.
- 4.2 To determine whether a special resolution should be made declaring Drainage Rates a special expense.
- 4.3 To determine whether or not any expenses incurred in part only of the area should be treated as special expenditure in accordance with the relevant legislation.
- 4.4 To confirm that the important matter of tax setting should continue to be a function of full council rather than be devolved for executive decision.

**5. RESOURCE IMPLICATIONS:**

Overall the Council Tax base calculated for 2017/18 has risen by 0.97% compared to 2016/17. This increase takes into account both the anticipated changes in dwellings and the adjustment in the collection rate. Collectively the estimated income derived from these changes (£515k) will be included in the developing budget proposals which are to be considered by Cabinet.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

There are no implications for sustainable development.

The Council Tax base itself is mainly calculated from information about the numbers of properties within the County, adjusted to an equivalent band D figure for things such as discounts, exemptions and reliefs, and is therefore based on fact and provided for information.

Our Sustainability Community Officer has confirmed that under these circumstances there is no requirement to complete a Future Generations Evaluation.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:**

None

**8. CONSULTEES:**

Strategic Leadership Team  
All Cabinet Members  
Head of Legal

**9. BACKGROUND PAPERS:**

None

**10. AUTHORS:**

Ruth Donovan – Assistant Head of Finance: Revenues, Systems and Exchequer  
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<b>SUBJECT:</b>	<b>S106 FUNDING – MAGOR GRIP 3 REPORT</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>7<sup>th</sup> DECEMBER 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>MAGOR AND UNDY</b>

## 1. PURPOSE

1.1 To seek approval for the commissioning of parts 1 and 2 of the Governance for Railway Investment Projects (GRIP) 3 process from Section 106 capital balances.

## 2. RECOMMENDATIONS

2.1 that the Council proceeds to commission parts 1 and 2 of the GRIP 3 process (project 97362) for a new walkway rail station in Magor at a total cost of £62,352 utilising funding from Section 106 balances from the Greenmoor Lane, Magor contribution (£32,346) plus financial contributions from Magor with Undy Community Council (£10,000), the Railfuture Fund (£10,000) and the local Magor Rail Group (£1,500);

2.2 that £12,000 be added to budget code 97362 to meet the identified shortfall in funding for part 2 of the GRIP 3 process and this contribution will include further estimated consultancy expenses of £3,494. That these costs are funded by a corresponding contribution from Section 106 balances held by the Council from the Magor West (Kingfisher Rise) development (Finance Code N579);

2.3 that, should the Welsh Government agree to reimburse the funding for part or the whole of GRIP 3, then the funding identified in 2.1 above be reserved to support further stages of the GRIP process for the proposed new Magor Walkway Station, without the need for reference back to Cabinet;

2.4 that the area of benefit for using the remaining balance of the off-site recreation funding from the Kingfisher Rise S106 Agreement (£219,710) be defined as “the administrative boundary of the Magor with Undy Community Council”.

## 3. KEY ISSUES

3.1 As part of the wider City Regions Transport Plan for South Wales, the possibility of establishing a walkway railway station at Magor is being investigated. This project now features as a key priority in the Council’s Local Transport Plan (approved by Council on 26<sup>th</sup> February 2015) and the Welsh Government’s National Transport Finance Plan.

3.2 Governance arrangements for new projects are set out in the Governance for Railway Investment Projects (GRIP), which describes how projects intended to enhance or renew

parts of the network will be managed. The GRIP process has been designed to ensure best practice and has been developed in partnership with the UK Government and some of the national major professional bodies.

- 3.3 GRIP divides each project down into eight distinct stages and earlier this year the Council commissioned, in partnership with the local Magor Rail Group, Stage 1 (output definition) and Stage 2 (feasibility) from Section 106 funding. This was done on an underwriting basis and the costs incurred were subsequently offset by a Welsh Government grant.
- 3.4 At a recent meeting of the Monmouthshire Strategic Transport Group it was decided to go ahead with parts 1+2 of the GRIP3 stage of developing Magor station. Stage 3 is concerned with option selection and this is broken down into three parts, namely:
- Initial economic appraisal (including demand forecast) £35,443
  - Option selection report £26,909
  - Form 001 and approval in principle (including strategic outline business case) £82,292
- 3.5 The proposal is for parts 1 and 2 to be funded by the Council, in partnership with Magor with Undy Community Council (£10,000), the Railfuture Fund (£10,000) and the local Magor Rail Group (£1,500) at a combined cost of £62,352. A request has been submitted to the Welsh Government for it to fund part 3 at a cost of £82,282.
- 3.6 The costs above are taken from a quotation provided by the specialist firm of consultants which carried out the Stage 1 and 2 reports of the GRIP process.
- 3.7 The Council holds a current Section 106 balance of £32,346 and with the confirmed contributions from the other named partners a total of £53,846 is currently available. This leaves a shortfall of £8,506 plus a small allowance for consultants' expenses. It is therefore proposed to utilise £12,000 of the Section 106 balances held by the Council from the Magor West (Kingfisher Rise) development to cover the shortfall and estimated consultant's expenses. The S106 balances held from that development total £231,710 so, if members agree the recommendations in this report that would leave a remaining balance of £219,710. A further report will be submitted to members in the early part of 2017 with proposals on how to utilise this remaining balance.
- 3.8 The Magor Group is one of a number of groups involved in a collaborative approach designed to bring forward the development of the Three Fields Site. One of the possible locations for the new station is adjacent to the Three Fields Site, where there is already a centrally placed car park alongside the B4245, but it is not possible to forward plan the use of this site as a location for the station until a proper feasibility report is in place.
- 3.9 The estimated build cost for the proposed new walkway station is circa £7 million. As agreed at the last Strategic Transport Group meeting, the Council and the local Magor Group are putting together an application to Network Rail's UK "new station fund" which, if successful, could provide the majority (75%) of the build costs for the new station.

#### **4. REASONS**

- 4.1 To enable parts 1 and 2 of the GRIP 3 option selection study and report to be commissioned - this will be a critically important factor in determining the feasibility of a walkway railway station being established in Magor in the foreseeable future.
- 4.2 To ensure that there is sufficient funding available to commission and pay for parts 1 and 2 of the GRIP 3 process.
- 4.3 To ensure that the remaining S106 balance from Kingfisher Rise is used to support projects in the Magor with Undy area. The Community Council is committed to working in partnership with the County Council to identify local projects in an effort to ensure that the needs and aspirations of the local community can be realised when the remaining S106 funding is considered for allocation by this Council.

#### **5. RESOURCE IMPLICATIONS**

- 5.1 It is proposed to commit the existing Section 106 funding balance of £32,346 to part fund the cost of parts 1 and 2 of the GRIP 3 process – the other contributions towards the estimated costs of parts 1 and 2 will be made by the Magor with Undy Community Council, the Railfuture Fund (via the local group) and the local Magor Group itself. If this is agreed by Cabinet, it will enable parts 1 and 2 to be commissioned by the Council, starting in January 2017.
- 5.2 The local Magor Rail Group has applied to the Great Western Community Fund, Railfutures and also to the Welsh Government for financial assistance towards cost of the GRIP Study. Should any of those applications be successful then the underwriting guarantee proposed in this report would either not be paid or would be repaid in whole or in part, depending upon the amount of external grant aid secured.

#### **6. FUTURE GENERATIONS EVALUATION**

- 6.1 See Appendix A

#### **7. CONSULTEES**

Cabinet Members	Local County Council Members
Magor with Undy Community Council	Local Magor Rail Group
Strategic Leadership Team	Head of Legal Services
Monitoring Officer	Head of Tourism, Leisure & Culture
Assistant Head of Finance/Deputy S151 Officer	Transport Planning & Policy Officer

The report has been amended to incorporate the views expressed by those that responded to the consultation process.

## **Magor with Undy Community Council Observations**

As part of the consultation process on this report, the Magor with Undy Community Council expressed some concerns and would have preferred that the allocation of all the off-site recreation funding from the Kingfisher Rise S106 Agreement, including the funding for the GRIP 3 study, was dealt with at the same time. However, the Community Council is prepared to support the GRIP 3 funding proposals if the County Council can give an assurance that the remaining balance of £219,710 is used to support recreation projects in the local area. The wording contained in the S106 Agreement states that “the owner agrees with the Council to pay the sum of £2,769 per dwelling for the off-site provision of adult/youth recreation in the area”. Usually in S106 Agreements, the area of benefit is more clearly defined than this. It is this Council’s standard practice to use S106 funding in the area where the funding was derived – the only case where this has been varied is in the case of the Severnside 3G pitch at Caldicot, which is a regional facility. As such, the pitch was funded in part by contributions from S106 Agreements in Caerwent, Portskewett and Magor with Undy. In response to the Community Council’s concerns, an additional recommendation has been included in this report at para 2.4.

### **8. BACKGROUND PAPERS**

Consultants’ letter dated 13<sup>th</sup> July 2016

### **9. AUTHOR**

Mike Moran, Community Infrastructure Coordinator

### **10. CONTACT DETAILS:**

**Tel:** 07894 573834

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



<b>Name of the Officer:</b> Mike Moran <b>Phone no:</b> 07894 573834 <b>E-mail:</b> mikemoran@monmouthshire.gov.uk	<b>Allocation of Section 106 funding to proceed with the GRIP 3 process for a new walkway station in Magor</b>
<b>Name of Service:</b> Enterprise	<b>Date completed:</b> 24 <sup>th</sup> November 2016


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

**4** 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	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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The establishment of a walkway station at Magor as part of the City Regions vision will improve mobility and promote opportunities for jobs and wealth creation	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The new station would provide more options for using public transport and could potentially reduce carbon dioxide emissions by reducing car travel.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Improved connectivity promotes better mobility for more people in the community, leading to a sense of well being.	

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?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	A new station in Magor will lead to better connectivity between Magor and Undy and other communities in the South Wales region	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Neutral	
<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	There are no specific proposals in this report to promote and protect the Welsh language but the proposed use of funding will encourage people to participate in arts and recreational activities	Encourage the use of the Welsh language in any on site signage.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The improvements to the facilities concerned will encourage access and, in the case of the Bowling Club, participation by disabled people.	Continue to promote DDA compliance when the new station is being designed and provide participation opportunities for people of all ages and backgrounds.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The GRIP process is about assessing the achievability and sustainability of a new station and this proposal features as a key component of the Council's strategic transport plan – based on the long term sustainability of the project.</p>	



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>The project involves close working with a number of other partners, including the Welsh Government, the Magor with Undy Community Council, the local MAGOR Rail Group and Network Rail.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>The views of the local members, the Community Council and the local MAGOR Rail Group have been sought and their views are reflected in the report</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The B4245 is one of the most heavily trafficked B roads in South Wales and further housing expansion in the area will place greater pressure on the local road network. The development of a rail station in Magor will help to prevent, or at least reduce, the current dependency on road travel</p>	
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The new station project will have a positive impact on the health &amp; well being of people living in the local area.</p>	

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	No employment/training issues identified The recommendations will benefit adults and young people and their families living in the local community		Continue to consider the needs of people with protected characteristics when formulating proposals
Disability	The new station will be designed to be accessible to people with disabilities.		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Pregnancy or maternity	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	Neutral	Although the report's recommendations are considered to be neutral they do nothing specifically to promote the use of the Welsh language	It may be possible in the future, when advertising the availability of S106 funding, to encourage applications that actively promote the 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?

	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	Neutral		
Corporate Parenting	Neutral		

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

- Local population data taken from the 2011 Census figures.
- Data contained in the consultants' report relating to Stages 1 and 2 of the GRIP process.

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**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?

**Positive Impacts**

- The proposals will have a positive impact upon the health and well being of local residents
- They will benefit new & existing residents in the local community by providing alternative means of transport
- Disabled people and those with protected characteristics will benefit from the new station project

**Negative Impacts**

- If the GRIP 3 process makes positive recommendations this could create a demand for large scale capital investment (but there are opportunities for significant grant aid to offset the potential investment proposed)
- It is difficult to demonstrate that the project will have a meaningful benefit for promoting the Welsh language but this can be addressed through bilingual signage and passenger information

The above impacts have not materially changed the recommendations of the report.

**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.

<b>The impacts of this proposal will be evaluated on:</b>	Impacts to be reviewed on receipt of the GRIP 3 report – these will be considered initially by the Council’s Strategic Transport Group
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Consultants’ letter and quotation received	July 2016	
2	Proposal discussed and agreed by the Strategic Transport Group	July 2016	
3	Consultation with Local members and Community Council	October/November 2016	Report amended to take account of the views received
4	Report finalised	24 <sup>th</sup> November 2016	
5	Consideration of report by MCC Cabinet	7 <sup>th</sup> December 2016	Final decision sought to proceed with parts 1 and 2 of GRIP process

**SUBJECT: Individual Support Service – Proposed Implementation of Revised Contractual Arrangements**

**DIRECTORATE: Social Care and Health**

**MEETING: Cabinet**

**Date: 7<sup>th</sup> December 2016**

## 1. PURPOSE:

To seek approval from Cabinet to implement revised staffing arrangements in the Individual Support Service.

## 2. RECOMMENDATION:

That Cabinet approves the creation of the following posts at Band D within the Individual Support Service:

- 7 X 7 hour
- 6 x 14 hour
- 1 x 21 hour
- 1 x 28 hour

## 3. KEY ISSUES:

**Background:** The Individual Support Service (ISS) provides support to people to access a variety of opportunities within their community; enabling integration and development of skills which further their independence. Over the last few years the service has focussed on the provision of short term support aimed at enabling people to be more independent and confident; to be active participants in all aspects of their lives and community. Some people continue to receive longer term support due to their complex needs. ISS predominantly supports people with learning disabilities but also supports other people with physical or mental health needs.

Historically all support posts within the service have been underpinned by zero hours employment contracts. This has enabled the service to flexibly adapt to the fluctuating demands from individuals and services and deliver the service within available financial resources. However, as the service has evolved, the majority of the staff team work regular and frequent hours without any contractual guarantee. It is worth noting staff have always enjoyed the same benefits as permanent employees – paid leave, accrued holiday entitlement, sick pay, etc.

It is recognised that these zero hours contracts offer little to people in terms of security and reassurance and is no longer consistent with the Council's employment approach. Furthermore the implementation of guaranteed hours contracts will ensure a more robust foundation upon which the service can

continue to operate and develop as it moves forward as part of the My Day, My Life transformation.

**Process:** In order to address this situation, managers of the service with support from Employee Services developed and implemented a robust approach, with a clear purpose, set of principles and process:

Purpose:

- To replace existing zero hours contracts with permanent contracts which offer a guaranteed level of hours to deliver the service within existing financial resources
- To improve contractual arrangements for the existing staff team
- To ensure future use of zero hours contracts is restricted to appropriate use in regard to ad hoc bank workers only.
- To harmonise staffing arrangements across the suite of My Day, My Life services.

Principles:

- Monmouthshire County Council employment policies will apply and will guide the process.
- All contractual hours will be determined through a rational, fair and robust assessment of actual average working hours
- All staff who have worked regularly will be offered permanent contractual hours irrespective of whether they hold another Monmouthshire County Council contract
- Staff who only work irregularly and infrequently will remain on zero hour contracts appropriate to bank workers
- All staff affected will be consulted and relevant trade union representatives will be involved.
- The effectiveness of the arrangements will be subject to a review at the end of the first year of implementation.

The Process:

- Each individual's actual working hours between April 2015 and March 2016 was analysed to determine average weekly hours worked
- Actual working hours included travel time, weekends, bank holidays, holidays and sickness
- A range of contracts from 7hrs per week to 28 hours per week have been identified and will be offered.
- Individual offers will be made on the basis of rounding actual average hours to the nearest appropriate contract range
- Additional flexible hours will be available on top of contracted hours
- There will be a small number of staff who work a very small number of hours per week supporting a single individual regularly; they will be placed on permanent variable hours contracts

- The new pay grade has been determined at Grade D consistent with the My Day, My Life Support Worker role and recent ISS appointments
- Detriment will apply for a two year period on contracted hours only and not to additional hours worked above contractual level.

**Staffing issues:** Informal consultation with the staff team and trade unions began in June 2016. This included a large group meeting followed by individual meetings where staff members had the opportunity to be represented by their trade union. At the individual meetings each staff member was made aware of and consulted on their proposed individual contracted hours offer. Feedback from this process was taken on board and has been reflected in this final proposal.

A further formal two week consultation period followed ending on 15<sup>th</sup> September 2016. Overall feedback from both consultation exercises has been that the proposals have been well received by the staff team, who welcome the implementation of more robust contractual arrangements. Staff have been informed that there has been a delay in submitting the recommendations to Cabinet and that the implementation of contracts will take effect, subject to approval, in January 2017.

#### 4. REASONS:

The use of zero hours contracts for regular and frequent working within ISS does not offer security or reassurance. Furthermore, replacing the existing zero hours contracts with permanent contracts will provide greater operational certainty and will enable the delivery of the service within existing financial resources.

The staff team is a well-established, experienced and skilled group, the new arrangements recognises their value and contribution and will be a positive contribution to retention.

#### 5. RESOURCE IMPLICATIONS:

The present staffing budget stands at £207,464. In terms of the proposed new contract arrangements the budget will be allocated as shown in the table below: -

POST	FTE	BUDGET £
28 hour per week	0.76	22,556
21 hour per week	0.57	17,019
14 hour per week	2.27	69,028
7 hour per week	1.32	36,827
Permanent variable	2.08	62,034
TOTAL	7	207,464

The permanent variable posts are for ad hoc work, for example one evening a week, which fall below the minimum 7 hour per week guarantee contract.

## **6. FUTURE GENERATIONS EVALUATION**

This is attached as Appendix One.

It should be noted that generally the proposal has positive economic and community benefits.

## **7. CONSULTEES:**

Chief Officer, Social Care and Health  
Head of Adult Services  
SCH Finance Team  
Staff team  
Trade Unions  
Employee Services

## **7. BACKGROUND PAPERS:**

None

## **8. AUTHORS:**

Ceri York, Group Manager Commissioning and Service Development  
Shelley Welton, Lead Commissioner - Transformation

## **9. CONTACT DETAILS:**

E-mail: [shelleywelton@monmouthshire.gov.uk](mailto:shelleywelton@monmouthshire.gov.uk)





**Future Generations Evaluation  
( includes Equalities and Sustainability Impact  
Assessments)**




<p><b>Name of the Officer</b> Shelley Welton</p> <p><b>Phone no:</b> 01600 730510 <b>E-mail:</b> shelleywelton@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>To replace existing zero based contracts with permanent contracts which offer a guaranteed level of hours to deliver the service within existing financial resources</p> <p>To improve contractual arrangements for the existing staff team</p> <p>To ensure further use of zero hours contracts is restricted to appropriate use in regard to ad hoc bank workers only.</p> <p>To harmonise staffing arrangements across the suite of My Day, My Life services</p>
<p><b>Name of Service :</b></p> <p>Individual Support Service</p> <p>Social Care and Health Directorate</p>	<p><b>Date Future Generations Evaluation</b> 7<sup>th</sup> November 2016</p>



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>The proposal will positively contribute to this goal as it will be greater employment security for staff members.</p> <p>Guaranteed hours contracts improve people's access and opportunity to lending and mortgages.</p> <p>Permanent contracted hours will assist in retention of a skilled workforce</p>	<p>Individual meetings have been held identify any impacts (including negative ones) on people's circumstances as a result of the new contractual offer</p>
<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>None</p>	<p>n/a</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Greater job security may possibly positively impact upon people's sense of well-being.</p>	<p>On-going support to staff members through the process will be offered.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The ISS supports people to be more engaged and active in their communities- improving the sustainability of the services will ensure the people supported are able to be connected to their communities and</p>	<p>Services such as ISS support resilient communities by enabling active participation from vulnerable people.</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?
	active participants and contributors	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	In a positive way the service supports social well-being	Ensure services are aware of key Welsh Government initiatives and connect.
<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	The service focusses on encouraging more people to enjoy participation in many different activities.	To increase access to more community opportunities is a key driver for the service. If more people are more engaged in their communities more often or regularly participating in activities etc there are many positive benefits.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The ISS service supports people with learning disabilities, physical and mental health needs to maximise their potential and to be actively engaged in their community.	All people will have opportunities to progress.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>This supports maintaining quality services and offering greater security for the staff team in both the short and long term.</p>	<p>The implementation of the new staffing arrangements will be reviewed after one year.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>As part of the My Day, My Life suite of services, ISS works with many partners within the statutory, voluntary and community sector to support and enhance people’s life experiences and access to opportunities.</p>	<p>Collaboration with partners and stakeholders is at the heart of the My Day, My Life approach.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All staff members were engaged via thorough and involving consultation processes as part of the development of the process. Trade unions were also engaged</p>	<p>On-going engagement</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>ISS supports people to maximise their potential to be active and engaged members of their communities; preventing reliance on services and promoting greater independence and resilience.</p>	<p>People have individual My Day, My Life plans to support this.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The benefits to people who use the service and those who work in will positively impact their contribution to the economy and society at large.</p>	<p>A process to understand the impact of the new arrangements on the staff team was undertaken through one to one sessions with HR support.</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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	The new staffing arrangements will positively impact on people of all ages by providing guaranteed hours contracts		
Disability	The service supports a range of people with disabilities who will benefit from greater service sustainability and a stable workforce.		
Gender reassignment	Neutral	Neutral	
Marriage or civil partnership	Neutral	Neutral	
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	The majority of the workforce is female	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	Neutral	Neutral	

**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>

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	<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	n/a		
Corporate Parenting	n/a		

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

- Each individual's actual working hours between April 2015 and March 2016 was analysed to determine average weekly hours worked
- Actual working hours included travel time, weekends, bank holidays, holidays and sickness
- Analysis of service delivery hours over a 24 month period
- Current budget and future MTFP projections

**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?**

Positive impacts on people of ages and women in particular who are employed in the service as they will have greater job security.  
 Positive impact upon people with disabilities who are supported by the service as there will be greater sustainability therefore ensuring on-going support.

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**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
Speak to staff and update progress – consultations and implement new staffing contracts	Oct 16 - onwards	Sandra Dobbs	

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	At end of first year of implementation - January 2018- report to internal management team and DMT if needed
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**SUBJECT: MONMOUTHSHIRE MUSEUMS: TRANSITION AND FORWARD PLANS**  
**MEETING: CABINET**  
**DATE: 7<sup>TH</sup> DECEMBER 2016**  
**DIVISION/WARDS AFFECTED: All**

**NON-PUBLICATION: (Insert appropriate non publication paragraph if necessary)**

**1. PURPOSE:**

- 1.1 To present the findings of the Amion Cultural Services Review;
- 1.2 To request Cabinet approval of the 2017-2022 Forward Plan required for the on-going Accreditation of Monmouthshire Museums, subject to bringing forward individual business case submissions for approval as appropriate.

**2. RECOMMENDATIONS:**

2.1 That Cabinet:

- Considers the findings and recommendations of the Amion Cultural Services Review in particular the key recommendations associated with Monmouthshire Museums (Appendix One);
- Approves the Monmouthshire Museums 2017-2022 Forward Plan (Appendix Two) and associated Transition Chart illustrating the phased approach to delivery (Appendix Three);
- Approves the centralisation of the service to include a new centralised team structure (detail to follow in the Enterprise re-structure report March 2017); coordination of budgets and income generation opportunities; revised and consistent all day opening hours and the implementation of a lone working policy with associated safeguards;
- Receives future submissions of individual business cases enabling full delivery of the Forward Plan.

**3. KEY ISSUES:**

**BACKGROUND**

- 3.1 In 2014, Cabinet approved an initial investment of £30,000 to commission Amion Consulting to undertake a comprehensive review of the future options for our Cultural services. The purpose of the review was to identify future delivery options with an overall objective of improving, sustaining and developing local services to enable them to become more self-reliant and resilient. During the review it became apparent that cultural services overlapped many of the wider tourism, leisure and culture services so rather than view cultural services independently, it made sense to widen the review to consider the inter-dependencies at a service wide and local level.

- 3.2 In October 2015, Cabinet approved the release of £60,000 to finance the supplementary work needed to consider future delivery options for the wider Leisure, Events, Youth and Outdoor Leisure services, independent experts Anthony Collins were appointed to undertake this work. In October 2016, Cabinet approved the principle recommendation made by Anthony Collins to establish a new Alternative Delivery Model (ADM) based on a flexible group structure. As part of their analysis and due diligence activities, Anthony Collins concluded that there was a significant amount of transition work to be undertaken with Monmouthshire Museums prior to their full consideration for transfer into the ADM. The attached 2017-2022 Forward Plan and associated Transition Chart presents the programme of activities that will be required.

#### 4. REASONS

##### 4.1 Key Findings of the Amion Cultural Services Review

The Amion report recognises that the **status quo is not acceptable** and recommends a strategy that reduces duplication in staffing, lowers staff costs, reduces expenditure on buildings and assets and realistically increases income, redefining the Service and giving it a sustainable blueprint for the future. The report assesses the County's museum provision concluding that;

- The Service is over stretched and far too fragmented to be effective;
- There is little sharing of resource and expertise, with the Service functioning as three independent entities; yet
- There is a high level of commitment and passion from most of the staff with clear evidence of very good practice in collections management and the Service which is being offered to residents and visitors;
- None of the buildings are ideal with Abergavenny and Monmouth being very compromised in terms of access and display spaces;
- The Council will not be able to achieve current budget savings without substantial reductions to staffing levels and opening hours whilst income generation services are insufficiently resourced with a limit to the amount of 'profit' which could be generated; and
- The Council is simply trying to do far too much with too little resource – the offer is not a good one for Monmouthshire's residents, visitors or staff therefore the Council needs to do less but do it much better and differently.

##### 4.2 Key Recommendations

In making their key recommendations, Amion applied guiding principles for change:

- Each museum **location** should continue to have a means of telling its local story whereby the most distinctive stories and collections for each place should be selected and presented;
- Centralised storage and skills would enable better delivery across the offer – a collections centre needing to have public access and research facilities;
- The current staff structure is muddled and unbalanced and a clear centralised structure is needed;
- There needs to be a strong on line presence for Monmouthshire's heritage;
- Cross county trails are needed to link stories together and communicate the heritage offer outside of museums and buildings.

The overarching recommendations are therefore as follows:

- **Create a centralised museum offer with an effective leadership function;**
- **Create a collections centre/centralised store;**
- **Continue to provide access to the county's heritage; and**
- **Create a properly resourced trading company\***

\*This recommendation has been dismissed due to the ongoing development of the ADM

#### 4.2 Individual Site Recommendations

In considering the overarching recommendations, Amion also made recommendations for each individual site which have been reflected in the attached Forward Plan and are detailed in section 5.6 onwards. However, it is important to draw Member's attention to some inaccuracies in the Amion report regarding Abergavenny Museum which are addressed as follows:

- It is suggested that the museum building is 'very compromised' yet it is one of only ten in Wales to have upgraded its security and environmental facilities to a standard that it is suitable for the loan of items from National institutions. It is also the most visited of the three Monmouthshire Museums with 24,000 visitors in 2014, consistent with 2012 and 2013;
- A 'fairly significant long term maintenance cost' is suggested yet significant capital expenditure has been made over recent years suggesting maintenance costs may be lower than implied;
- The low annual peppercorn rate of £5,000 is not mentioned and the report suggests handing back the castle at the end of the lease, due to an 'added complication that Nevill Estate would expect to take a % of any profits made reducing commercialisation opportunities– this is not the case.
- Amion do however suggest opportunities for additional income generation via ticketed activities and seasonal catering pods within the grounds. The Service would like to take this recommendation wider extending this to include an outdoor events structure as detailed below.

#### 4.3 Creation of a centralised Museum Service

The current staff structure is muddled and unbalanced with two Service Managers. Staff are operating in independent town based entities with very little sharing of resources and expertise which is detrimental to the offer. In addition, as illustrated in Table One below, opening hours are inconsistent across the towns with Abergavenny and Monmouth closing for lunch, not ideal for a visitor facing service:

Table One

<b>Current Opening Hours</b>	<b>Abergavenny</b>	<b>Monmouth</b>	<b>Chepstow *</b>
March to October (Mon to Sat)	11 – 1; 2 - 5	11 -1; 2 - 5	11 - 5
March to October (Sun)	2 - 5	2 - 5	2 - 5
November to February (Mon to Sat)	11 -1; 2 -4	11 – 1; 2 - 4	11 - 4
Nov to February (Sun)	Closed	2-4	2 - 4

\*Chepstow's funding from the Town Council lunchtime opening all year

It is therefore proposed that a centralised staffing structure is established to address the issue of uncoordinated decision making and to coordinate budgets and income generation opportunities. The new centralised team will also enable the capacity needed to take forward the Forward Plan. It is intended that the detail of the revised structure will be presented for consultation as part of the wider Enterprise restructure report in March 2017.

In improving our visitor offer for residents and visitors - doing less, but doing it differently and much better, a change to the opening hours is proposed in Table Two below. These changes will not only offer consistency across the service but will also enable all day opening. In addition, following consultation

with the MCC Health and Well Being Lead, a lone working policy and associated safeguards will be introduced e.g. buddying with other MCC services, external PIR lighting, personal attack pendants, training etc. Although these proposed activities will incur an approximate cost of £5000, the staffing efficiencies will result in a net efficiency saving of £35,000 per annum:

Table Two

<b>Revised Opening Hours</b>	<b>Abergavenny</b>	<b>Monmouth</b>	<b>Chepstow *</b>
Monday to Sunday	11 – 4	11 - 4	11 - 4
October to May	Closed one weekday		

\*Chepstow’s additional funding from the Town Council enables longer opening hours

4.4 Future Submission of Individual business cases

In line with the attached Transition Chart and Forward Plan the proposed changes to Monmouthshire Museums will be developed as individual business cases and submitted for approval as they evolve. Approval is therefore sought to start developing proposals for the following:

HLF and Rural Community Development Fund Applications

- Feasibility study to assess the location for the Collections Centre which is likely to be either the Rolls Hall or the Market Hall in Monmouth;
- Feasibility study to assess the location for the consolidated public displays relating to Nelson and the history of Monmouth and surrounding area which is likely to be either in the new Collections Centre or the Shire Hall;

Abergavenny

- Pilot study and associated business case to assess the viability for the new outdoor events space and enhanced exhibition opportunities, potential funding via the Rural Development Programme.

Chepstow

- Feasibility study and business case to assess the viability for a new café and enhanced exhibition opportunities, subject to local economic impact assessment.

Caldicot

- Assessment of the Caldicot social history and Nelson collection currently held in Caldicot Castle, alternative sites for the collection to be considered in collaboration with community.

**5. RESOURCE IMPLICATIONS:**

- 5.1 The proposed changes to the opening hours and the implementation of the lone working policy will provide c£40,000 efficiency savings per year however there will be c£5000 investment required to implement the safeguards required.
- 5.2 The full cost of the proposals detailed in section 5.6 of the Forward Plan onwards, are yet to be established and will therefore be presented for approval as further detail is available. Funding streams will be investigated to reduce financial burden on the Authority.

6. **CONSULTEES**  
Senior Leadership Team  
Economy and Development Select Committee  
Cabinet

7. **BACKGROUND PAPERS**  
**Appendix One** – Amion Cultural Review  
**Appendix Two** – Five Year Forward Plan  
**Appendix Three** – Transition Chart  
**Appendix Four** – Future Generations Evaluation (included below)

8. **FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix Four below. In summary the 2017-2022 Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

9. **AUTHOR:** Cath Fallon – Head of Economy and Innovation

10. **CONTACT DETAILS:**

E-mail: [Cathfallon@monmouthshire.gov.uk](mailto:Cathfallon@monmouthshire.gov.uk)  
Tel: 01633 748316/ 07557 190969

## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>APPENDIX FOUR</b>  <b>Name of the Officer</b> Cath Fallon <b>Phone no:</b> 07557 190969 <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a>	<b>MONMOUTHSHIRE MUSEUMS: TRANSITION AND FORWARD PLANS</b>
<b>Name of Service:</b> Enterprise including Tourism, Leisure, Culture and Youth	<b>Date:</b> Future Generations Evaluation 11 <sup>th</sup> November 2016

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






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

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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.	<ul style="list-style-type: none"> <li>• Keeping services open but with more community focus and coordination – helping knit communities together.</li> <li>• Positive engagement and coordination with community focused services.</li> <li>• Income generation and investment in key aspects of the business will ensure the culture and business thrives.</li> </ul>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Close working with countryside and planning and ensuring our green spaces and cultural heritage is supported.	The service will seek to develop partnerships to access new forms of funding to secure partnership action.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through cultural access.</p> <p>The new offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through PSB will ensure that physical and mental health through activity is widely available and that the service is central to this by working directly with its communities. communities.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The service will seek to improve community engagement and connection with local priorities leading to service improvements.</p>	<p>To ensure the service focuses on encouraging community cohesion as one of its and social drivers.</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>The service will work to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions taken will take into account global and well-being issues as part of its day to day processes.</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>Monmouthshire Museums contributes greatly to the local culture, heritage and art including the promotion and protection of the Welsh language which will remain part of the core values going forward.</p>	<p>One of the key drivers of the services is the promotion of culture and art and its Forward Plan reflects that.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>Monmouthshire Museums provides services for all age ranges and delivers a comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The attached Forward Plan provides a framework which will guide the future delivery of the service, balancing short term needs with longer term aspirations.</p>	<p>The reducing budgets and savings will lead to some service areas reducing core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating income.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. As the Forward Plan unfolds all major stakeholders and partners will be involved.</p>	<p>The transition phase of the service will include an engagement programme.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The transition phase the Forward Plan will include an engagement programme.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Forward Plan has been developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>The new Forward Plan will involve the development of a new staffing structure and investigate how best to staff to maximize business opportunities and service delivery.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunity to develop a new way of delivering the service and sustaining its long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. The service contributes to the wellbeing goals and staff are to demonstrate and understand their input into the wellbeing goals whilst also considering the impact.</p>	<p>One of the key drivers of the offer is the promotion of culture and art and its revised staffing structure and key developments will reflect that.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.	n/a	n/a
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	n/a	n/a

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	n/a	n/a
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	n/a
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>	n/a	n/a

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>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.</i>	n/a	n/a
Corporate Parenting	<i>This relates to those children who are ‘looked after’ by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

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

This report is founded upon the following:

- Amion report regarding the Future Options for MCC’s Cultural Services;
- The Medium Term Financial Plan;
- The Five Year Forward Plan for Monmouthshire Museums

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 Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Agreement of the key recommendations as detailed in the Amion report.	December 2016	Cath Fallon	
Approval of the Five Year Forward Plan	December 2016	Cath Fallon	
Submission of individual business cases to deliver the Forward Plan as appropriate	2017-2022	Cath Fallon	

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Approval of the Amion report and associated Five Year Forward Plan	December 2016	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

The Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

## Monmouthshire County Council Cultural Services Review



**Commercial in Confidence**

June 2015

## Monmouthshire County Council

# Museums and Cultural Attractions Strategy

### Commercial in Confidence

June 2015

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Reviewed and approved by: Signature(s):	
Name(s):	Chris Melia
Job Title(s):	Partner Director
Date:	4 <sup>th</sup> December 2015

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## 1 Executive Summary

**This report provides Monmouthshire County Council with a strategy for protecting and sustaining the museums and attractions in a way that is enterprising and responsive to all communities across the County.**

It has been produced in advance of a wider review of leisure services which is now taking place. The recommendations therefore need to remain flexible to some extent to take account of the changing context.

The museums and attractions service has been subject to significant ‘salami slicing’ in recent years. The 2015/2016 budget appears to be both unachievable and, more worryingly, inadequate to deliver a service of value to the people of Monmouthshire.

Providing a museums and heritage attraction service of value comes at a cost. There is no ‘silver bullet’ which allows councils to run services like this at no cost or minimal cost. Experience from everywhere shows that revenue funding is required in some form, whether through direct grants, cross subsidy or through the provision of income generating assets.

Putting the service out to community based organisations or charitable trusts may seem to be a good solution for the Council. But in reality, these small, volunteer run organisations are only able to provide a very small scale offer of limited benefit which can never contribute the type of value that a professionally staffed and run museums and heritage service can.

And Monmouthshire DOES still have a professional and valuable service – albeit one which has been stretched almost to breaking point.

We are not recommending therefore that the service is broken up and hived off as small scale individual sites. But we also recognise that the status quo is not acceptable. Instead we are proposing a strategy which reduces duplication in staffing, lowers staff costs, reduces expenditure on buildings and assets and realistically increases income.

In doing so, it will redefine the service and give it a sustainable blueprint for the future.

The recommendations also take account of the wider leisure services review which could have a significant impact on the service in the future. Interim recommendations will allow immediate improvements to be made whilst ensuring that the service can form part of the new organizational structure in the future.

Taken at face value, the level of revenue support which the Council will need to make is not much different from the amount which is expected this year. It does however represent a significant saving on the actual revenue that was required in 2014/15. We also need to reiterate our concerns about the reality of the current budget!

Importantly, the proposed annual cost to the Council, will represent much greater value for the people of Monmouthshire. It provides a much more effective and locally targeted way of spending c£700,000!

AMION Consulting, working with Headland, has been appointed by Monmouthshire County Council to review the options and opportunities for the future of the Council’s museums and attractions. Specifically the review should look at the finance, assets, property, staffing and

management of the service. The study has been commissioned because of the increasing pressures on the Council's revenue budgets as well as the significant backlog of capital investment that is needed to maintain the property and assets.

Monmouthshire is a large rural county with a population of 91,000 living in an area of around 330 square miles. Despite the significant financial pressures faced by the Council, it is committed to improving its services to its communities.

The picture for museums across Wales is changing. It is widely recognised that additional funding is very unlikely to become available and therefore new methods for management and delivery of museums services will be essential for longer term sustainability.

This report assesses: the County's current museums at Abergavenny, Chepstow and the Nelson Museum in Monmouth; the three attractions, Caldicot Castle, the Old Station Tintern and Shire Hall, Monmouth. All of the venues sit within Monmouthshire's Tourism, Leisure and Culture department.

Visits to all the museums are seasonal and range between 17,000 at the Nelson Museum and 24,000 at Abergavenny. Visitor numbers for Caldicot Castle, the Old Station Tintern and Shire Hall are not captured in the same way.

In 2014/15, the net cost of the service was £1.08m. The net cost for 2015/16 is budgeted to be £777k although it is very unclear whether the cost savings and income growth which has been assumed within the budget are achievable. The reduction has been based on cost savings which are largely unspecified and unsubstantiated income growth targets. **The consultant team has no confidence that the Council will be able to achieve this budget without substantial further reductions within the year to staffing levels and opening hours.**

An assessment of the current offer shows that there is a very high level of commitment and passion from most of the staff who work in the museums and attractions. There is also clear evidence of some very good practice in terms of collections management and the service which is being offered to some residents and visitors.

**But despite this, overall, the service is very seriously over stretched and fragmented.** Staff at all sites are forced to go to unacceptable levels to get their jobs done and it is **very clear that the council is quite simply trying to do far too much with too little resource.**

In terms of the buildings, none of the three museums are in buildings which are ideal. Abergavenny and the Nelson Museum are very compromised in terms of access and display spaces. Chepstow and Abergavenny are compensating to some extent through creative programming, entirely enabled by grant funding.

Caldicot Castle has been used for many years to generate income from functions which has gone some way towards covering the direct costs but has not contributed to the more major maintenance works which are needed. The building now presents a significant future liability to the council.

Shire Hall is in good condition but sits somewhere between a museum, a visitor attraction and a functions venue. At present it is not generating enough income to be financially self-sustaining and the visitor experience is ill defined.

The income generating services in all of the sites are insufficiently resourced and far too fragmented to be properly effective. But even with better commercial expertise and a co-ordinated approach, there is a limit to the amount of 'profit' which could be generated.

Across the museums and attractions there is very little sharing of resources and expertise. Even the museums, which all sit within the same service, are not really functioning as part of a county-wide service, but rather as three largely independent entities.

**We do not believe that the offer, as it is at the moment, is a good one for Monmouthshire's residents, its visitors or the council's staff.**

We believe that the council needs to do less, but to do it much better and in most ways, differently.

In order to do this however, some things will need to be sacrificed and this will almost certainly raise objections from some local residents, staff and other stakeholders.

There are core recommendations for future of the service as well as a number of specific recommendations for each site.

- The Council should create a **new centralised museums service** which brings together, in one building, all of the expertise and knowledge required for the museums service. This central location would hold all of the collections which are not on display. This step would bring many benefits. It would reduce duplication in skills, allow the collections to be rationalized, and prompt a broad programme of reform which would include digitization and co-curation with communities. **It would also enable the closure of one, or possibly two of the existing museums which are compromised in terms of space and access**, and allow for more resource to be deployed into outreach and education, taking a bespoke service out across the county.
- The Council should also create a new, **properly resourced and effective trading company** to generate a surplus to support the service. The wholly owned independent company would be responsible for the management of a range of catering services, functions, events and activities. Depending on the options agreed for each of the sites, the trading company would generate a net surplus of between £50,000 and £120,000.

There are a number of specific options for each of the sites.

- The Chepstow building is the best suited of the existing museums to be developed as a better museum, benefiting from its proximity to the Castle and the town. The creation of the central service will free up valuable space currently used for conservation, storage and back office functions, to allow for the creation of a new ground floor café, new exhibition space and activity and community areas.
- The building at Abergavenny is very compromised as a museum. It has particularly bad access and a fairly significant long term maintenance cost. There is the added complication that the building is owned by the Neville Estate which would expect a percentage of any income generated, reducing the value of any commercialisation. It is the strong recommendation therefore that the museum is returned to the Neville Estate to allow them to find an alternative sustainable purpose. The Council could however retain management of the grounds and introduce interpretation and town trails, working with the local community. If

this option is unacceptable, the building should be made more flexible to allow for a less static programme. Some additional income generation could come from seasonal catering pods in the grounds and more ticketed activities.

- The Nelson Museum sits within the Market Hall in Monmouth. The rest of the building has recently been vacated and there is a good opportunity to use the whole space (including the former one stop shop, empty offices and former slaughterhouses) for the creation of the new centralised service and store. This would allow the valuable Nelson collection to be better presented and the creation of a new café which takes advantage of the views across the river. If the space is not suitable, the Nelson collection should be relocated to the Shire Hall and a new use found for the museum building alongside the rest of the space.
- The Shire Hall provides a confused offer for visitors and faces significant commercial challenges from the market which prevents certain uses on Saturdays. If the Market Hall cannot be used for the central store, the Nelson Collection should be relocated into the Shire Hall, giving it a new purpose as a museum. Although this would reduce income from functions, this would be more than offset by the saving from closing the Nelson Museum. Other spaces could be improved to provide more temporary exhibition space. The new trading company would take responsibility for the management of the Shire Hall, improving the profitability of events. If the Nelson Collection stays within the Market Hall as part of the central service, limited changes are recommended to improve the profitability of the Shire Hall and increase the flexibility of displays.
- Caldicot Castle is the most challenging of the venues. It requires significant capital investment and the interior is increasingly unfit for purpose. The recommendation is to restrict public access to the courtyard and focus development on the country park with the introduction of new activities and seasonal pop up catering and camping pods. The Council should also work with the town council and local community to establish a development trust to raise funds for the major restoration work required. Once this is completed, the Council could consider providing a lease to a new community based trust to run the castle.
- The Old Station Tintern is probably the site with the greatest potential for increased income generation in the short to medium term, benefiting from strong visitor and resident markets. The Council should reduce costs by closing the carriages, transferring the lease of the cafe to the new trading company when it is up for renewal, adding camping pods to generate income and additional play facilities to increase footfall.

It is a strong recommendation of this report that the museums and attractions remain within the Council. **There is no value to be gained from creating a new trust and indeed this would inevitably create further problems.** Instead recommendations are made for a different reporting structure with reduced staff numbers reflecting the proposed changes. This is in addition to the creation of the new trading company.

The annual net cost to the Council could be between £685,000 and £763,000 depending on the options chosen.

Capital funding will be required for the development of the centralised service and the changes proposed at the Chepstow Museum. It is recommended that two applications are made to the HLF over a four to five year period, led by the Monmouthshire Museums Development Trust.

Capital of around £465k will also be needed for the development of the commercial facilities (excluding the proposed cafes at Monmouth and Chepstow which will be included in the HLF projects above). This commercial investment is likely to realise a payback over 5 years, which is typical for commercial leisure investment.

## 2 Introduction

### 2.1 Project overview

AMION Consulting (in partnership with Headland Design Associates) was appointed in February 2015 by Monmouthshire County Council ('the council') to undertake a review of the **options and opportunities for the future of the council's museums and cultural attractions**.

Specifically the council requires a strategy and business plan that is able to plot the course of the service over the next five years and provide a **sustainable cultural service for the long term**. The strategy should explore all aspects of finance, assets, property, staffing and management. In particular, alternative forms of governance should be explored as appropriate, with an exposition of the key risks and benefits. This piece of work is seen as critical for a number of reasons:

- the **revenue funding** available for the service has been declining and is likely to continue to decline;
- there is a significant **backlog of capital investment**, maintenance and repair at the sites which would probably require external funding;
- there is a recognition that services may be operated, funded, managed and developed better under **different business models**;
- the council is not as well placed as other bodies to seek **fundraising**; and
- market and **consumer expectations** have moved on significantly over the last decade.

Critically, the council recognises that continued tweaks and incremental changes against a backdrop of **ever reducing budgets will not deliver the transformation of the service** that is required. The following paragraph is taken directly from the brief for this project.

*"The scale of the challenge, today and in the future is significant and as a council that remains committed to celebrating its rich cultural heritage and enabling services that add enormous value to local 'sense of place' and economic and societal development, it is clear that new ends and means are required. As a non-statutory discretionary service, the level of financial contribution required of the service over the medium-term in order to meet the burgeoning budget gap, will almost certainly render it unviable. Doing nothing is thus, not an option."*

The museums and cultural attractions are managed within the Tourism, Leisure and Culture department of the council and include:

- Abergavenny Castle Museum;
- Caldicot Castle and Country Park;
- Chepstow Museum;
- Nelson Museum, Monmouth;
- Old Station Tintern (Country Park); and
- Shire Hall, Monmouth.



## 2.2 Our approach

Our approach throughout this study has been that **form follows function**. A change to the way in which the museums and cultural attractions are governed can only be determined once there is a clear strategy in place for the future.

In identifying this strategy, it was important for us to get under the skin of each of the museums and attractions to understand how they can be used to celebrate the rich cultural heritage of Monmouthshire and how they can contribute to economic and social development as well as contributing to pride of place.

Our study has involved the following:

- incognito visits to each site;
- an inception meeting with the core client team;
- a tour of each site;
- face to face meetings with each site manager and other staff from across the Tourism, Leisure and Culture department;
- an in-depth review of all background information relating to the service and to the individual sites (business plans, budgets, condition surveys, maintenance plans, policies, legal documents etc.);
- an exploratory workshop with the core client team;
- face to face meetings with key stakeholders (other officers, councillors, development trustee, Borough Theatre, the Neville Estate etc.);
- public consultation session (invited guests including schools, local history societies, civic societies, friends, users etc.);
- written feedback from two of the five town councils;
- options workshop with the core client team;
- staff consultations sessions (visitor facing staff from each site);
- regular telephone calls with various members of the core client team; and
- various emails from members of the public;

We have been struck by the appetite of the core client team (managers and curatorial) to do things differently and to embrace change. They have been open, honest and generous with their time. Their over-riding aspiration for this piece of work is to achieve **a strong, exciting vision of a rejuvenated service which is enterprising, sustainable and at the heart of its communities**.

This report is a summary of our findings and recommendations.

## 2.3 About us

AMION Consulting is a well-established economics, financial and management consultancy based in Liverpool. The firm was established in 2000 and has built its reputation on providing straightforward, accurate and valuable advice to its clients, often bringing clarity and a good sense approach to complex projects and challenges.

This particular piece of work has been undertaken by our Visitor and Leisure Team which is a specialist consulting team that works exclusively in the areas of visitor attractions, museums, culture and tourism. The Visitor and Leisure team is led by Chris Melia who has been a consultant in this sector since 2007 and before that held a number of director level posts in visitor attractions and tourism throughout the UK.

Headland Design Associates (our partner for this study) is a long-established and well-resourced museum development and interpretive design practice. The practice undertakes consultancy work including feasibility studies, audience development, access and activity plans and interpretation plans; as well as the full-scale implementation of heritage design projects. Rosemary Allen, a director of Headland, brings a particular knowledge of the Heritage Lottery Fund and its requirements in terms of planning and development.

## 3 Relevant context

### 3.1 Monmouthshire County Council priorities

Monmouthshire County Council is administered by a partnership between the Conservative and Liberal Democrat groups. Its main stated priorities are: support for **vulnerable people**; **education** for children; support for **enterprise and job creation**; and maintaining **locally accessible services**.

In order to achieve the priorities above, the council created a Single Integrated Plan with three core outcomes in mind:

- **Nobody is left behind** - a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.
- **People are confident, capable and involved** - Monmouthshire should be a place where people feel safe and want to be involved; where they are confident in themselves and their abilities and how they contribute to their own community.
- **Our county thrives** – the county should thrive which includes both the economy and the environment. The economy should support communities and families to live a good life.

Monmouthshire County Council covers a large, rural geographical area with a total population of 91,000 which is scattered over 330 square miles. The geography of Monmouthshire complicates the delivery of services to people. Centralising public-facing services is not always a practical in Monmouthshire since the distances between towns and communities makes this inefficient. The focus in Monmouthshire has always been on **local delivery**.

In order to deliver the three outcomes listed above, the council has created an Improvement Plan for 2015 to 2017. The Improvement Plan is written very much in the context of severe budget pressures all across the council and seeks to address the conundrum of improving public services against this backdrop. The document is upfront and honest about the challenges the council faces. It acknowledges that the council has to do more with less and that this will inevitably mean changing the way things are done.

In improving its services the council is committed to the following:

- a more agile, flexible workforce with the right people in the locations where they are needed and where they can work effectively;
- more efficient, effective and sustainable services enabled by council staff and service users working together to make change;
- better staff training and development that ensures staff are supported and support each other and also, learn from world-wide ideas and inspirational people;
- council staff supporting more meaningful engagement in communities; and
- an organisational structure which is 'networked' in nature and exhibits high levels of trust in its staff.

The council has an annual revenue budget of £151m for 2015/16 which needs to reduce to £130m over the next few years. The Tourism, Leisure and Culture department which is responsible for the museums and cultural attractions has an annual budget of £5.34m for 2015/16 which is a reduction of £430,000 on the previous year. In the space of the last 12 months, the department has been required to make savings of £400,000 on staffing.

The capital budget for 2015/16 has been identified at £47.6m although most of this (£42.2m) is for schools. £40,000 has been identified in this year's capital programme for a new kitchen in Caldicot Castle.

### 3.2 Regional and local museums in Wales

The regional and local museum scene in Wales is currently in a somewhat turbulent and fluid state. There is a review taking place at national level and all of the local authority museums are facing severe challenges arising from budget cuts and a focus on preservation of front-line services. In North Wales, a regional partnership is considering ways in which pooling resources could potentially provide mutual benefits to members sharing services and a study has been mooted to look at long term sustainability for museums in their region. Sharing and prudent management of resources is seen as a means of sustaining vital services in a climate where funds are shrinking.

Following an announcement at the conference of the Federation of Museums and Galleries of Wales in March last year, the Deputy Minister for Culture, Sport and Tourism commissioned an expert review of the current and future plans by local authorities to deliver local museum services in Wales. This began in October last year. The review sets out to consider the potential for new delivery models based on partnership working. Phase 1, which was completed as AMION was finishing this report, culminated in an all Wales report by the Expert Panel which provided research, analysis and comment on the current delivery of local museum services, together with recommendations for future delivery. The key findings which are relevant to this work are summarised in the following section.

In Phase 2, a consultation process on the potential new models for service delivery will be followed by the development of a delivery plan for local museum provision as part of the next national strategy for museums to be published in 2016.

Whilst the pressures on regional and local museums in Wales is a subject of concern at national level, it is difficult to see where additional funding will come from so developing new methods of museum management and service delivery is likely to be the only way forward.

### 3.3 Summary findings from phase 1 of the expert review

In October 2014 the Deputy Minister for Culture, Media and Tourism announced that there would be an expert review into Welsh museums, specifically considering the implications of the changes proposed by Local Authorities in Wales and identifying sustainable future models.

The first phase of the review, which was published in early autumn 2015, considered national, local and independent museums.

It contained ten key recommendations:

- Welsh Government, in partnership with Welsh Local Government Association, to create three Regional Bodies to provide operational direction, management and support to locally delivered museums.
- The Welsh Government should establish a national Museums Council in order to provide collective leadership and co-ordinated activities at national level for the museum sector.
- The Welsh Government should develop a Museums Charter to set expectations for public museums in Wales and the requirement to measure their progress and standards achieved.
- Local authorities, when reviewing their museums services, should consider all options including retention of present operation, transfer to alternative delivery model or closure and do this in consultation with Welsh Government.
- Welsh Government should put measures in place to establish Collections Wales which will rationalise, develop and safeguard collections of significance to the histories and cultures of Wales.
- Welsh Government, local authorities, other governing bodies and sector bodies to collaborate to identify and provide the skills development needed to support the workforce during the transition and beyond, in order for it to be able to fully achieve the requirements of the Museums Charter.
- Welsh Government should establish a transformation fund in order to facilitate the major changes required in the museum sector in Wales.
- The Welsh Government should review, in partnership with museum governing bodies, the policy and practice of charging for museum entry and from this to provide guidance.
- The Welsh Government should ensure that museums directly provided by local authorities should be given relief from National Non-Domestic Rates (NDR) on the same basis as museums that are operated by charities.
- Welsh Ministers should be formally responsible for supporting and developing all public museums in Wales.

A number of these recommendations relate to the need for improved leadership of the sector at national level.

Of the recommendations which relate to the financial viability of local authority museums, the suggestions are headline or early stage thinking. Local authorities are urged to consider collaboration as a way of potentially improving long term viability. Government is urged to offer NDR relief to local authority museums, and the policy relating to charging should be reviewed. There is also a recommendation that a transformation fund is established.

At this stage, there is little in the report which provides specific direction for Monmouthshire, although it will be important for the County to stay to remain engaged in the process.

Within the review however, there were a number of observations and specific recommendations which chime with the findings of this review. These include:

- A realistic approach needs to be taken when considering museum accommodation, recognising that premises are often less than ideal for their purpose;
- There should be a rationalisation of stores and changed approaches to reserve collections. Such work requires investment and imagination.
- A major review of collections and current approaches to collecting is essential.
- Capacity to generate real profit from trading activities (such as retail and catering) is limited.
- Significant capital investment is needed, but this has to be based on excellent strategic planning. Without this, local museums in Wales will continue to decline, both in terms of their public offer and the well-being of their collections.
- Decline seems to be a dominant theme for many museums.

### 3.4 Previous review of Monmouthshire cultural services

Monmouthshire County Council commissioned two previous studies considering potential governance options for the museums. The following summarises the key findings.

#### 3.4.1 *Appraisal of Alternative Service Delivery Options: Leisure and Cultural Services*

In 2006, Monmouthshire County Council's Cultural Services Manager produced a report for elected members, looking at delivery options for leisure centres, sports development, parks and recreation, libraries, museums, theatres and arts development.

The review was triggered in part by budget cuts and the impact these were having and would continue to have on the services.

The report considered four broad options: transfer of services to a trust or trusts; shared services with other authorities; externalising services to private operators; reconfiguring the services within the Council.

There were two overarching findings: that the Council needed to have a clear vision about the value of these services; and that the transfer of services does not guarantee either improvement or cost savings.

The report considered a number of sub options under the heading of **creating a trust** including a 'super trust' to run all the services as well as individual service trusts. It concluded that there was insufficient scale of operation in the county to create an overarching trust which would cross subsidise the cultural services. It also discounted the options of creating a cultural trust (to run libraries, museums, arts development and theatres) and of creating an arts and museums trust. The geography of the county was thought to reduce any potential benefits and a high level of subsidy would be required in both cases.

The option to create a trust for the museums service alone was considered to be a viable option however which could re-energise the service. Whilst this could bring improvements to the offer, it would not generate any financial savings.

The **shared services** option was not considered a realistic proposition for the museums service given the very different types of services offered by potential partners. Some specific options were suggested for individual sites. The Monmouth Museum could potentially be considered as part of the national museums, although this could create difficulties around the local history centre. Caldicot Castle could sit more naturally within CADW's portfolio.

The devolution of the museums to town councils was also discussed. This was seen as a less appealing option than the creation of a trust, resulting in a more fragmented offer and requiring complex negotiations and arrangements to achieve.

The third option of **externalisation** to a private management company was discounted for the museums service.

The final option of **reconfiguration** within the Council was not considered in detail although the opportunities for the integration of learning services was suggested as having some potential for further exploration.

The report did not include any financial modelling and the assessment of options was made on a qualitative basis.

#### *3.4.2 Scoping Study and Options Appraisal for the Devolution of Monmouthshire Museums to Charitable Status*

In 2007 Egeria was commissioned to assess the suitability of the museums service for transfer to a charitable organisation.

Four potential options were considered: devolving the service as a single entity; devolving each museum as an independent entity; creating a larger heritage trust to include Shire Hall and the heritage sites; creating a trust for Abergavenny and Chepstow and a separate Lower Wyre Heritage Trust.

The report concluded that the museums service was interesting and was delivering a very good service for visitors and the community on very slender resources.

It was however facing a number of challenges from budget cuts, future pressure on council funding and the need for capital investment.

The report was clear that devolving the service into one or more trusts would not achieve financial improvement. All options were at best 'cost neutral' although creating individual trusts would be more expensive. The option of creating two trusts for Abergavenny and Chepstow and a Lower Wyre Heritage Trust would offer the greatest development flexibility.

The benefits of running the service as a charity related to improved engagement and greater organisational flexibility.

Ongoing core funding would be required from the Council within a range of £620k to £730k annually, depending on the option. Allowing for savings from NNDR (business rates) and VAT, the saving to the Council would be a maximum of £14k based on the subsidy level at that time.

The importance of a stable financial base from which the charities could initially be established and later grow was emphasised.

### 3.4.3 Implications for this study

In the eight or nine years since the reports were produced, a number of local authorities have devolved their museums services into charitable organisations. The ongoing requirement for council subsidy has been evident in every case. The financial fragility of these organisations has also become apparent, with many suffering from severe cuts to the council subsidy.

The core findings of both reports remain valid however. Creating an independent trust to run museums services offers a number of 'soft benefits' such as a re-energised and re-focused organisation. In order to realise these benefits however, a solid financial platform, underpinned by a realistic revenue subsidy, is essential. Unless a viable business model can be developed, devolving the service to a trust would lead to significant problems and ultimately closure.

The option of shared services for museums was considered unrealistic at the time. This opportunity could potentially be reconsidered as part of the wider leisure services review.

## 3.5 Monmouthshire population and demographics

The local authority area of Monmouthshire is largely rural covering an area of 330 square miles with a population of 91,000. Half of the population live in the main towns of Abergavenny (10,000), Monmouth (10,000), Caldicot (11,000) and Chepstow (12,000).

Taken at face value, Monmouthshire appears to be an affluent area – average wages and salaries are higher than any other local authority in Wales; house prices are much higher than average; twice as many people live in large, detached houses than the national average; people are generally older and better off than average; more people run their own businesses than average; more people have degree level qualifications than average; and more people are employed in professional occupations than average.

The apparent affluence masks the deprivation of which there are pockets of course: the lowest earners in Monmouthshire earn significantly less than the average for Wales or the UK; and it is very difficult to buy a house since house prices are so high.

In Monmouthshire, there are:

- 6,670 pupils in 31 maintained primary schools;
- 4,874 pupils in 5 maintained secondary schools; and
- 1,457 pupils in 6 independent schools.

## 3.6 Tourism in Monmouthshire

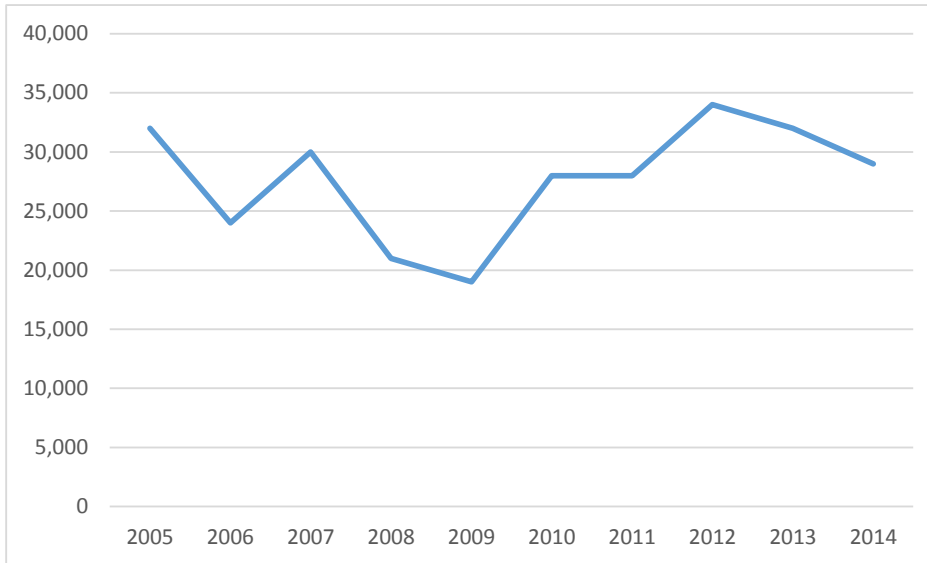
Tourists are attracted to Monmouthshire by its stunning countryside, landscapes, rivers and its built heritage. The Wye Valley which runs through part of Monmouthshire was arguably the birthplace of British tourism with pleasure boats and excursion beginning in the 18<sup>th</sup> century.

Tourism is important to the economy of Monmouthshire with over 300,000 leisure and holiday tourists staying in the county and a further 3.4 million visiting for the day (a further 90,000 people



stay in the county for work or business each year). It is estimated that 10% of the jobs in the Monmouthshire economy are supported by tourism.

Of the 300,000 tourists that stay overnight in Monmouthshire, around 30,000 are from overseas. The chart below shows the number of **overseas tourists** in Monmouthshire between 2005 and 2014 (excluding those staying for business). It is clear that the market fell between 2007 and 2009 as the global recession took hold but Monmouthshire appears to have done well since 2009 with the number of overseas tourists increasing by about 50%.



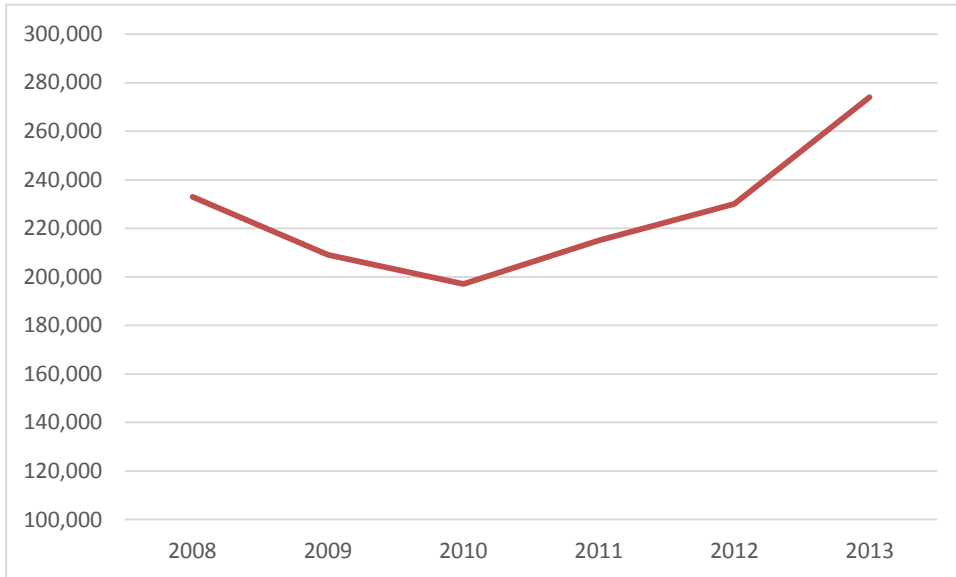
*Source: International Passenger Survey, Travel Trends 2014, Office for National Statistics*

It is important to note however that of the 800,000 overseas tourists staying in Wales each year (excluding business), just 4% stay in Monmouthshire. Monmouthshire ranks 9<sup>th</sup> out of the 22 local authorities in Wales for overseas staying tourists (excluding business). The places where overseas tourists stay are very much driven by hotel accommodation – the Celtic Manor Hotel for example will account for the majority of overseas tourists staying in Newport.

<i>Local authority</i>	<i>Staying tourists from overseas (2014)</i>
Cardiff	198,000
Gwynedd	81,000
Pembrokeshire	78,000
Conwy	68,000
Swansea	58,000
Newport	40,000
Ceredigion	33,000
Anglesey	33,000
<b>Monmouthshire</b>	<b>29,000</b>
Powys	27,000
Wrexham	25,000
Denbighshire	25,000
Neath/Port Talbot	18,000
Flintshire	18,000
Carmarthenshire	16,000
Vale of Glamorgan	11,000
Bridgend	11,000
Rhondda	10,000
Torfaen	8,000
Caerphilly	8,000
Merthyr Tydfil	4,000
Blaenau Gwent	3,000
<b>Total Wales</b>	<b>802,000</b>

*Source: International Passenger Survey, Travel Trends 2014, Office for National Statistics*

As with the overseas market, it appears that the number of **domestic tourists** to Monmouthshire has grown significantly over the last few years. The number of domestic tourists to Monmouthshire was declining up until 2010 but has increased by 40% since then. The chart below shows the number of domestic tourists staying in Monmouthshire between 2008 and 2013.



Source: *Great Britain Tourism Survey 2013, Visit Wales*

It is important to note that this equates to just over 3% of all domestic tourism visits to Wales. Areas such as Gwnedd, Pembrokeshire and Conwy take most domestic tourism in Wales.

<i>Local authority</i>	<i>Domestic tourists (2014)</i>
Gwynedd	1,417,000
Pembrokeshire	1,078,000
Conwy	833,000
Cardiff	799,000
Denbighshire	629,000
Powys	523,000
Anglesey	492,000
Ceredigion	491,000
Swansea	448,000
Carmarthenshire	335,000
<b>Monmouthshire</b>	<b>274,000</b>
Bridgend	200,000
Flintshire	188,000
Rhondda	116,000
Newport	111,000
Vale of Glamorgan	94,000
Neath/Port Talbot	79,000
Caerphilly	69,000
Torfaen	65,000
Blaenau Gwent	22,000
Merthyr Tydfil	6,000
<b>Total Wales</b>	<b>8,269,000</b>

*Source: Great Britain Tourism Survey 2013, Visit Wales (Wrexham has been omitted from the survey).*

## 4 Current state analysis

### 4.1 Abergavenny Castle Museum

#### 4.1.1 *Current offer*

Abergavenny Museum is located in a building which was formerly a hunting lodge, set in the attractive grounds of a ruined Norman castle. The building is rented from the Neville Estate, the council does not own the castle or the grounds.

The building has a number of different levels and two possible entrances. Most of the public spaces can be reached in a wheelchair with help from staff. The collections began at the beginning of the early 20th century and culminated in a museum being first established in the town in 1957.

The building is far from ideal as a museum as it is made up of a series of small interconnected spaces on different levels. It has some very attractive and interesting displays in the basement which include a World War II air raid shelter a well-interpreted Welsh Kitchen and the contents of a former local grocery shop. The kitchen and the grocery shop fit well with Abergavenny's established good quality food offer and food festival but offer little animation and do not change. The displays at entrance level are tired and are not strongly associated with Abergavenny. Some of the displays could be in any Welsh market town. Whilst there is a pleasant informal atmosphere, the museum lacks a sense of arrival, a strong introduction or a logical flow.

The collections are stored on the first floor of the museum, where the offices are, and just about anywhere else that they will fit. The collections include social history reflecting the history and way of life of the town and surrounding district, particularly rural life, agriculture and domestic and working life. There is a strong photographic collection, an archive connected to the town and its businesses, a strong costume collection, an extensive and significant collection of archaeology and a nationally important archive of the Father Ignatius Memorial Trust.

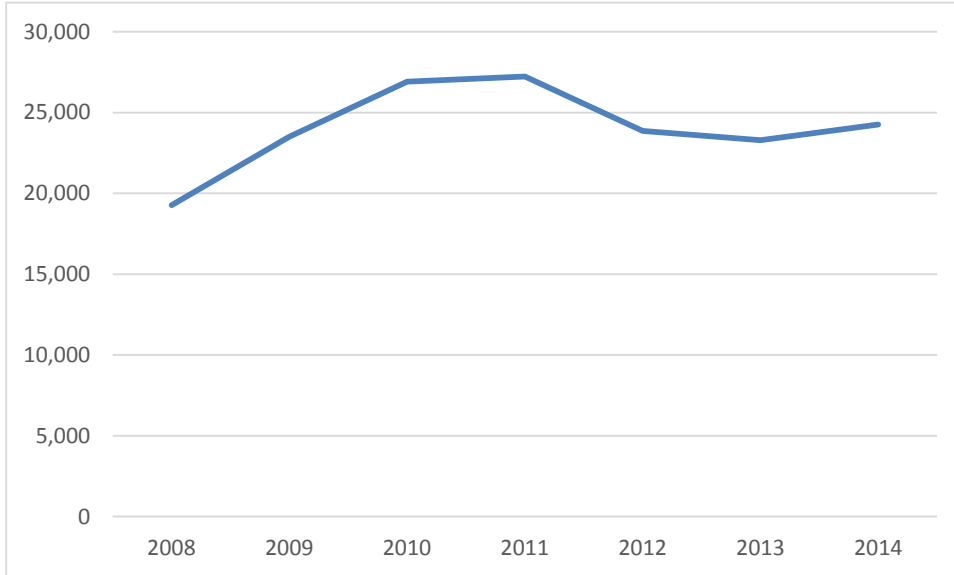
The temporary exhibition space is in the basement and was refurbished in 2007 under the Sharing the Treasures Scheme. Temporary exhibitions have been mounted regularly over the years often featuring strong parts of the collection like costume, or living memory themes like "growing up in Abergavenny". Travelling exhibitions from the National Museum of Wales and the National Library have also been shown.

The museum offers family activities including children's explorer backpacks and castle discovery boxes for schools. There is a comprehensive schools workshop programme linked to the National Curriculum in Wales.

#### 4.1.2 *Visitor numbers and profile*

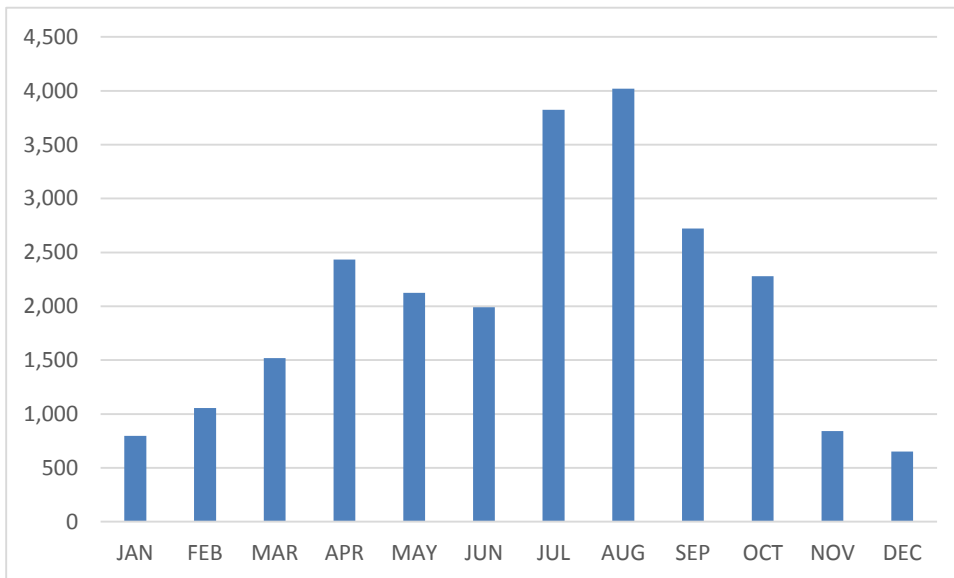
The museum at Abergavenny Castle attracted just over 24,000 visitors in 2014 which is consistent with the number of visitors in 2013 and 2012 although slightly down on 2011 and 2010 where visitor numbers were at 27,000. For a town with a population of just over 10,000, it is a very solid

and consistent achievement to be seeing 24,000 to 27,000 visitors per annum. The annual visits to the museum between 2008 and 2014 are shown in the chart below.



Source: Monmouthshire County Council

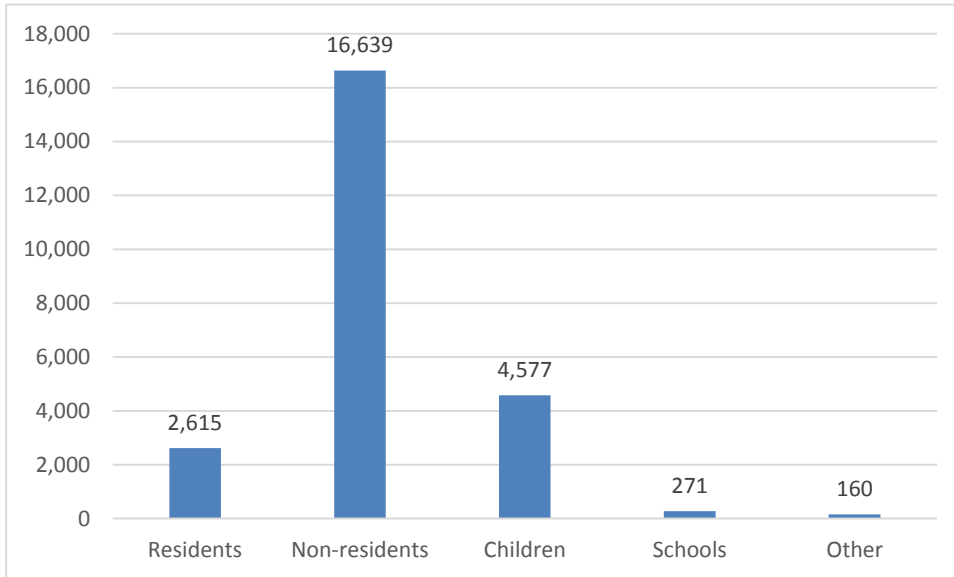
As with many attractions and museums, admissions to the museum in Abergavenny are seasonal with July and August being the peak months. The chart below shows the distribution of visits in 2014 by month.



Source: Monmouthshire County Council

This pattern of visitor numbers would suggest that the market is dominated by tourists to Abergavenny. The data collected by the museum would seem to support this assertion. The chart

below shows the make-up of visitors to the museum. (The admissions data has been caveated by the museum management team as being somewhat unreliable).



Source: Monmouthshire County Council

In terms of visitor profile a number of ad hoc, informal visitor surveys have been undertaken. The surveys are not necessarily statistically robust but do give a flavour of the types of visitors and how they use the museum. Surveys with non-visitors have also been undertaken. The insight and feedback from both suggested that:

- the museum generally attracts older (55+) couples and families with children;
- most people are visiting for the first time;
- most visitors stay (inside the museum) for less than 30 minutes;
- visitors enjoy local history, dress-up clothes and the castle/scenery;
- negative comments relate to a lack of interactive, fun things to do; and
- non-visitors would be more likely to visit if there were more changing exhibitions, special events, tours, workshops, and a café.

#### 4.1.3 Financials and staffing

The museum is staffed by a full time curator (who is also site manager) and 4 part time custodians (visitor services assistants) who man the front desk and the museum during opening hours. There is also a casual relief post to help with front of house as and when required. In the financial year 2014/15, the direct costs associated with running the museum were £118,000. Most of this was spent on wages, salaries and premises costs (rent, rates, electricity, security and maintenance). Only a small amount was spent on exhibitions, materials and marketing.

The budget for 2015/16 is around £10,000 lower than the amount spent in 2014/15. Beyond paying staff wages and the premises costs (rent, rates, security, electricity, cleaning, telephones), there is **virtually nothing in the budget for exhibitions, materials, equipment or marketing**. It is very difficult to see how any further cuts to this budget can be made without a reduction in opening hours.

Income generation is limited to small amounts of ice cream and drinks sales, small amounts of commission on art sales and small scale events funded through grants. Retail sales are accounted for across the museum service and are dealt with later in this report.

**Our professional opinion is that the museum will not continue to thrive with such a small operating budget.**

In addition to the direct costs laid out below, Abergavenny Museum incurs a further £9,000 of indirect costs (apportionment of the council's central costs) and £7,000 of maintenance expenditure.

<i>Expenditure</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Staff costs	£ 90,913	£ 86,196
Rent (net of food festival charge)	£ 5,000	£ 5,090
Utilities	£ 6,331	£ 8,145
Repair and maintenance	£ 2,843	£ 256
Security	£ 2,759	£ 2,189
Business rates	£ 2,365	£ 2,545
Professional fees	£ 2,360	£ 247
Equipment and materials	£ 1,372	£ 611
Marketing and promotion	£ 1,344	£ -
Cleaning	£ 899	£ 864
Goods for resale	£ 542	£ -
Telephone, IT, licences, subscriptions	£ 536	£ 1,087
Travel and transport	£ 370	£ -
Museum acquisitions	£ 346	£ -
<b>Total</b>	<b>£ 117,981</b>	<b>£ 107,230</b>

<i>Income</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Donations	£ 438	£ -
Hire	£ 258	£ 244
Refreshments	£ 3,262	£ 4,459
Events	£ 2,164	£ 212
Art commissions	£ 254	£ 126
Other	£ 461	£ 555
<b>Total</b>	<b>£ 6,837</b>	<b>£ 5,596</b>



#### 4.1.4 *Key findings from consultations*

- Local people appreciate the museum and access to the castle grounds in particular. The castle grounds are busy regardless of whether the museum is open or not. People would like to see more activity (events/catering) in the grounds.
- People appreciate the heritage value of the castle (some believe that cars should not be allowed in – for others it is a convenient town centre car park).
- Local people value the museum staff and volunteers.
- The curator is excellent and held in high esteem.
- The museum has had success in unlocking small scale grants.
- The opening hours are considered to be poor (closure between 1pm and 2pm and open for just three hours on Sunday afternoons). Local people would like to see more activity in the evening (tours, classes, workshops, talks etc.).
- The layout of the building and size of the rooms are not optimum for a museum and limits the activity that can take place (difficult for schools; difficult for those with limited mobility; difficult to host community activities; no events space etc.)
- The museum is somewhat tucked away in the town and signage is poor.
- There was some comment that the permanent displays are not engaging or interesting enough. They are dated and too static.
- Whilst people appreciate the volume of the collection, they are frustrated by the lack of access to it.
- There is an appetite for a Friends of the Castle group.
- Our sense is that people value the castle more than the museum – the museum could be re-located in Abergavenny without much public outcry.

## 4.2 **Chepstow Museum**

### 4.2.1 *Current offer*

Chepstow Museum is located in a handsome Georgian townhouse close to the town centre and opposite Chepstow Castle. The building has been used as a girls' high school, a Red Cross hospital in World War I and later as the Chepstow District Hospital. It has been a museum since 1982 and these former uses are represented in tableaux within the displays. It still has the appearance of a house but has a modern extension at the rear creating one large gallery space. The displays vary in style and character. Most galleries are very dated. The social history gallery at the rear of the building has some interaction but is tired and dreary. It was produced at a time when interpretation did not always show off objects to the best advantage. It does not do justice to the rich and varied past of an ancient town.

There is a modern gallery at the front of the building which has been recently refurbished under the Sharing the Treasures Scheme which is contemporary in style and which is not currently used to its full potential. Upstairs there is a room containing collections stored in drawers which straddles between display and storage and there is a new gallery with an imaginative interpretation of the Wye Valley tour, which was incomplete at the time of visiting.

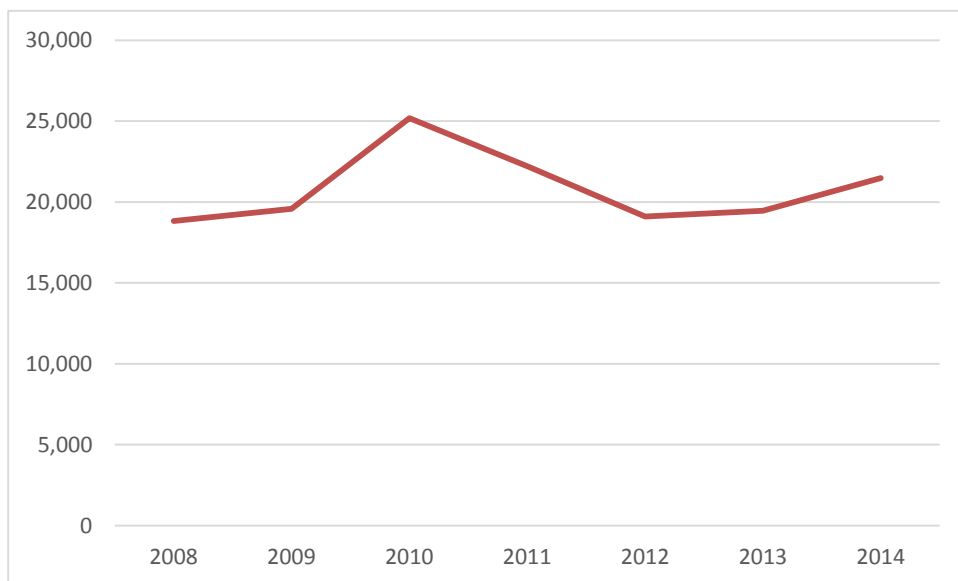
The ground floor and the first floor have back of house space as well as public space and this includes conservation laboratories and office space. There is no access for disabled people to the first floor and the space as it stands is not used to best advantage. There is a well-stocked and attractive shop.

The collection reflects the social history of Chepstow, its wine trade, shipbuilding and salmon fishing and includes natural history material. There is a very good art collection and photographs and ephemera.

There is a programme of changing exhibitions, workshops which include creative activities and quizzes and worksheets for children. The formal learning offer is restricted since there is no classroom space. The museum has no website.

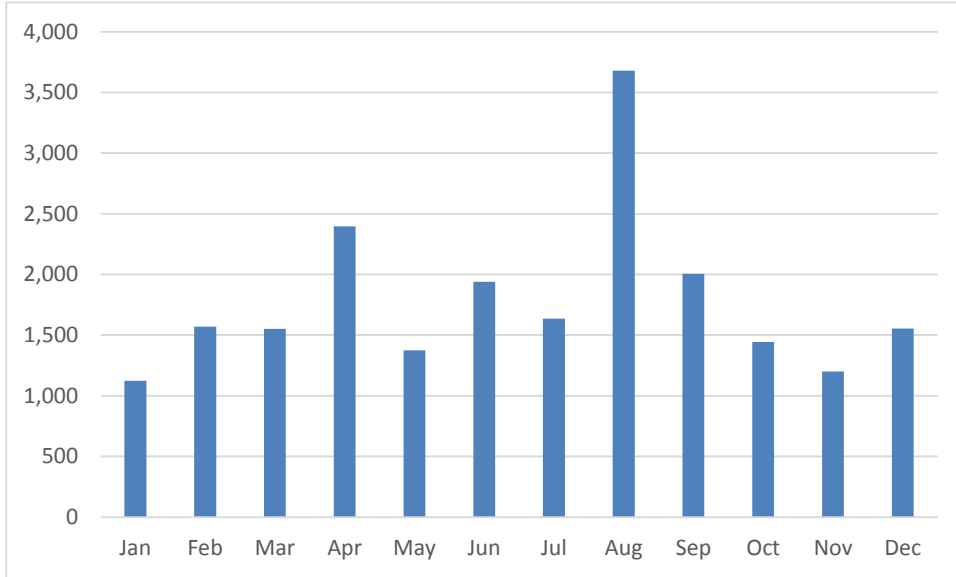
#### 4.2.2 Visitor numbers

Chepstow Museum attracted just over 21,000 visitors in 2014 which is slightly more than the number of visitors in 2013 and 2012 although slightly down on 2011 and 2010 where visitor numbers peaked at 25,000. As with Abergavenny, for a town with a population of 12,000, it is a very solid and consistent achievement to be seeing 20,000 to 25,000 visitors per annum. The annual visits to the museum between 2008 and 2014 are shown in the chart below.



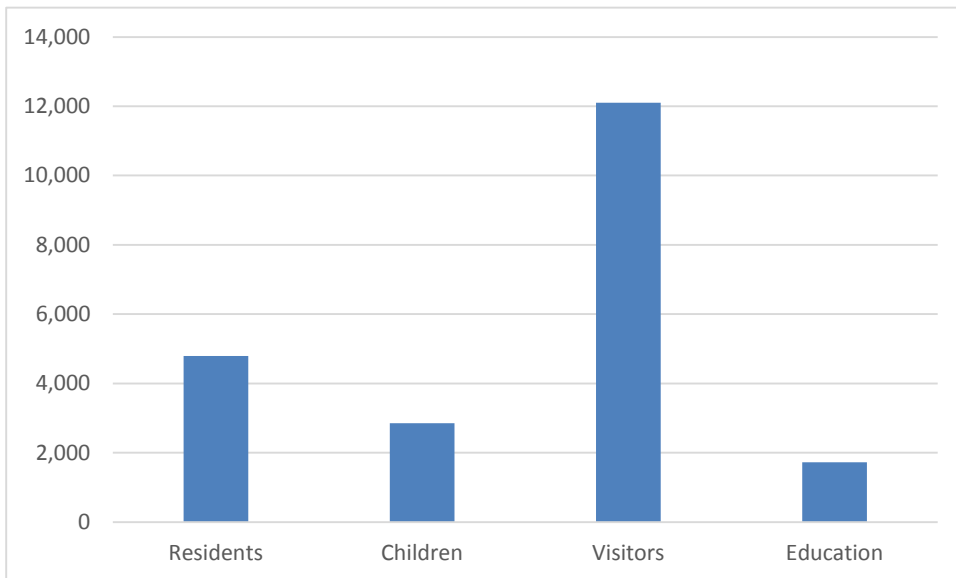
Source: Monmouthshire County Council

As with many attractions and museums, admissions to the museum in Chepstow are seasonal with April and August being the peak months. The chart below shows the distribution of visits in 2014 by month.



Source: Monmouthshire County Council

This pattern of visitor numbers would suggest that the tourists to Chepstow are an important part of the mix. Our observations prove that it does very well from being opposite Chepstow Castle and the main visitor car park. The data collected by the museum would seem to support this assertion. The chart below shows the make-up of visitors to the museum.



Source: Monmouthshire County Council

#### 4.2.3 Staffing and financials

The museum is staffed by a full time curator (who is also site manager) and 3 part time custodians (visitor services assistants) who man the front desk and the museum during opening hours. There is also a casual relief post to help when required. In the financial year 2014/15, the direct costs associated with running the museum were £134,000. Most of this was spent on wages, salaries and premises costs (rates, electricity and security). Only a small amount was spent on marketing.

The budget for 2015/16 has been set at £20,000 lower than what was spent in 2014/15. Beyond paying staff wages and the premises costs (rates, security, electricity), there **is virtually nothing in the budget for exhibitions, materials, equipment or marketing**. It is very difficult to see how any further cuts to this budget can be made without a reduction in opening hours. Income generation is limited to events and education sessions (retail sales are accounted for across the museum service and are dealt with later in this report).

**Our professional opinion is that the museum will not continue to thrive with such a small operating budget.**

In addition to the direct costs laid out below, Chepstow Museum incurs a further £16,000 of indirect costs (apportionment of the council's central costs) and £12,000 of maintenance expenditure.

<i>Expenditure</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Staff costs	£ 105,276	£ 94,753
Utilities	£ 7,864	£ 7,836
Repair and maintenance	£ 620	
Security	£ 3,273	£ 3,563
Business rates	£ 10,288	£ 10,689
Equipment and materials	£ -	£ 575
Professional fees	£ 565	£ 895
Marketing and promotion	£ 6,443	
Cleaning	£ 63	
Goods for resale	£ 66	
Telephone, IT, licences, subscriptions	-£ 435	£ 1,699
Savings	£ -	-£ 3,333
<b>Total</b>	<b>£ 134,023</b>	<b>£ 116,677</b>

<i>Income</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Events	£ 10,769	£ 8,387
Grants	£ 3,000	£ 2,000
Donations	£ 1,025	
Refreshments	£ 10	
<b>Total</b>	<b>£ 14,804</b>	<b>£ 10,387</b>

Source: Monmouthshire County Council

#### 4.2.4 *Key findings from consultations*

- Local people value the museum in Chepstow and believe it helps to provide a sense of place and identity.
- The museum is seen as the custodian of the town's heritage and a valuable resource for visitors to the town.
- The temporary exhibitions programme is well regarded but some of the permanent exhibitions are viewed as dated and in need of refreshment.
- Local people value the presence of a curator on site. The current curator is excellent and is held in high esteem.
- The Town Council in Chepstow is not in a position to fund the museum (it already provides a small amount to cover lunch time opening).
- Museum staff are considered to be friendly, welcoming and engaging. There is good provision for children.
- The location of the museum is excellent and is able to benefit from being opposite the castle, the car park and the tourist information centre.
- The museum lacks a café which could trade well given its location.
- The upgrading of the temporary exhibition space is very valued as it allows the museum to display collections of national importance.
- The museum has poor access for disabled people.
- The museum lacks a dedicated website.
- The museum is viewed by the community as much more than a facility, it provides a sense of identity and is part of the "glue" that holds together many aspects of town life, shared experience, community strength and future.

### 4.3 Nelson Museum, Monmouth

#### 4.3.1 *Current offer*

The Nelson Museum is located close to the Shire Hall in Monmouth in the Market Hall building. The historic building, completed in 1840 retains its handsome façade but the central section was destroyed by fire in the 1960s. Although the building came close to demolition at the time, a new flat roof and a Modernist metal and glass façade at the rear, overlooking the Monnow, were added in the late 1960s by architects Donald Insall, an early proponent of the now accepted methodology of combining conservation of historic building with contemporary additions.

The Nelson collection was left to the town of Monmouth in 1923, when Lady Georgiana Llangattock died. She was married to local landowner and town benefactor, John Rolls, 1st Baron Llangattock and was Charles Rolls' mother. She was a great fan of Nelson and a very keen collector of 'Nelsoniana'. The collection was displayed from 1924 in a Gymnasium which the family had

also given to the town and moved to the Market Hall after the refurbishment when the Local History collection was also located there.

The Nelson collection includes both personal and commemorative material, and is particularly noted for the large number of personal letters. Star exhibits include Nelson’s fighting sword, and a selection of outrageous forgeries, including Nelson’s glass eye. The displays are object rich, but very cramped and poorly interpreted. The Local History Centre collections are based on the Monmouth Borough archive, the local history reference library, photographs, prints and paintings, maps and plans. The staff are very knowledgeable and helpful but the experience is poor compared to the quality of the collection.

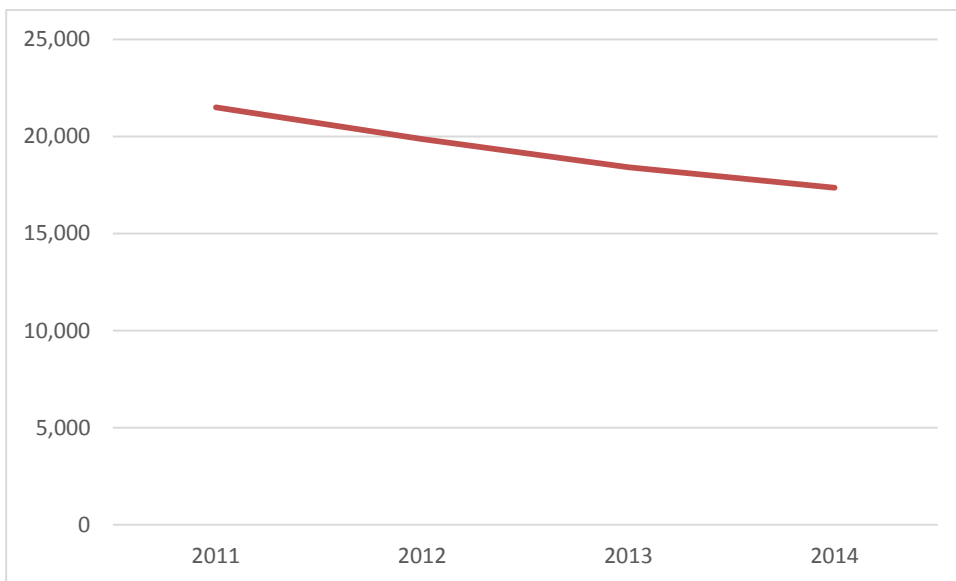
The Lonely Planet website say:

*“Lady Llangattock, local aristocrat and mother of Charles Stewart Rolls, became an obsessive collector of 'Nelsoniana', and the results of her obsession can be seen in this endearing museum. It's fascinating to see how fanatical Nelson-worship was in 19th-century Britain, with forged items, such as locks of his hair.....”*

#### 4.3.2 Visitor numbers and profile

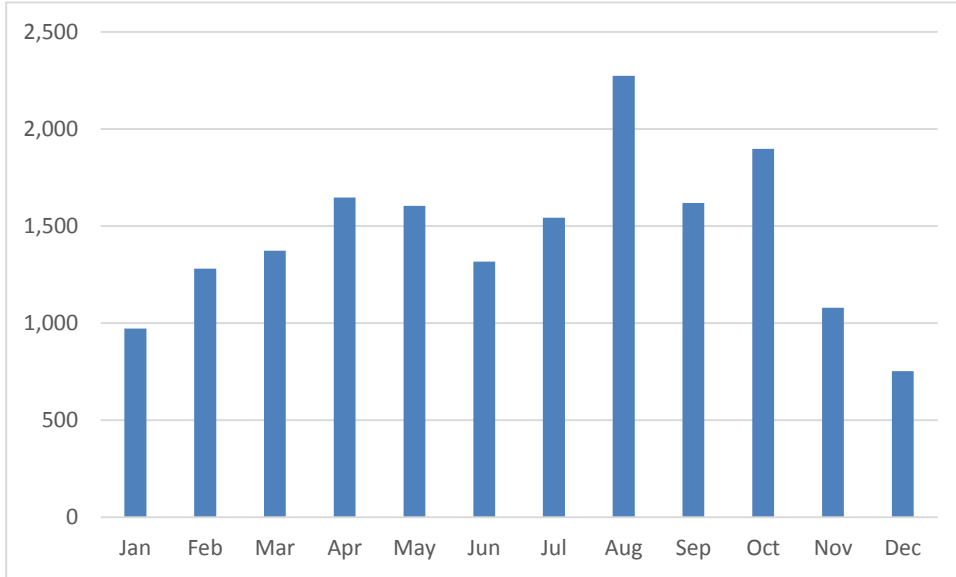
The Nelson Museum in Monmouth attracted just under 17,000 visitors in 2014 which although is commendable in town with a population of 12,000, it appears that visitor numbers are declining year on year. Data has been provided from 2011 which highlights a 20% decline in visitor numbers over the past four years.

Unlike Abergavenny and Chepstow, the museum in Monmouth does not have a full time curator and has perhaps not had the same opportunities to host temporary exhibitions that Abergavenny and Chepstow have had.



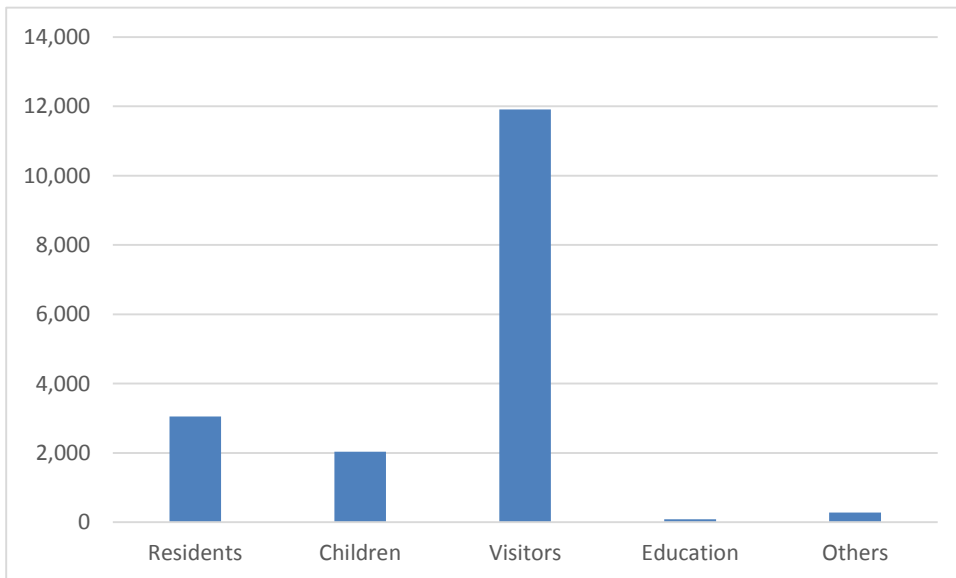
Source: Monmouthshire County Council

There is a seasonality in the pattern of visits to the Nelson Museum with August and October apparently being the peak months. The chart below shows the distribution of visits in 2014 by month.



Source: Monmouthshire County Council

This pattern of visitor numbers would suggest that as with Abergavenny and Chepstow, tourists to Monmouth are an important part of the mix at the Nelson Museum. The data collected by the museum would seem to support this assertion. The chart below shows the make-up of visitors to the museum.



Source: Monmouthshire County Council

A visitor survey was undertaken in the summer of 2013 at the Nelson Museum and whilst the sample size is far from statistically robust, it does help to provide a flavour of those that visit the museum. Some of the conclusions drawn from the survey are:

- most visitors are over 55 and visit as a couple (as opposed to families with children);
- most visitors have never visited the museum before;
- learning about local history was the main reason for people visiting; and
- the Nelson collections was by far and away the thing that most people enjoyed.

#### *4.3.3 Staffing and financials*

The museum is staffed by a full time senior custodian (but not a curator) and 3 part time custodians (visitor services assistants) who man the front desk and the museum during opening hours. In the financial year 2014/15, the direct costs associated with running the museum were £83,000. Most of this was spent on wages, salaries and premises costs (rates and electricity). Only a small amount was spent on equipment and materials.

The budget for 2015/16 remains as it was for 2014/15. Beyond paying staff wages and the premises costs (rates, security, electricity), there **is virtually nothing in the budget for exhibitions, materials, equipment or marketing**. It is very difficult to see how any further cuts to this budget can be made without a reduction in opening hours. Income generation is very limited beyond retail which is accounted for elsewhere in the museums budget and dealt with later in this report.

**Our professional opinion is that the museum will not continue to thrive with such a small operating budget.**

In addition to the direct costs laid out below, Chepstow Museum incurs a further £8,000 of indirect costs (apportionment of the council's central costs) and £10,000 of maintenance expenditure.



<i>Expenditure</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Staff costs	£ 63,940	£ 70,262
Utilities	£ 7,517	£ 6,685
Repair and maintenance	£ 620	
Security	£ 230	£ 3,054
Business rates	£ 5,321	£ 5,314
Equipment and materials	£ 3,339	£ 611
Professional fees	£ 508	£ 292
Marketing and promotion	£ 76	
Cleaning	£ -	
Goods for resale	£ 444	
Telephone, IT, licences, subscriptions	£ 684	£ 1,011
Savings		-£ 3,333
<b>Total</b>	<b>£ 82,679</b>	<b>£ 83,896</b>

<i>Income</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Other	£ 1,912	£ 2,011
Refreshments	£ 11	£ 95
Grants	£ 898	
Donations	£ 654	
<b>Total</b>	<b>£ 3,475</b>	<b>£ 2,106</b>

#### 4.3.4 *Key findings from consultations*

- The Nelson collection is valued by people across Monmouthshire and seen as a gem. There is an opportunity to link with other Nelson interest sites in Monmouth and around the UK.
- ‘Nelsoniana’ is an interesting concept with contemporary parallels.
- The people of Monmouth value the museum and the resource centre where people can research their ancestry.
- Monmouth has a fascinating history that is not being told effectively in the town.
- From the outside, it is not clear what the building is.
- The internal layout is poor and it is in need of refreshment.
- The opening hours are unsuitable.
- The local archaeology collection is impressive but not on display.
- The lack of curatorial input has had a negative effect on the museum – its temporary exhibition programme has ceased and it feels ‘unloved’.

- With the council's one-stop-shop vacating the premises and the planning office already having done so, an opportunity exists to create a much more exciting museum and visitor experience with the Nelson collection as the star.
- The museum lacks a dedicated web site.
- There are large, open spaces within the Market Hall with excellent views of the river.
- There is an appetite within the town and the community to set up a community trust to administer the museum.

#### 4.4 Other services and posts within the museums

In addition to three museum sites in Abergavenny, Chepstow and Monmouth, there are a number of other services and posts that fall under museums:

- **Conservation services** – the museums service employs a full time paper conservator and a part time object conservator. The two post holders spend part of their time conserving the council's collection and part of their time undertaking commercial conservation work in order to generate income. The total direct costs related to this service in 2014/15 were £78,000 (of which £67,000 was for staff costs). This was offset by £25,000 of income. The expenditure budget for 2015/16 is virtually the same as 2014/15 whilst the income target has been increased by around £6,000.
- **Retail** – sales of goods and souvenirs at the three museum sites amounted to £30,000 in 2014/15 with £7,000 spent on purchasing goods for re-sale. The income target for 2015/16 has been increased to £45,000 (with no provision to purchase any goods for re-sale).
- **Storage unit** – the museum service rents a storage unit in Caldicot which costs around £16,000 per annum (rent, rates and utilities).
- **Learning** – the museums service has the use of a full time Learning Manager (this post is being paid for from grant funding and other council pots). The contract runs until September 2015. This post is not embedded within the museums budget nor does the post have any real budget for materials, equipment, resources etc.
- **Fundraising** – a full time fundraising post has been created and is currently being paid out of budgets across the Tourism, Leisure and Culture department. This contract runs until September 2015. This post administers the Monmouthshire Museums Development Trust through which the museums can raise funds.
- **Collections Access Officer** – this full time post is paid for by a grant and works across the collection undertaking documentation and is supported by volunteers.

## 4.5 Caldicot Castle

### 4.5.1 *Current offer*

Caldicot Castle sits within a 55 acre country park which is open all year, whilst the castle itself opens from the beginning of April until the end of November. It has a long history and was used as a family home until the mid-1960s. It is not a ruin and therefore has a strong quality of peacefulness created by the feeling of enclosure within the castle grounds, its sheltered position and the well-kept lawns and planting. The very unsympathetic conversion and self-styled “restoration” of the castle by Joseph Cobb after he purchased it 1885 however has done much to destroy its medieval character. The result is a hotchpotch of peculiar spaces, which neither read as being of a Victorian design nor as medieval. Cobb was a keen amateur student of medieval military architecture who thought he was well qualified to restore the castle and turn it into a family home. He described his theories in a series of archaeological articles, but his work attracted a lot of criticism even at the time.

After his death, his daughter in law continued the project. When his grandson inherited, he leased furnished apartments in three of the towers and in parts of the gatehouse to young married couples and families. Whilst this adds to the interesting story of the castle, it also adds to its confusing appearance. The use of some of some of the spaces for medieval banquets and other entertainments in the recent past, coupled with inadequate recent maintenance, very run down catering equipment and further inappropriate interventions result in interior spaces which are miserable in quality and atmosphere.

The “Cobb collection” is stored out of public view within the castle. It reflects a major interest of Joseph Cobb and his son in Nelson's Mediterranean flagship HMS Foudroyant, which they rescued and restored for use as a training ship on which a number of local boys served. The collection includes large objects from the ship, such as a figurehead and a cannon, salvage material from the wreck, other Foudroyant material and furniture and costume belonging to the Cobbs. There is also a small collection of social history material relating to Caldicot and the surrounding villages and objects and photographs related to the castle's tenants in the 1950s and 60s.

Foundation Phase and Key Stage 2 resource boxes linked to the National Curriculum are available for teacher-led sessions at both Caldicot Castle and the Country Park. Living history workshops are available using reenactors at costs which vary according to requirements, and schools weeks. There are events during the seasons such as a musical picnic, a VW rally and a day of family activities around a Bronze Age theme. The castle is available for hire for all sorts of private events using external caterers.

### 4.5.2 *Visitor numbers and profile*

Robust visitor data is not available for Caldicot Castle. Data has been provided from 2008 to 2010 which showed annual visitor numbers of between 22,000 and 28,000. Since that time the castle has become a free admission attraction and numbers are no longer recorded.

In terms of visitor profile, a small visitor survey was undertaken in 2011. This is not statistically robust but gives a flavour of the visitor profile. Some of the key insights from this include:

- most visitors to the castle are on their first visit;
- most visitors lived less than an hour away and arrive by car;
- most visitors came as part of a family group;
- more activities for families/children was the most requested improvement;
- dwell time at the castle is relatively high with most people staying for longer than an hour;
- local people value the heritage, open space and enjoy the programme of events; and
- many local people however, are lapsed visitors and don't believe there is anything new to see.

#### 4.5.3 *Financials and staffing*

The castle is staffed by a full time manager, a part time customer services officer, 2 full time wardens/grounds maintenance staff and part time visitor services assistants who man the café and shop during opening hours. An events officer works at the castle but is paid out of other budgets within Tourism, Leisure and Culture.

In the financial year 2014/15, the direct costs associated with running the castle were £304,000 which was offset by £88,000 of income meaning that the net cost of running the castle in 2014/15 was £215,000.

The budget for 2015/16 has been set at a level which is £100,000 lower than that which was spent in 2014/15 although most of this relates to non-recurring costs such as redundancy and professional fees. £20,000 however has been reduced from the supplies and services budget. Income has also been set at £20,000 higher than the castle achieved last year despite the fact that admission is now free. It is expected that the castle will earn this additional income (and cover the lost admissions income) through events despite the budget for supplies and services being cut by £20,000.

The net direct cost of running Caldicot Castle is budgeted to be £93,000 in 2015/16 compared to an actual outturn of £215,000 in 2014/15.

In addition to the direct costs laid out below, Caldicot Castle incurs a further £7,000 of indirect costs (apportionment of the council's central costs).

<i>Expenditure</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Staff costs	£ 126,904	£ 131,000
Redundancy	£ 23,941	£ -
Utilities	£ 11,334	£ 9,671
Repair and maintenance	£ 11,225	£ 16,121
Security	£ 1,274	£ 2,036
Business rates	£ 12,274	£ 12,257
Professional fees	£ 34,032	£ 509
Equipment and materials	£ 32,515	£ 11,908
Marketing and promotion	£ 7,318	£ 5,000
Cleaning	£ 3,862	£ 4,734
Goods for resale	£ 8,510	£ 10,152
Telephone, IT, licences, subscriptions	£ 6,572	£ 3,359
Travel and transport	£ 3,398	£ 4,375
Other	£ 20,353	-£ 7,938
<b>Total</b>	<b>£ 303,510</b>	<b>£ 203,184</b>

<i>Income</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Events	£ 18,657	£ 44,466
Catering	£ 20,491	£ 27,675
Hire	£ 9,222	£ 17,733
Retail	£ 2,128	£ 15,355
Donations	£ 443	£ 2,600
Concessions/rallies	£ 3,876	£ 1,821
Bar	£ 1,331	£ -
Grazing rights	£ 350	
Admissions	£ 20,541	
Other	£ 11,750	
<b>Total</b>	<b>£ 88,789</b>	<b>£ 109,650</b>

Source: Monmouthshire County Council

#### 4.5.4 Key findings from consultations

- The outdoor space is highly valued and is a well-used local recreational resource.
- The events programme is well attended and valued.
- There is a perception amongst the community that Caldicot Castle has been neglected by the council.
- The website is informative.

- The site is challenging to interpret because of the 19<sup>th</sup> and 20<sup>th</sup> century alterations.
- There is also a perception that poor decisions have been made with regard to the commercial aspects of the castle (catering and banquets in particular).
- There is a perceived lack of visitor interpretation.
- The local community believe that not enough is done to exploit the commercial potential of the site.
- Events parking is insufficient.
- The local community feel isolated from the castle's future and fear it will not be preserved properly for future generations.
- Visitors believe that the lighting is poor in the grounds.

## 4.6 Old Station Tintern

### 4.6.1 *Current offer*

As the name suggests, the Old Station Tintern is located on the site of a former railway station. The site is a beautiful green space within the Wye Valley with woodland walks and access to the river. The site has a Green Flag Park Award and won the UK's favourite park award in 2011.

The site includes a tea room which is operated by a local business. The tea room is excellent and extremely popular with locals, tourists and cyclists. The tea room is open between April and October.

A series of static railway carriages host a gift shop, tourist information point and a small meeting room. The shop and information point are staffed between April and October. There is also a full time site manager.

Entrance to the site is free of charge but visitors must pay for parking. Visitor numbers are not collected at the Old Station. Public toilets are open between April and October.

The site has benefitted from a new children's play area which was funded through donations and grants. Camping is also available if booked in advance.

### 4.6.2 *Staffing and financials*

The Old Station Tintern employs a full time site manager and 6 part time/casual staff to man the gift shop/information point.

The total direct costs of running the site in 2014/15 were £146,000 although £30,000 of this was spent on the new play area which was funded by grants and donations. The expenditure budget for 2015/16 is set at £104,000 which (allowing for the play area in last year's budget) is a reduction of around £10,000.

The £104,000 of expenditure is offset by various sources of income including the sale of gifts/souvenirs, events, car park charges, the rent from the tea room, meeting room hire and

camping. The income target for the Old Station Tintern has been increased by £19,000 (37%) with no real understanding of how this might be achieved and certainly no investment to allow this.

The net cost of running Old Station Tintern was £63,000 in 2014/15 and is budgeted to be £34,000 in 2015/16 but this is contingent on £19,000 of additional income being generated.

In addition to the direct costs in the table below, the Old Station Tintern incurs indirect costs (share of the council's overheads) of £8,000.

<i>Expenditure</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Staff costs	£ 73,709	£ 69,724
Utilities	£ 6,423	£ 7,169
Repair and maintenance	£ 1,341	£ 4,928
Security	£ 573	£ 1,222
Business rates	£ 1,513	£ 1,527
Professional fees	£ 4,807	£ 3,624
Equipment and materials	£ 30,733	£ 1,058
Marketing and promotion	£ 1,580	£ 2,443
Cleaning	£ 5,247	£ 5,400
Goods for resale	£ 19,807	£ 14,863
Telephone, IT, licences, subscriptions	£ 137	£ 324
Travel and transport		
Savings		-£ 8,144
<b>Total</b>	<b>£ 145,870</b>	<b>£ 104,138</b>

<i>Income</i>	<i>2014/15 Actual</i>	<i>2015/16 Budget</i>
Retail	£ 18,914	£ 24,588
Events	£ 4,628	£ 17,428
Car parking	£ 14,920	£ 13,725
Café rent	£ 8,485	£ 9,051
Hire	£ 1,988	£ 2,971
Camping	£ 1,899	£ 2,106
Grants	£ 25,405	£ -
Donations	£ 4,835	£ -
Electricity	£ 1,500	£ -
<b>Total</b>	<b>£ 82,574</b>	<b>£ 69,869</b>

#### 4.6.3 Key findings from consultations

- Local people think the tea room is excellent.
- Access to the Wye Valley is important not only as part of the setting/background but it provides a valuable tourism market.

- The site is viewed as child and family friendly.
- Beyond the tearoom, there is a perception that there is not much to do (the new playground will help with this).
- Visitors and staff do not view it as a 'council site'.
- Visitors appreciate the friendly staff.
- Visitors do not appreciate the poor toilets.
- The parking is not sufficient for the busiest of days.
- The site is not well lit which limits winter opening.
- Overnight accommodation could be an area to develop.
- More attractions could help to increase visitor numbers.

## 4.7 Shire Hall, Monmouth

### 4.7.1 *Current offer*

Shire Hall is a former Court of Assizes and Quarter Sessions in the centre of Monmouth, surrounded by attractive shops, cafes and bars. It is a Grade I listed, classically designed building and has recently been completely refurbished and made fully accessible through a Heritage Lottery Fund (HLF) project. The total project cost was £4.5 million, of which £3.2 million came from HLF. The building was reopened to the public in September of 2010. The Monmouth Tourist Information Centre is located at the front of the Shire Hall.

In 1839 and 1840 a number of Chartists were tried in courtroom 1 for their involvement in the Chartist Riots in Newport. The courtroom and the holding cells below have been dressed out to illustrate this story. Other spaces are not interpreted but are used for a variety of different purpose including meetings exhibitions and weddings. There is a dedicated community space at the rear of the building with its own entrance which was intended to be able to be used without access to the rest of the building, but issues with access to toilets mean that it cannot operated completely separately. There is a very poor display about archaeology on the ground floor close to the main entrance area.

There was a learning officer in place following the opening in 2010, also supported by HLF, and a programme of schools learning activities. Whilst there is still a learning space, these activities no longer take place.

Shire Hall is not a museum and doesn't have a collection. Guided tours can be provided by special arrangement and people are welcomed when there aren't events taking place to look around the building, but in spite of its impressive and interesting interiors, it is not a visit that offers engagement or learning in the way that the museum sites do.

In more recent times, the Shire Hall has focused on hiring out the various rooms for meetings, functions, community events, fairs, weddings and parties.



#### 4.7.2 *User numbers*

The Shire Hall does not operate like a traditional visitor attraction. It is open to the public to have a look around (the courtroom and the cells in particular) and the front desk provides a tourism information service. Most of the activity revolves around venue hire (meetings, weddings, functions, events, community hire, classes, activities etc.).

In the year 2014/15, the Shire Hall hosted 560 meetings (community, businesses, Town Council, County Council) with an attendance of 2,800. This equates to an average of 5 people per meeting and 11 meetings per week.

In addition, the Shire Hall hosted craft fairs, art exhibitions and other local events over 110 days which attract an average of 150 people per day.

In 2014/15, the Shire Hall hosted 7 weddings and 23 private functions.

The tourist information centre recorded over 50,000 visitors during the course of 2014/15.

#### 4.7.3 *Staffing and financials*

The Shire Hall is staffed by a full time General Manager, a full time Duty Officer and a number of assistants (events and tourist information) on various hours and contracts.

The direct costs associated with running the Shire Hall amounted to £271,000 in 2014/15 which was offset by £114,000 of income from hire fees, rent, catering, bars, retail and other sources. The total net direct cost of running the Shire Hall was therefore £157,000.

The expenditure budget for 2015/16 is £47,000 lower than the actual for 2014/15 with the majority of the savings to be made in staff costs.

Income for 2015/16 is budgeted to be £30,000 higher than the level achieved in 2014/15 but includes grant and match funding of £19,000 leaving £11,000 of earned income to be found (10% increase).

In addition to the direct costs shown in the table below, the Shire Hall incurs £24,000 of indirect costs (share of the council's overheads).

<i>Expenditure</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Staff costs	£ 179,587	£ 140,467
Utilities	£ 14,610	£ 14,915
Repair and maintenance	£ 849	£ 4,999
Security	-£ 9	£ 1,000
Business rates	£ 18,920	£ 21,515
Professional fees	£ 6,487	
Equipment and materials	£ 4,533	£ 1,195
Marketing and promotion	£ 13,496	£ 11,840
Cleaning	£ 10,822	£ 10,858
Goods for resale	£ 15,898	£ 18,795
Telephone, IT, licences, subscriptions	£ 6,239	£ 3,776
Travel and transport	£ -	
Savings	£ -	-£ 4,937
<b>Total</b>	<b>£ 271,432</b>	<b>£ 224,423</b>

<i>Income</i>	<i>2014/15</i>	<i>2015/16</i>
	<i>Actual</i>	<i>Budget</i>
Hires and rents	£ 63,978	£ 47,181
Catering	£ 28,400	£ 27,907
Grants and match funding		£ 19,183
Retail	£ 12,269	£ 17,677
Events	£ 134	£ 16,611
Admissions	£ 2,515	£ 7,841
Bar	£ 5,871	£ 5,728
Donations	£ 366	£ 2,000
Other	£ 942	
<b>Total</b>	<b>£ 114,475</b>	<b>£ 144,128</b>

#### 4.7.4 *Key findings from consultations*

- The Shire Hall is a valued and important community asset. Local people value the restoration and renovation project which has left them with a very well equipped venue.
- Beyond the practical use of the hall, it is incredibly valued as a heritage monument and is part of the fabric of Monmouth.
- The Town Council believes that the Shire Hall should be owned and used by the community.
- The current role of the Shire Hall is however somewhat less clear. Is it a visitor attraction about Chartism or is it now just a venue for hire?
- Some in the community believe that the room hire rates are too expensive.

- Some believe that the building feels unwelcoming with the railings acting as a barrier to visit. The reception desk is also unfriendly as it very high.
- The Saturday market puts off wedding bookers as clear access from the front of the hall is not available.
- There is a sense that since the lottery funding has expired, the emphasis on learning and education has been lost.

#### 4.8 Overall financial summary

Combining all of the budget codes across the service and for each of the venues provides an estimated total net cost of running the service. Indirect costs, works, maintenance and staff accounted for in other Tourism, Leisure and Culture budget have all been accounted for (or estimated).

**The total net cost of running the service in 2014/15 was £1,078,000.**

**The total net cost of running the service in 2015/16 is budgeted to be £772,000.**

The costs for 2014/15 and the budget for 2015/16 are laid out below. This information was provided by Monmouthshire County Council.

<i>Direct expenditure</i>	<i>2014/15 Actual</i>		<i>2015/16 Budget</i>	
Staff costs	£	751,685	£	668,918
Rent	£	14,995	£	15,382
Utilities	£	54,455	£	53,266
Business rates	£	55,648	£	58,862
Repair and maintenance	£	17,497	£	26,304
Security	£	8,100	£	13,064
Cleaning	£	20,893	£	21,856
Professional fees	£	55,361	£	5,567
Equipment and materials	£	83,509	£	21,353
Marketing and promotion	£	31,325	£	19,283
Goods for resale	£	52,439	£	43,810
Telephone, IT, licences, subscriptions	£	18,534	£	13,541
Travel and transport	£	3,768	£	4,375
Museum acquisitions	£	346	£	-
Other/ <b>Budget savings</b>	£	20,353	<b>-£</b>	<b>27,685</b>
<b>Total direct expenditure</b>	<b>£</b>	<b>1,188,906</b>	<b>£</b>	<b>937,896</b>
<i>Income</i>	<i>2014/15 Actual</i>		<i>2015/16 Budget</i>	
Retail	£	62,890	£	103,466
Catering	£	52,174	£	60,136
Events	£	36,352	£	87,104
Hire and rent	£	88,157	£	79,001
Conservation income	£	25,261	£	30,000
Grants and match funding	£	29,494	£	23,079
Other	£	16,819	£	2,692
Bar	£	7,202	£	5,728
Camping	£	1,899	£	2,106
Donations	£	7,761	£	4,600
Car Parking	£	14,920	£	13,725
Admissions	£	23,056	£	7,841
<b>Total income</b>	<b>£</b>	<b>365,985</b>	<b>£</b>	<b>419,478</b>
<b>Net Direct Cost</b>	<b>£</b>	<b>822,921</b>	<b>£</b>	<b>518,418</b>
Indirect Costs	£	73,597	£	73,597
Staff posts accounted for elsewhere (estimate)	£	120,000	£	120,000
Maintenance and works (average)	£	60,000	£	60,000
<b>Total net cost</b>	<b>£</b>	<b>1,076,518</b>	<b>£</b>	<b>772,015</b>

## 4.9 Estimated gross economic impact of the museums and attractions

It is not our intention to provide a robust and accurate figure for the economic impact of the museums and attractions but it is clear that the museums attract visitors who in turn spend money in the Monmouthshire economy. It is not clear however whether those visitors would visit Monmouthshire without the presence of the museums or attractions and it is therefore difficult to quantify the economic impact that is **attributable** to the museums and attractions.

Taking all of the visitors to all of the sites and knowing what we do about the split between tourists and locals would suggest that the museums and attractions have a total gross visitor impact of around £3.7m. The true net impact is likely to be much smaller but is not clear without much further detailed analysis.

The service employs the equivalent of approximately 25 full time staff across of the sites. Using the methodology set out by the Association of Independent Museums, it can be estimated that the museums account for a further 13.5 indirect and induced full time equivalent jobs in the economy.

## 4.10 Overall observations

- Many of the venues, whilst providing excellent customer service and despite the best efforts of staff and management, fall below the standards expected of modern day museums and visitor attractions. They are in real need of capital investment.
- There is a large and varied collection and it is believed that in most cases, a better story of the places could be told with a re-interpretation.
- Many of the sites suffer from low dwell time – those with cafés (Caldicot and Old Station Tintern) do not suffer from this.
- The core opening hours of the museums are poor with lunchtime closure and partial opening on Sundays.
- Many people in the community have expressed a desire to engage with the museums during the evening (talks, tours, classes, workshops, events, exhibitions etc.).
- The welcome and customer service across all the sites and without exception has been very warm and friendly although many local people and users believe that the museums are staffed by volunteers since uniforms and name badges are not worn.
- Most of the venues are operating on extremely tight operating budgets to the point in some cases where staff are having to buy their own supplies or working with broken equipment (printers, taps etc.).
- The finance systems (as with most local authorities) do not support commercial trading.
- There is a real sense of low morale across the staff. In part, this is due to uncertainty around personal job security but more widely, it is due to a lack of direction and focus.
- Staff would appreciate more contact with senior management within the council.

- Staff would also welcome the opportunity to undertake more training and professional development.
- There is evidence of silo working (a one-service approach does not currently exist).
- None of the sites nor the service as a whole has a clear direction of the future – the only strategy appears to be fighting the ever reducing operating budgets and apparently arbitrary income targets.
- As with any change situation, there is evidence of entrenched views but in the main, our observation has been that staff are seeking a fresh vision of a more exciting future for the service and for the venues.
- Whilst the museum service now has a learning officer, the post is temporary and project funded. The post holder is building up school engagement which has been seriously lacking for many years.
- Volunteers can be used to improve access to heritage if well managed and well trained.
- The marketing of the sites is largely event or exhibition driven with very little budget for promotion or advertising and virtually no cross-marketing or shared resources. The most recent leaflet for the museums and attractions omitted the Nelson Museum. Web presence is patchy with some venues having their own dedicated website and others relying on the council pages.
- The extent to which the community is willing to take an interest or a stake in the venues is different in each location.

## 5 Proposed strategy

### 5.1 The reasons behind our recommendations

Before we begin to outline our proposed options for the future of the service, it is important to be clear about the key findings from the sections which precede this and which have led us to make these recommendations.

Firstly, we have been very impressed by the commitment and passion of most of the staff who work in the museums and attractions. There is also clear evidence of some very good practice in terms of collections management and the service which is being offered to some residents and visitors. The museums and attractions form part of the tourism ‘fabric’ of Monmouthshire, and as such contribute directly and indirectly to the county’s economy.

But despite this, overall, the service (in the museums and the attractions) is very seriously over stretched and fragmented. Staff at all sites are forced to go to unacceptable levels to get their jobs done, buying resources out of their own money, getting printing done outside of their workplace and managing without essential equipment such as working taps. It is highly commendable that the staff are prepared to go to these lengths, but it **highlights very clearly to us that the council is quite simply trying to do far too much with too little resource.**

In terms of the buildings, none of the three museums are in buildings which are ideal, and two, Abergavenny and the Nelson Museum are very compromised in terms of access and display spaces. Chepstow and Abergavenny are compensating to some extent through creative programming, entirely enabled by grant funding. There is less evidence of this in the Nelson Museum which has fewer resources.

Caldicot Castle has been used for many years to generate income from functions which has gone some way towards covering the direct costs but has not contributed to the more major maintenance works which are needed. The building now presents a significant future liability to the council.

Shire Hall is in good condition but sits somewhere between a museum, a visitor attraction and a functions venue. At present it is not generating enough income to be financially self sustaining and the visitor experience is very weak and ill defined.

The income generating services in all of the sites are insufficiently resourced and far too fragmented to be properly effective. But even with better commercial expertise and a co-ordinated approach, there is a limit to the amount of ‘profit’ which could be generated. As the following sections will show, there is certainly scope for significant improvement, but this will not be enough to fund the operation of all of the sites as they are at present.

Finally, across the museums and attractions there is very little sharing of resources and expertise. Even the museums, which all sit within the same service, are not really functioning as part of a county-wide service, but rather as three largely independent entities. It is probably as a result of this ‘dispersed’ management approach that the museums service does not have a proper education or outreach service which is found in most local authority museums services and would

be particularly valuable in a diverse and largely rural area like Monmouthshire. In every way, this is not the best, or the most cost effective way to operate this type of service.

**This should not be taken as a criticism of the managers or staff involved.** We fully appreciate and support the strongly held desire to protect and provide locally appropriate services within a number of geographically dispersed locations.

**But we do not believe that the offer, as it is at the moment, is a good one for Monmouthshire's residents, its visitors or the council's staff. Maintaining the status quo is not an option.**

We believe that the council needs to do less, but to do it much better and in most ways, differently.

In order to do this however, some things will need to be sacrificed and this will almost certainly raise objections from some local residents, staff and other stakeholders.

The changes will also inevitably incur some costs initially to implement them. We have given some initial thought to sources of external funding which could potentially be secured to support this. It is likely however that the council may need to provide some financial support in order to ensure a more viable long term future for the service.

## 5.2 Guiding principles for change

During a workshop session with senior staff which included a SWOT analysis some guiding principles were discussed to address the weaknesses and threats that were identified and to building on the strengths of the county's heritage and its collections. These were:

- Each museum location should continue to have some means of telling the local story.
- The most distinctive stories and collections for each place should be selected and presented there.
- Centralised storage and skills would enable better delivery across the service – a central store would need to have public access and research facilities.
- The current staff structure is muddled and unbalanced and a clear staff structure is needed.
- There needs to be a strong on-line presence for heritage in Monmouthshire.
- Trails are needed across the county to link stories together and communicate heritage outside of museums and buildings.

## 5.3 Overarching recommendations

At the heart of our recommendations there are four core service-wide recommendations. There are then a number of specific recommendations for each of the sites. For some of the sites we are suggesting two or more potential options.

The core service-wide recommendations are:



- **Create a centralised museums service** based in a single location which brings together all of the expertise, knowledge and skills and holds all of the collections which **are not on display** within a single, accessible store. It would allow for the closure of one (or potentially two) of the existing heritage sites, which are compromised in terms of accessibility and space;
- **Create a properly resourced and effective trading company** which generates a surplus back to support the service (the museums and attractions);
- **Create an effective leadership function** which allows the different elements of the museums and attractions to be managed appropriately.
- **Continue to provide access to the county's heritage** using its collections and archives through outdoor interpretation, pop-up exhibitions and activities and events, where closures of heritage sites occur.

The implications of these recommendations are explored in the sections which follow. The site specific recommendations are then addressed.

## 5.4 Centralise the museum service

**The council should create a new, low cost, fit for purpose central museums building which would be the base for the council's museum service staff.**

It would store, in a single location, the collections which are not on display, making management and maintenance easier, more cost effective and better organised. The collections would be rationalised before being transferred into the new location, disposing of duplicated material, objects beyond repair or which do not or no longer fit with appropriate collection policies.

In doing so, it would free up valuable space in some of the existing museums to allow for the creation of income generating services. It would also enable the closure of at least one of the current museums, which are not fit for purpose. This is explored in the options for the individual sites in the sections below.

The stores would be available for research and accessible to the public and to academic audiences at agreed times although the building would not be designed or promoted as a 'visitor attraction'.

Two potential locations have been considered initially: the Phoenix Block at the Comprehensive School in Monmouth which is owned by the council and will become surplus to requirement under the 21<sup>st</sup> Century Schools programme; or the Nelson Museum (see 5.6.3). A full specification would need to be developed to understand the size and type of space required after which a site appraisal could look at these and any other potential locations.

**Most importantly, by creating a single team of staff, it will be possible to reduce duplication in skills and introduce a small but properly resourced outreach and education team which could take the service out to different parts of the County**, providing a more bespoke offer which meets the needs of the County's wide range of communities.

A centralised museum service for Monmouthshire will enable the collections to continue to be managed well, but from one place with less curatorial input and less travelling and time input from the conservation team. Dedicated volunteers who are interested in collections management

(this is always a popular volunteer role) will be able to work across the collections with one point of supervisory contact. Digitisation with new project specific equipment will become a priority and a new online presence, again developed as a specific externally funded project will enable better marketing to take place across the service, through a high quality dedicated website. This will allow access to digitised parts of the collections, short well written pieces of research and photographs and prints. Co-curation with community members being able to post their own heritage images and stories can be developed with links to the Peoples Collection Wales website.

A new project will enable active volunteer recruitment and training opportunities in a number of areas which can expand service delivery and increase community engagement. These could include recording and assembling an oral history archive to add to any existing oral history in the collections, which can be edited and uploaded to the website where appropriate or used to inform temporary exhibitions.

Other volunteer roles could include developing or augmenting existing research and writing skills in community groups, learning storytelling skills, giving guided tours in designated areas of the county, collaboration with amateur drama groups or schools to develop theatre around heritage and use handling collections as props or providing facilitated family or schools activities. All of these roles would require a project based leader, input from permanent staff and training and travel budgets.

Whilst there would be space in the new central store for bringing these volunteers together, meetings, training sessions and delivery would need to take place in a number of different locations across the county. These would include heritage sites in Monmouth and Chepstow and potentially other locations like the new secondary school in Caldicot (being built as part of the councils 21st century schools programme) and council owned or existing community venues across the county.

A programme of exhibitions and activities and events would be planned across the county, with particular emphasis on the towns of Monmouth, Chepstow, Abergavenny and Caldicot, but also in other historic sites. Locations would include Chepstow Museum or the Market Hall or Shire Hall in Monmouth (depending on options development) and in pop-up locations in Abergavenny (likely to be associated with the market or theatre complex), a marquee at the food festival or a specially created "interpretive shelter".

Partnerships could also be developed with independent, National Trust or Cadw owned sites enabling stories connected to the county owned collections and archives to be communicated on a visiting event basis.

A manageable set of out posts needs to be considered and agreed in consultation with active community based heritage interest groups and colleague officers working on other project like the 21st century schools programme. This shouldn't be more than around 6 with varying scales, including the museum service's own venues. It is also important that a clear vision is developed for such a project which active community groups can buy into or not so that the strength of the concept is not diluted by external priorities or objectives.

The staff posts which would be needed for this central service are:

Post	Role
Museums Manager	Manages the museums service. Responsibility for fundraising and programme development.
Curator	Manages the collections and oversees the development of permanent exhibitions. Provides objects for temporary exhibitions.
Conservator	Conserves the collections. Sells the conservation service externally if there is spare capacity to do so.
Learning Officer	Develops education and schools programmes. Delivers education and schools programme, supported by volunteers.
Outreach & Exhibitions Officer	Develops outreach programme. Delivers outreach programme, supported by volunteers. Develops temporary exhibition programme. Manages the volunteers.

The staff would be supported by a bank of volunteers who would provide education and outreach activities in their local area. AMION Consulting has had full access to all of the salary information for the service and based on existing salaries and some benchmarking across the sector, the total staff cost of the five posts above has been assumed to be £212,000.

The case studies for Ludlow Museum Resource Centre and for the Herefordshire Museum Resource and Learning Centre, which are provided in the appendix, offer some valuable lessons. In the case of the Ludlow Centre, this was an additional facility for the service and was designed with high running costs in 2003 when the museum picture was very different. It has allowed for significant improvements to the way that the collections are stored but insufficient attention was given to the longer term viability and the building was never staffed to its full potential and currently only has one part time person. More recently with the development of a new museum in Shrewsbury, the council's focus in terms of heritage delivery has changed. In the case of Herefordshire, the new Resource and Learning Centre has also significantly improved the way that the collections are managed and has provided facilities that didn't exist before in Herefordshire's two other sites, both of which are also in Hereford.

The project at Ludlow was focused on bringing together objects which were hidden from view in a number of different locations and making them more accessible to the public, this was also the case with the store in Hereford although the project was much less ambitious in terms of its staffing requirements. Neither project was primarily concerned with pooling and sharing skills across the service. To compare the objectives of each and their successes or failures can provide useful guidance but Monmouthshire's project would be different. The council would need to be

very clear about the reasons behind creating a new centralised service and rationalise the staff structure and skills mix at the same time. The building should be designed to minimize running costs and to allow for a properly managed and skilled team. Although there would be initial set up costs, the ongoing revenue costs would be met by savings in other areas of the service. This is shown in section 5.9.

## 5.5 Create a trading company

**The Council should create a wholly owned arms length trading company which would have the necessary skills and flexibility to run commercial services across the existing museums and attractions and in some new council owned locations.**

Since 2003, local authorities in Wales have had the right to establish trading companies which make a profit to support their areas of activity<sup>1</sup>. In the tightening financial climate, more councils are exploring this option as a way of supporting important services. In the appendix we have included a case study for Blackpool Council which established BECL in 2014 as a trading company to run the Winters Gardens which is a substantial income generating venue.

The benefits of taking commercial services out of council operation are well recognised. The way that councils are required to operate to ensure public accountability does not encourage good commercial practice. Council staff are obliged to follow strict procurement rules and are usually prevented from recruiting staff on flexible contracts and with commercial terms and conditions<sup>2</sup>. These constraints also make it difficult for councils to appoint staff with good relevant experience. As a result, council run trading services are rarely as entrepreneurial as similar services in the private sector and operate with higher costs. Putting commercial services out to tender is also not ideal in many ways. Services which are inherently profitable and are tendered out by lease effectively 'give away' much of the potential profit to a third party. Commercial services which are only minimally profitable are harder to outsource and either remain in house or the council is obliged to offer a management fee to the contractor as a guarantee.

The commercial services which operate from the museums and attractions in Monmouthshire are generally not operating profitably. The Shire Hall has a team which runs the venue hire but which is constrained by the council's terms and conditions. It is also only responsible for one venue so there is no opportunity to share costs such as senior management and marketing or to procure jointly. The retail units in Shire Hall, the three museums and Tintern Old Station all purchase individually and generate very little profit, if any, after all costs have been accounted for. One of the more commercially viable parts of the operation is the café at Tintern which is leased out and generates a small rental income of £8,500 back to the council.

Given that there are a number of income generating opportunities across the museums and attractions, there would be value in the council establishing a company which could be managed at arms length by a properly skilled individual and operated under commercial conditions. Since the company would only be running the service for Monmouthshire Council, it would qualify for

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<sup>1</sup> 2003 Local Government Act Section 95

<sup>2</sup> This does not necessarily mean zero hours contracts or less than living wage payments, but there is still a significant discrepancy between staff on Council contracts and those employed in the hospitality and other leisure industries.

Teckal exemption, meaning that the opportunity would not need to go through a competitive tendering process.

The trading company could **operate all of the following income generating services:**

- A new café at Chepstow museum (see 5.6.1);
- Seasonal or pop up kiosks in the grounds of Caldicot Castle, Old Station Tintern and potentially Abergavenny museum (see 5.6.2);
- The café at Old Station Tintern when the lease expires;
- New camping pods in the park at Tintern and possibly the grounds of Caldicot Castle;
- Seasonal activities at the Caldicot Country Park such as a high ropes course, segways and bike hire;
- The venue hire operation at Shire Hall (see 5.6.4);
- The venue hire at Caldicot Castle (see 5.6.5);
- Car parking at Abergavenny (see 5.6.2) and the Old Station Tintern
- A new seasonal kiosk or pop up at Black Rock
- It could also potentially take over the licenses for other council owned sites which are currently held by food van operators across the County (such as the one on the A472 in Usk).
- Running a programme of income generating events such as the fireworks display at Caldicot Castle and summer theatre. The company should exploit all catering opportunities associated with events through direct operation of catering kiosks as well as the sale of licenses to third parties.

The company would require the following permanent posts (many more visitor facing staff would be required):

Post	Role
Director	Overall responsibility for the trading company. To oversee business development (new sites, new income streams) and to ensure appropriate levels of profitability.
Catering and retail manager	Oversee all catering outlets and retail units. Product selection, menu development, stock management, staff scheduling
Sales manager	To pro-actively sell all of the available spaces for venue hire, functions, parties, meetings etc.
Events manager	To take responsibility for the smooth operation of events.

In order to be effective, staff with demonstrable expertise in catering and hospitality would be required. The organisation would need to be given sufficient freedom to operate with commercial flexibility and should not be over burdened by council requirements. An appropriate mechanism for governance would need to be established including a board, chaired by someone from the

private sector with relevant expertise. The BECL case study provides a good example of how the board and a communication protocol with the council could be established.

The financial implications of the new trading company are shown in 5.9 below.

## 5.6 Proposals for each site

### 5.6.1 *Chepstow Museum*

Chepstow Museum is probably the most suitable of the three existing museums buildings to operate as a museum. It has a number of good exhibition spaces although access for disabled people is poor. The newly refurbished temporary exhibition space on the ground floor is fitted out to a high standard and provides a flexible space for temporary and hired-in exhibitions and objects from national collections. It is also programmed well and provides a good service to its local community.

At present however, the space is not being used as well as it could be. With the exception of the temporary exhibition gallery, much of the existing display space is used for relatively static displays which are difficult to change. A significant amount of space is also used for storage, conservation and back of house purposes. The creation of the central service and store will free up a significant amount of space which could be used for new and more flexible displays. The gallery at the rear of the building called Chepstow at Work is particularly outdated and does very little to explain what is special and unique about Chepstow, it is worn out and needs to go.

If the museum is to have a café, then this should go at ground floor level and at the front of the building. The Development of Chepstow Gallery and the space behind it would be the obvious choice for this because of the recent investment in the temporary gallery to the other side. This would capitalise on the proximity of the building to the car park and the Tourist Information Centre. It would be open throughout the year and be run by the new trading company. In addition to generating income, the café would increase footfall and bring new audiences into the museum, particularly during the main summer months.

Meanwhile the rear gallery would be cleared out and refurbished to provide a flexible interactive gallery on the story of Chepstow, whilst other spaces currently used for conservation could provide accessible galleries for family activities and for community work around the collections of photography and ephemera. The Wye Tour Gallery has only just been put in place at first floor level and some of the other rooms are used for storage or office space, whilst the print room feels rather like a store. Some of the museum's very good art collections could be displayed within vacated rooms on the upper floor. There would also be opportunities to work on co-curated displays with community members to tie into Chepstow events.

Assuming that all professional museum staff would operate out of the central services unit means that staff based at the museum would be visitor facing only. We have allowed a budget of £55,000 assuming two staff on duty during all opening hours.

### 5.6.2 *Abergavenny Museum*

For the Abergavenny site, we are presenting two options.

**(i) Abergavenny 1 – Hand back to landlord and allow a new purpose to be found**

Abergavenny museum is well run and provides a strong and varied programme. The grounds are an important facility for local people and the castle is a key landmark in the town.

**As a museum however the space is very poor.** The exhibitions and displays are accommodated in a number of small rooms and access around the building is not good for people with mobility difficulties. With the exception of the temporary exhibition space on the ground floor, most of the displays are static and difficult to change.

In our opinion, the building is very limited as a museum and there are few ways that it could be improved significantly.

There is a further challenge in that the building is owned by the Neville Estate which requires a percentage of any income generated in the building or grounds. Any ‘commercialisation’ of the site therefore would bring limited benefit to the service.

Furthermore, the council is responsible for the maintenance of the building which comes with significant long term liabilities. The 2010 condition survey identified a number of major repairs which were required to the fabric of the building which have only partially been completed.

In short, it has limited potential for improvement as a museum, the commercial opportunities are hindered by the requirement to share any profit with the Neville Estate and the building has a relatively costly long term maintenance need.

For these reasons, our strong recommendation to the council is to hand it back to the Neville Estate when the lease expires or to discuss the intention to remove the museum and negotiate withdrawal from the lease at a mutually acceptable time.

This would achieve a number of positive outcomes. It would reduce the cost of the service by £130,000 (this is the actual net direct, indirect and maintenance costs of running the museum at Abergavenny provided to us by Monmouthshire County Council), allowing greater resource to be used for the development of the new central service and store.

It would also allow the Neville Estate to develop a new commercial use for the site which would better support the development of the town. Potential suggestions have been a restaurant, pub or self catering accommodation. (It has been indicated to us that the Angel Hotel might be interested in the building).

We appreciate however that there might be strong local opposition to this proposal. Given the strength of the stories, collections and archives associated with the Abergavenny’s heritage and the long history of community engagement which began with the establishment of the museum by community members, it is essential that a visible presence is maintained. There are examples of community engagement projects throughout the UK, where people have participated in creating external graphic, sculptural or conceptual heritage inspired communication. Some of these have been very much more successful than others.

Proposals for such a project cannot be prescriptive in the context of this report and if developed will need input from the Abergavenny museum staff, other service staff and community consultation. But they could include:

- a shelter in the castle gardens which includes interpretive panels and has a meaningful design, within which activities could take place;
- a town trail with building markers and paper and digital way finding;
- creative apps using oral history and soundscapes;
- collaboration with restaurants and shops in the town enabling photographic images with short bilingual texts to be displayed in appropriate location which reference that location in the past;
- creation of a heritage inspired performance area with seating developed by community members and inspired by the town's heritage where storytelling and performance could take place;
- Production of a heritage marquee for use at festivals with an emphasis on handling of collections; and
- an active group of volunteers developed in the town to give guided tours, tell stories and facilitate outdoor or indoor heritage inspired activities.

**(ii) Abergavenny 2 – increased flexibility**

If the hand back option is not acceptable to the council, an alternative option would be to improve the offer as much as possible within the recognised constraints. The museum would form part of the new central service, alongside Chepstow.

Changes would include:

- Increasing the amount of flexible display space within the museum;
- Introducing seasonal temporary catering kiosks or pop ups in the grounds which could generate a surplus into the proposed trading company;
- Introducing car parking charges to generate some income and restrict use of the car park;
- Increasing the number of income generating events in the grounds.

Assuming that all professional museum staff would operate out of the central services unit means that staff based at the museum would be visitor facing only. We have allowed a budget of £55,000 which allows for two staff to be on duty during all opening hours

**5.6.3 Nelson Museum, Monmouth**

We are also proposing two options for the Nelson Museum.

**(i) Nelson Museum 1 – use the Market Hall as the central service and store**

The relocation of the one stop shop and offices from the Market Hall building adjoining the museum creates some interesting opportunities.

The museum at present is poorly laid out and does not display the collections well. In particular, it does not do justice to the significance of the Nelson Collection. The 1960s adaptation of the



building is potentially of some architectural interest but this is also lost in the current configuration of the space.

The upper floor of the building, which is partially empty and used for offices, has attractive views across the River Monnow and there is potentially storage space in the slaughterhouses underneath the building.

It is possible therefore that the space could be reconfigured to accommodate the central service and store.

The design of the windows in the spaces overlooking the river however not only maximise the amount of light that comes into the building but also makes it challenging to exclude light which would be very detrimental to stored collections. So the viability of this would depend on the amount of space available with minimal light and finding suitable purposes for areas with open-plan space, light and views

The layout would need to be looked at in detail but this option would allow the Nelson Collection (and potentially the Rolls Collection) to be retained and better displayed in the building, complementing the public access to the stores.

The slaughterhouses and other areas could be used for the collections store. A new café with river views could be opened up on the first floor, run by the trading company.

There are a number of benefits to this option if the space does prove to be suitable.

The building is already in council ownership so there would be no acquisition costs for the establishment of the central store (although there would be costs for adapting the space). It would allow the Nelson Collection to be retained in its current location and be presented better as part of general improvements to the building. It would also allow the service to capitalise on the value of the river view.

Leaving aside, the professional museum staff that would operate out of the central services unit, we have assumed staff costs of £55,000 assuming two staff on duty during all opening hours.

**(ii) Nelson Museum 2 – relocate the Nelson Collection to the Shire Hall and find a new purpose for the Market Hall**

If the space is unsuitable for the central service, or the council now has other plans for the One Stop Shop space in the Market Hall, the second option would be to relocate the Nelson Collection into the Shire Hall and allow an alternative use to be found for the museum space alongside the One Stop Shop, taking it out of the museums service.

The option of relocating the Nelson Collection into the Shire Hall has been considered previously but was discounted on the grounds of cost. A proper costing exercise was not undertaken however and some of these assumptions were based on floor loading concerns, suggesting that it was the upper floors that were being considered. A more suitable space would be the Community Gallery at ground floor level at the rear of the building with its own direct access. The limiting factor would be the size of this room although it does have the advantage of being a clear rectangular area without awkward spaces, where the displays could be laid out to maximise the space available.

If the first option is not viable, this should be given proper consideration.

There are a number of key benefits. Firstly it would allow for the closure of the current museum, saving around £100,000 (this is the actual net direct, indirect and maintenance costs provided to us by Monmouthshire County Council) which would allow for investment into the central service and other venues.

Perhaps equally importantly, it would provide a clearer purpose for the Shire Hall which currently has a confused offer and purpose. (The precedent of relocating the collection has already been established when it was moved from the Rolls Hall where it had been bequeathed).

#### 5.6.4 *Shire Hall*

There are also two options for Shire Hall.

##### **(i) Shire Hall 1 – take the Nelson Collection**

The recent renovation work carried out on Shire Hall has been very valuable in terms of ‘future proofing’ the building. The core concept however, of creating a venue for hire with some elements of a visitor attraction is difficult to understand. For visitors it does not present a compelling proposition.

As a venue for hire, it is an attractive space but there are a number of constraints, particularly relating to access when the market is taking place, which will always limit the amount of income which can be realised from functions and weddings.

Given that the potential for commercial growth is constrained, the option of relocating the Nelson Collection into the building, if the Nelson Museum closes, is a positive option for the Shire Hall. It would allow the Shire Hall to become a museum first and foremost, which also has function rooms for hire. It would have a clear proposition and purpose.

Alongside this, more of the space which is currently used for static displays should be converted into temporary exhibition and display space to allow the venue to host a changing programme over the year. This could happen in Courtroom 2 or the Old Council Chamber.

Income from functions would reduce by around £60,000 per year (based on current performance at the Shire Hall and taken from financial data provided by Monmouthshire County Council) but this would be more than offset by the closure of the Nelson Museum.

The new trading company would employ a general manager, a catering manager, a sales manager and an events manager to cover all sites. In this situation, the Shire Hall would only require on site staff of a Duty Officer and cover for the museum and front desk.

##### **(ii) Shire Hall 2 – commercial improvements**

If the option of closing the Nelson Museum and relocating the Nelson Collection is not adopted (if the option to bring the central service into the Market Hall is accepted for example), the best option for the Shire Hall is to continue to improve its commercial performance as a functions venue. It is important however to be realistic about the amount of income that the building is going to be able to achieve. At best it will reach a point where it covers its own costs.

The option of creating more temporary exhibition space should also be considered, as in option 1 above. These could be annual exhibitions drawing on the best of the stored collections on cross

county themes and would work well if they were linked to trails around the county, or sites or events linked by very broad themes such as Wine, Animals or Cloth.

The new trading company would employ a general manager, a catering manager, a sales manager and an events manager to cover all sites. In this situation, the Shire Hall would only require on site staff of a Duty Officer and cover for the tourist information desk.

### 5.6.5 *Caldicot Castle*

**The council should focus development on the Country Park and work with the local community to set up a development trust to restore the Castle for the long term.**

Caldicot Castle is probably the most challenging of all the venues within the museums and attractions.

The Castle is an important monument in the area which is highly valued by the local community. The country park is also very popular and well used by local people.

The Castle has many challenges however, in particular the significant amount of work which is needed to repair the fabric of the building and bring it up to acceptable standards. Securing the funds to do the work through HLF (probably the most realistic source of funding for this type of work) would be very difficult given the scale of the 'ask' and the relatively limited heritage value of the structure. It is not impossible, but it will be very difficult and will almost certainly take many years.

In the past, attempts have been made to use the Castle to generate income, with some degree of success. But as the building and the fit out continues to age and deteriorate, making money out of functions will continue to decline. The kitchen is now unfit for use and will require a major refurbishment if it is to be used. Other facilities, such as the public toilets also require updating.

There is also a history of problems between the community and the council linked to issues around management and operation.

Bearing in mind the condition of the fabric of the building and the interior, we are proposing a two step approach to the future of the building.

In the first instance, the council should 'scale back' the operation of the Castle as a visitor attraction. During the main season (March to October) visitors should be allowed to access the interior courtyard but the interior of the castle should remain closed. This would allow the council to reduce staffing costs and prevent further deterioration of the interior of the building.

Instead, the focus should shift towards making improvements to the Country Park, transforming it into an exciting outdoor activity park offering a range of family activities. The types of activities which would work within the park include:

- High ropes courses
- Segway hire
- Bike hire
- Outdoor trampolining

- Zip wires
- Children's play area

Pop up catering should be introduced to the park during the main season, also run by the trading company.

These activities should be developed by the council and run by the new trading company, rather than franchised out to a third party. They are relatively low capital cost to introduce and would generate a small but valuable on going revenue for the service. A dedicated business plan would need to be developed for the activities. (Headline numbers have been assumed for this report).

In the meantime, the council should begin discussions with the town council about the longer term future of the building. We believe that ideally, a development trust would be set up for the Castle which would be run by the local community. The purpose of the trust would be to raise the funds necessary for the restoration of the building. This would involve a major funding application to the Heritage Lottery Fund, as well as other fundraising activity. It is important that the local community takes ownership of this process. In the meantime, the council would maintain it as outlined above. There would also need to be a close communication between the development trust and the Monmouthshire Museums Development Trust.

In the future, if and when the required restoration works have been completed, Monmouthshire County Council could grant a lease for the building to a new community run charitable trust which would develop out of the development trust and would run the building. The new trust could determine if the building is then reopened as a visitor attraction.

Whilst negotiations with the local community are taking place and the development trust is being established, it may still be possible to generate some income from functions and events. The trading company should look at the viability of selling the venue for functions and weddings and offer these if it is profitable to do so. The state of the kitchen is likely to prove to be a major issue however. If it can be brought up to an acceptable standard relatively cost effectively, functions are more likely to be viable. We understand that £40,000 has been earmarked by the council in this year's capital budget.

It may also be necessary to allow the development trust to run functions from the building as part of its fundraising efforts and this should clearly be prioritised as required.

It is important however to understand that generating income from functions in this way is time limited. If the restoration works do not take place, the venue will over time become completely unsuitable. The use of the Castle as it is now, as a functions venue, should be seen as a meanwhile use whilst fundraising takes place.

#### 5.6.6 *Old Station Tintern*

**The council should maximise the income potential from this popular country park.**

The Old Station at Tintern is a well used country park which, unlike Caldicot, has significant tourist potential because of its location. It is also well used by local residents alike.

The café is very well run and had developed an excellent offer which understands and meets the needs of its customers.

The railway carriages however are used relatively little and are a costly addition to the park.

Of all the sites, the Old Station at Tintern presents the best opportunity for income growth and cost reduction.

The proposal for the site is:

- Close the railway carriages and remove the need for dedicated site staff. Instead, run the park as a country park using the shared pool of staff with Caldicot Country Park;
- When the café lease expires, this should be taken over by the new trading company;
- Introduce camping pods into the park (see the appendix for case studies);
- Improve the children's play facilities as a free facility to encourage more footfall;
- Introduce more charged events, managed by the trading company.

## 5.7 Address leadership and management

**The council should retain responsibility for the museums and attractions but with a different management structure.** Involvement from new community based organisations or trusts should be considered for the development of Caldicot Castle and potentially for the development of a small exhibition in Abergavenny.

A key requirement of the brief for this study is to assess governance arrangements and to consider alternative options.

We have been clear from the outset however that the process needs to assess what should be done and then to decide how this should operate. The importance of this approach has become even more apparent to us as we have understood more about the current operation.

During the course of our study, the Council began to consider governance options for the wider leisure service, potentially including leisure centres and activity centres. This work is at a fairly early stage and cannot therefore directly inform the recommendations within this report. It is important however that the implications of this wider review for the museums and attractions are factored in at the appropriate time.

Our recommendations on governance therefore reflect the current situation.

We have already identified that the commercial services should be run by an independent non-profit distributing organisation which would generate a surplus back to support the operation of the venues. We then considered the options for how the museums and attractions should be run, reflecting the current situation. We considered five basic options:

1. The museums and attractions stay within the council, managed as they are now;
2. The museums and attractions stay within the council but are reorganised to provide a more appropriate leadership structure;

3. The museums and attractions are 'spun out' into a single non profit distributing organisation (which could be a registered charity);
4. The museums and attractions are spun out into two separate independent, non profit distributing organisations (which could be charitable trusts).
5. Hand all or some of the venues over to be run by local community based organisations or trusts.

Our assessment of the strengths and weaknesses of each option, and the resulting recommendations, are provided in the appendix.

**We are very clear that there is no benefit in creating a small independent organisation (or organisations) to run all of the museums and attractions (options 3 and 4 above).**

The main reasons for this assessment are:

- It is difficult to see the benefits that have been realised by other museums services which have gone down this route. Sheffield was one of the first authorities to adopt this approach in 1998 when it created two independent trusts, Museums Sheffield and Sheffield Industrial Museums Trust to run the museums which were in council ownership. Seventeen years on, both trusts have faced significant financial difficulties which have resulted in the closure of venues, reduced opening hours and reduced staffing levels. The trusts have been able to access some sources of funding (such as the recent Arts Council funds which were given to Museums Sheffield to help them to 'restabilise' the operation after the latest round of local authority cuts). Despite the access to these types of funds, both trusts are still in crisis. We are seeing this elsewhere. Financially, the opportunities for independent trusts are still very limited and there are very few sources of funds which are available to trusts but which are not open to local authorities<sup>3</sup>. Museum trusts are usually very heavily dependent on local authority funding. If this is cut (and it is often easier for authorities to make cuts to independent organisations), the trusts struggle to survive.
- Alongside this, the cost of running an independent trust is almost always higher than running the service as part of the council. When the full cost of 'purchasing' financial management, HR and other support services as well as premises maintenance costs are allowed for, it is always more costly for a small independent company. We estimate that costs of running an independent trust could be around £250,000 higher than running the same operation within the council.
- Many of the arguments around flexibility of operation and ability to create an appropriate culture simply do not apply to services which need to be subsidised. They do apply to organisations which need to operate with a commercial ethos – hence the recommendation to establish the independent trading company. But councils are very well suited to providing beneficial services to their stakeholders. The museums and attractions have more similarities with other council run services (such as education services and public spaces) than they do commercial operations. Culturally therefore, there is no problem!

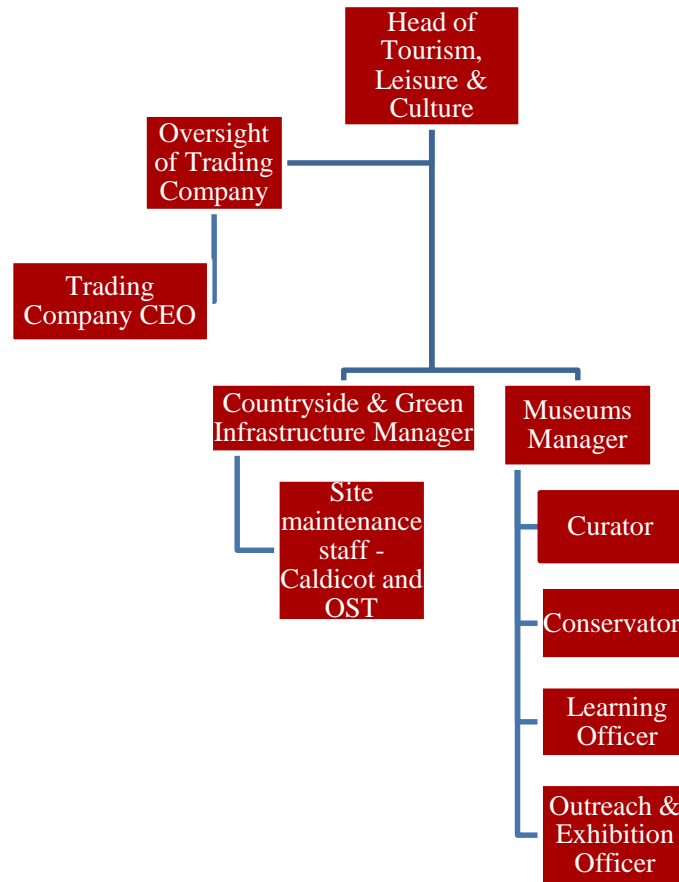
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<sup>3</sup> Although this is often quoted as a benefit of trust status, in reality there are very few sources of funds which cannot be accessed by local authorities. It is largely only private donations and small trust funds which cannot be accessed by local authorities. Income from these sources is typically minimal to museum trusts.

The assessment of option of passing the operation of the museums over to local community based organisations (option 5) is less straightforward. The summary of our assessment is:

- Museums which are run by local community trusts or societies are usually small scale and whilst this is not, in itself, a problem, **it does not replace the value delivered by a professionally run and managed museums service which employs skilled staff to protect collections and engage with different audiences.** For this reason, we would not recommend the break up and ‘disposal’ of the museums service to local community organisations. Local community organisations could however provide **a very valuable addition to support and work with the museums service.** In Abergavenny for example, if the option of closing the museum is adopted, a local community based society could be very valuable in providing an alternative and more sustainable local exhibition or display for the town. Similarly, we are recommending that a community based development trust is set up to deliver the restoration work for the Castle and eventually take over its operation.
- It is also important to be aware of how fragile volunteer run museums can be. These museums are entirely dependent on the goodwill and ability of the active members to maintain and deliver the service. There are many examples of community based museums getting into difficulty and the ‘problem’ returning to the council. (This situation is not dissimilar to what happened in Abergavenny previously). The community run museums should therefore be seen as **an addition to the core service, not a replacement for it.**

We are making a clear recommendation therefore that **at this time** the museums service and the management of the attractions remains within the council but that a new management structure is adopted to take account of the proposed recommendations in this report. The following is a suggested management structure for the operation of the two functions.



In addition, we are recommending that there could be a role for a small community based exhibition in Abergavenny if the option is taken to close the museum.

In the short to medium term we are recommending a development trust is established to fundraise for Caldicot Castle which could migrate into a management trust once the restoration works have been completed.

## 5.8 Longer term governance implications

At the time of writing this report, the wider review of the governance of leisure services is still ongoing. Clearly, the recommendations in this report need to be reassessed in light of the findings of this work.

The potential scale of a bigger independent organisation, which runs a portfolio of leisure services including the museums and attractions, would alleviate some of the serious concerns about financial viability and sustainability.

Although it would need to be considered fully, it is likely that a bigger organisation could be created which could run all of the services effectively and with some degree of financial stability. This would clearly have implications for some of the recommendations within this report. For



example, the trading company recommended here could form part of a wider commercial operation.

The core recommendations relating to the central service, and the specific recommendations for each site, however, are unlikely to change in any material way.

On this basis, we are recommending that in the short term, the changes proposed above are made to the staffing structure of the museums service and the attractions. This would allow the work to begin on the development of the central service and for some immediate improvements to be made to the operation of the attractions.

The creation of the trading company however should be delayed, pending the findings of the wider review.

## 5.9 Revenue implications

There are essentially four different scenarios that could be adopted in the strategy above and we have been able to model the revenue implications of each. The total annual net cost to the council is forecast to be between £685,000 and £765,000 in the four scenarios. **This compares to a total net cost of running the service in 2014/15 of £1,077,000.**

**The budget for 2015/16 is £772,000 which is in the ball park of our four scenarios but with appropriate levels of expenditure on marketing, exhibitions, equipment and materials factored in to the proposed model.**

Whilst there is less than £80,000 between the four options, it would appear that the least costly option (in revenue terms) would be to close Abergavenny as a museum and transform the Market Hall in Monmouth into a new museum and central store.

It is important to note that the forecasts below are assumed to be in a stabilized year. Clearly any changes will take time to bed in but for the purpose of assessing options, it is important to look at forecasts in a notional stabilized year. It is also important to note that this does not take into account any changes to the governance of other services in the council.

Each of the line items is explained below the table.

<i>Expenditure</i>	<i>Close Abergavenny - transform Market Hall (Monmouth) to include new central store</i>	<i>Retain Abergavenny - transform Market Hall (Monmouth) to include new central store</i>	<i>Close Abergavenny - vacate Market Hall and move Nelson Collection into Shire Hall - central store in another building</i>	<i>Retain Abergavenny - vacate Market Hall and move Nelson Collection into Shire Hall - central store in another building</i>
Staff costs	£ 473,000	£ 528,000	£ 426,000	£ 481,000
Rent	£ -	£ 5,090	£ -	£ 5,090
Utilities	£ 43,751	£ 51,896	£ 43,751	£ 51,896
Business rates	£ 52,461	£ 55,006	£ 52,461	£ 55,006
Repair and maintenance	£ 15,999	£ 16,255	£ 18,499	£ 18,755
Security	£ 10,875	£ 13,064	£ 13,821	£ 16,010
Cleaning	£ 15,858	£ 16,722	£ 18,858	£ 19,722
Professional fees	£ 10,196	£ 10,443	£ 13,528	£ 9,256
Equipment and materials	£ 31,695	£ 36,695	£ 27,300	£ 31,000
Marketing and promotion	£ 20,000	£ 20,000	£ 20,000	£ 20,000
Telephone, IT, licences, subscriptions	£ 9,486	£ 10,573	£ 9,699	£ 10,786
Travel and transport	£ 15,000	£ 15,000	£ 15,000	£ 15,000
Indirect costs	£ 71,864	£ 80,825	£ 62,864	£ 71,825
Indirect maintenance and works	£ 50,000	£ 60,000	£ 50,000	£ 60,000
<b>Total expenditure</b>	<b>£ 820,185</b>	<b>£ 919,569</b>	<b>£ 771,781</b>	<b>£ 865,346</b>
<i>Income</i>				
Museum events	£ 20,000	£ 30,000	£ 20,000	£ 30,000
Grazing at Caldicot	£ 350	£ 350	£ 350	£ 350
Conservation income	£ 5,000	£ 5,000	£ 5,000	£ 5,000
Chepstow Town Council grant	£ 2,000	£ 2,000	£ 2,000	£ 2,000
Profit from trading company	£ 97,200	£ 120,400	£ 49,200	£ 64,400
<b>Total income</b>	<b>£ 124,550</b>	<b>£ 157,750</b>	<b>£ 76,550</b>	<b>£ 101,750</b>
<b>Net cost</b>	<b>£ 695,635</b>	<b>£ 761,819</b>	<b>£ 695,231</b>	<b>£ 763,596</b>

- **Staff costs** are based on creating the new central management team at a cost of £212,000 per annum with appropriate front of house cover at the sites. Existing salaries have been used and have been benchmarked across the sector. Clearly there are savings made in the options which involve closures.
- **Rent** is payable at Abergavenny – the amount shown is the amount currently payable. There is no rent payable in the options where the council leaves the site.
- **Utilities costs, business rates, repairs, maintenance, security, cleaning, professional fees, telephone, IT, subscriptions** are based on the actual costs currently incurred at the various sites. This information was provided by Monmouthshire County Council. Where there are site closures, the costs have been reduced accordingly. Additional allowance has been made for any new buildings (the central store for example should it not go into the market hall).
- **Equipment and materials** – a much greater budget has been allowed for museums equipment and materials than that currently provided.

- **Marketing** – a single dedicated budget of £20,000 has been assumed to market the museums more effectively. This does not include marketing of trading venues which is accounted for below and includes a further £20,000.
- **Travel and transport** – an allowance of £15,000 has been made which is over and above the current costs. This is to allow for travel and transport of people and objects/equipment between the sites since the collections will now be housed in a single store and the core museum staff will need to travel extensively between the sites.
- **Indirect costs** - are based on the actual costs currently charged by Monmouthshire County Council to the various sites. This information was provided by Monmouthshire County Council. Where there are site closures, the costs have been reduced accordingly. Additional allowance has been made for any new buildings (the central store for example should it not go into the market hall).
- **Indirect maintenance costs and works** – this is based on the actual costs provided to us by Monmouthshire County Council averaged over three years. Where there are site closures, the costs have been reduced accordingly. Additional allowance has been made for any new buildings (the central store for example should it not go into the market hall).
- **Events income** – this is a new assumed income stream. It has been assumed that each of the museum sites should be able to host two charged events per annum which generate net income of £5,000 each.
- **Grazing at Caldicot** – based on actual income currently received from allowing grazing on the land.
- **Conservation income** – an assumption has been made that the Conservator will continue to spend a small amount of time undertaking commercial conservation work.
- **Chepstow Town Council** – a sum of £2,000 is currently provided by the town council annually to allow for lunch time opening of the museum. This has been assumed to continue.
- **Profit from trading company** – this reflects the assumed net contribution from all of the new trading activities outlined in the table below.

**The table below is an indicative trading account for each scenario. At this stage, the numbers are headline and illustrative. Further work should be undertaken as the project progresses. The trading assumptions made below are largely based on the experience of AMION Consulting in other locations but has been informed by the current performance.**

- The income assumed at the new cafés at Chepstow, Monmouth and Old Station and the kiosks at Caldicot, Old Station, Black Rock and Abergavenny are all based on our experience of similar sized operations around the UK. They are often modest operations which on their own do not make much commercial sense but as part of a group become much more financially viable.
- Shire Hall Catering, Bar and Venue Hire income is based on the current trading performance (this was provided to us by Monmouthshire County Council) and a 30% increase in trade has been assumed as a result of being part of a much more commercially focused operation.

- The camping income at Caldicot and Old Station is based on an assumption of 10 camping pods being acquired at each site. It has been assumed that the pods will be available to hire at a rate of £50 per night (net of VAT) for 6 months in the year. A 20% occupancy rate has been assumed.
- A broad assumption has been made with regard to the potential income from new activities/attractions at Caldicot that an investment of around £300,000 is made into a combination of attractions include zip wires, high ropes, Segway, children's play, bike hire etc. Attracting 10,000 additional users per annum at a price of £5 per person (net of VAT) could generate annual income of £50,000.
- The events income assumed at Caldicot and Old Station is a slight increase on the current budget (figures provided by Monmouthshire County Council) to allow for a more commercial operation.
- Caldicot venue hire is based on current budget figures.
- Car parking income at Old Station is based on current actual performance.
- Car parking at Abergavenny is based on introducing a car parking charge for non-museum visitors should the council remain as tenant.
- Retail income from all sites is based on current actual trading date (provided by Monmouthshire County Council). Where there are site closures, the income has been reduced accordingly.
- Catering costs of goods is based on an industry standard of 35%.
- Retail costs of goods is based on an industry standard of 50% (museum retail).
- Other cost of sales refers to an allowance of 10% of the income generated from car parks, attractions, camping and venue hire.
- Event costs allow for a 10% margin to be made on the income assumed above – this is typical.
- Variable staff costs allow for the cost of employing additional staff for the cafes, kiosks, attractions, venue hire. An allowance of 40% of the income from catering, bars, venue hire and attractions has been assumed.
- Fixed staff costs allows for the four key posts of: Director, Catering and Retail Manager, Sales Manager and Events Manager.
- £20,000 has been assumed for marketing.
- An additional £45,000 has been assumed for additional operating costs.

	<i>Close</i>		<i>Retain</i>		<i>Close</i>		<i>Retain</i>	
	<i>Abergavenny - transform Market Hall (Monmouth) to include new central store</i>		<i>Abergavenny - transform Market Hall (Monmouth) to include new central store</i>		<i>Abergavenny - vacate Market Hall and move Nelson Collection into Shire Hall - central store in another building</i>		<i>Abergavenny - vacate Market Hall and move Nelson Collection into Shire Hall - central store in another building</i>	
New Chepstow café	£	120,000	£	120,000	£	120,000	£	120,000
New Caldicot kiosk	£	50,000	£	50,000	£	50,000	£	50,000
New OST kiosk	£	50,000	£	50,000	£	50,000	£	50,000
New Abergavenny kiosk			£	50,000	£	-	£	50,000
New café in Market Hall, Monmouth	£	120,000	£	120,000	£	-	£	-
OST Café	£	120,000	£	120,000	£	120,000	£	120,000
Shire Hall Catering	£	40,000	£	40,000	£	12,000	£	12,000
Shire Hall Bar	£	8,000	£	8,000	£	2,000	£	2,000
New Black Rock kiosk	£	50,000	£	50,000	£	50,000	£	50,000
OST Camping	£	20,000	£	20,000	£	20,000	£	20,000
New Caldicot camping	£	20,000	£	20,000	£	20,000	£	20,000
New Caldicot attractions	£	50,000	£	50,000	£	50,000	£	50,000
Caldicot public events	£	50,000	£	50,000	£	50,000	£	50,000
OST public events	£	20,000	£	20,000	£	20,000	£	20,000
Caldicot venue hire	£	15,000	£	15,000	£	15,000	£	15,000
Shire Hall venue hire	£	80,000	£	80,000	£	20,000	£	20,000
OST car parking	£	15,000	£	15,000	£	15,000	£	15,000
Abergavenny car parking			£	10,000	£	-	£	10,000
Museum and Shire Hall retail	£	60,000	£	75,000	£	35,000	£	50,000
<b>Income</b>	<b>£</b>	<b>888,000</b>	<b>£</b>	<b>963,000</b>	<b>£</b>	<b>649,000</b>	<b>£</b>	<b>724,000</b>
Catering cost of goods	£	195,300	£	212,800	£	141,400	£	158,900
Retail cost of goods	£	30,000	£	37,500	£	17,500	£	25,000
Other cost of goods	£	20,000	£	21,000	£	14,000	£	15,000
Event costs	£	63,000	£	63,000	£	63,000	£	63,000
Variable staff costs	£	243,200	£	263,200	£	181,600	£	201,600
Fixed salaries and on costs	£	150,000	£	150,000	£	105,000	£	115,000
Marketing	£	20,000	£	20,000	£	20,000	£	20,000
Office and general overheads	£	45,000	£	45,000	£	45,000	£	45,000
<b>Total</b>	<b>£</b>	<b>766,500</b>	<b>£</b>	<b>812,500</b>	<b>£</b>	<b>587,500</b>	<b>£</b>	<b>643,500</b>
Profit before tax	£	121,500	£	150,500	£	61,500	£	80,500
Tax	£	24,300	£	30,100	£	12,300	£	16,100
<b>Net profit after tax</b>	<b>£</b>	<b>97,200</b>	<b>£</b>	<b>120,400</b>	<b>£</b>	<b>49,200</b>	<b>£</b>	<b>64,400</b>

## 5.10 Capital implications

### 5.10.1 *The Market Hall project*

The Monmouthshire Museums Development Trust should take a lead on fundraising for the major capital projects which will be required to deliver the proposed changes.

When a museum service faces the challenges and tough decisions that Monmouthshire does now, it is vital to take positive steps, develop a vision for the future and produce an alternative sustainable model that fits with modern best practice. Transformational projects require capital funding to provide infrastructure and short term revenue funding to build capacity and these days to recruit and train volunteers to take projects into the future.

Volunteering not only supports museums in their endeavours but increases community ownership and widens audiences through targeted projects both in terms of delivering services and of directly involving specific volunteers for example people with mental health issues or people with disabilities by empowering them to work in appropriate and supportive environments.

Realistically the only significant funding source for such development projects is the Heritage Lottery Fund, so it is also essential that Monmouthshire's development projects fit with HLF criteria and deliver the changes and benefits that they require in terms of heritage, people and communities.

The situation in Wales is currently particularly competitive and HLF in Wales only considers bids of under £1,000,000. Bids above this level would be in competition with national projects, which would be likely to be high profile. Taking into account any possible match funding from the Council perhaps through the sale of buildings or other appropriate assets and funding support from donors or charitable trusts, projects will necessarily need to be in the region of just over a £1,000,000 in order to have a realistic chance of funding success. So there is an argument that coats must be cut according to the cloth available, unless other funding sources emerge such as a significant gift or bequest.

When the service goes into a transitional phase, it will be appropriate to reduce everything other than opening the doors and managing buildings to a minimum in order to focus all available resources, including existing volunteers on project development and delivery.

HLF will accept phased projects and it may be appropriate to progress the transformation in stages. The following broad brush costings indicate what projects of this scale may consist of. Although, clearly specific studies would need to take place to develop these to an appropriate level of detail, with much better knowledge of the spaces involved and some architectural input.

### 5.10.2 *Central store project*

<p><b>Create central store in an alternative location</b>          Make space secure.          Re-use existing storage equipment where possible.          Purchase additional easy access storage equipment.</p>	
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Recruit, train and manage volunteers to assist. Undertake collections review. Dispose of some duplicated material. Centralise and consolidate documentation.	<b>£600,000</b>
<b>Create public access research area with IT equipment.</b> Centrally based continuation of digitisation project and public facing data base assembly. Recruit, train and manage volunteer support.	<b>£100,000</b>
<b>Develop a major digital community project celebrating Monmouthshire heritage</b> Built around the attractions and the collections. Include downloadable trails and apps for use in key sites and around the county. Enable community members to upload their own memories and memorabilia	<b>£200,000</b>
<b>Create a series of projects to provide community access to collections</b> which have been unseen for some time with a view to creating special exhibitions on significant people in Abergavenny, Chepstow and Monmouth.	<b>£150,000</b>
<b>Development costs and contingency</b>	<b>£150,000</b>
Total	<b>£1,200,000</b>

### 5.10.3 *Chepstow Museum project*

<b>Partial refurbishment of Chepstow Museum</b> to provide café and new interpretation on ground floor, with improved display spaces to upper floor	<b>£450,000</b>
<b>Relocate Nelson Collection to Shire Hall</b> and create temporary exhibition space or re-display in Market Hall.	<b>£450,000</b>
<b>Undertake community sculpture project at Abergavenny</b> inspired by and interpreting local heritage –could provide a sheltered space for activity which incorporates interpretation.	<b>£200,000</b>
<b>Development costs and contingency</b>	<b>£150,000</b>
<b>Total</b>	<b>£1,250,000</b>

#### 5.10.4 Commercial investment

In order for the proposed trading company to generate profits for cultural services, a programme of investment will be required. This could include:

- Camping pods at Old Station Tintern – 10 @ £6,000 each = £60,000 (based on current prices of Camping Pods to purchase).
- Camping pods at Caldicot – 10 @ £6,000 each = £60,000 based on current prices of Camping Pods to purchase).
- Caldicot attractions (zip wire, high ropes, Segway, children's play, bike hire) - £300,000 (this is an illustrative budget allowance and will depend entirely on what is specified).
- Catering kiosks at Caldicot, Old Station Tintern and Black Rock – 3 @ £15,000 = £45,000 (based on current prices of Camping Pods to purchase).

Investment in the cafes at Chepstow and Monmouth would be wrapped into the two projects referred to in the section above.

The total investment into commercial facilities would therefore be in the region of £465,000. The trading profits (in a stabilised year) could be in the region of £80,000 after tax which would equate to approximate payback period of 4.8 years (this level of payback is typical in commercial leisure and hospitality).

Again, the Monmouthshire Museums Development Trust could take a lead in raising funds to support the development.

### 5.11 Timescales

Inevitably a period of consultation will be required before any changes are implemented and there is likely to be some strong feeling particularly to some of the proposed changes.

Given the desperately stretched state of the current operation however we recommend that the Council aims to complete the consultation within the current financial year and to begin the process of implementing the changes from 2016.

The new trading company and introduction of the new commercial facilities could begin almost immediately and are largely independent of other changes although there will clearly be an impact on some staff, particularly in Shire Hall. This could be achieved in the financial year 2016/17.

The operational and staffing changes and Caldicot Castle and the Old Station could also be implemented relatively quickly after a period of consultation and assuming a favourable outcome is achieved and could be completed within the same year.

The creation of the centralised store and the subsequent changes that this will enable at the three museums is dependent on raising the required capital from the proposed HLF bid. This process will take a minimum of two years from agreement. The work at Chepstow museum would then take a further two years, allowing time for fund raising.



The implications of the wider governance review need to be factored in and may impact on some of these timings.

## 6 Appendix 1 – Case Study – Blackpool Council

Blackpool Entertainment Company Limited (BECL) was set up by Blackpool Council in summer 2014.

The Winter Gardens is a vast grade II\* listed building which contains the Opera House Theatre, the Empress Ballroom, an exhibition hall, Illuminasia visitor attraction, a restaurant and café and various functions rooms and suites. In 2010, Blackpool Council brought the building back into public ownership by buying it and the Blackpool Tower from Leisure Parcs (a private company). In doing so, the Council recognised the strategic importance of these two assets to the town's future.

After purchasing the building, the Council put the management contract out to tender and appointed Crowne Leisure Limited. Under the terms of the arrangement, the Council would pay Crowne Leisure a £250,000 management fee and after this there would be a 50/50 profit share between the Council and Crowne Leisure.

In 2014, the Council re-tendered the opportunity and received a limited response. Crowne Leisure were keen to be re-appointed on the same terms but the Council recognised that this arrangement was costing the Council more than it needed to. The option of creating BECL as a wholly owned company was then considered and agreed.

BECL was established with the sole purpose of operating the Winter Gardens and therefore the Teckal exemption from the procurement rules applied, meaning that the opportunity did not have to be tendered. Key staff were transferred across to the new company under TUPE, including the highly regarded General Manager.

Although still under development, the Board of the new organisation will be made up of three members of the Council and three private sector appointments. It will have a private sector chair. The post of Chair was recently advertised and there was a very strong response. The Council has selected a senior individual from a non-competitive organisation who has relevant commercial skills.

Under the terms of the new company, the General Manager attends monthly management meetings with executive staff from the Council. The Leader and Deputy Leader also meet the General Manager and Chair every three months. There is a shareholders' panel twice every year.

The arrangement is generally working very well for the Council who are pleased with the decision. There has already been evidence of commercial entrepreneurialism with the new organisation franchising a business opportunity to China. Overall profitability will be significantly improved for 2015 and the Council believes that the quality of the experience is better under improved leadership.

There have been some challenges however. In particular, establishing an appropriate relationship between the Council (Executives and Members) and the new organization has proved difficult at times. There is a fear that the independence of the organisation could be compromised by 'inappropriate levels of involvement' from people within the Council which could cause problems with the General Manager and Chair. It is hoped however that the new Board structure could help to bring a better balance to the relationship.

## 7 Appendix 2 – Case Study - Glamping

### Eco camping

An emerging trend is the development of eco camping sites. These are small, low impact, environmentally friendly, off-grid camp sites with solar or wind powered showers and eco/compost toilets. They often have a central campfire area and/or allow campers to have their own campfires. Some sites offer secluded and isolated pitches for individual camping. Sites may have wildlife areas and some offer nature study and environmental activities and courses. Examples are Cerenety Camp Site in Cornwall ([www.cerenetycampsite.co.uk](http://www.cerenetycampsite.co.uk)), Northlodge in Pembrokeshire ([www.eco-camping.co.uk](http://www.eco-camping.co.uk)) and Comrie Croft in Perthshire ([www.comriecroft.com/sleep/eco-camping.html](http://www.comriecroft.com/sleep/eco-camping.html)). In some cases eco camping sites also offer glamping units or glamping sites have opened eco camping sites. Eco Camp UK ([www.ecocampuk.co.uk](http://www.ecocampuk.co.uk)), for example, offers fully equipped bell tents alongside forest tent pitches at its Beech Estate ecological woodland camp site in East Sussex, while The Secret Camp Site ([www.theseccampsite.co.uk](http://www.theseccampsite.co.uk)), also in East Sussex offers a glamping unit and a tree tent alongside its eco camp site. Comrie Croft has 5 Norwegian Kata tents. Dernwood Farm ([www.dernwoodfarm.co.uk/wild-camping](http://www.dernwoodfarm.co.uk/wild-camping)) offers wild camping alongside safari and bell tents and a woodland log cabin.



### Tree camping

Tree camping in tents and structures suspended in trees is an interesting, although very niche, emerging trend. Examples include:

- Red Kite Tree Tent in Mid Wales ([www.sheepskinlife.com/relax-at/red-kite-tree-tent](http://www.sheepskinlife.com/relax-at/red-kite-tree-tent));
- Treehotel in Sweden ([www.treehotel.se](http://www.treehotel.se)), which features 5 quirky, individually designed 'treerooms' and a tree sauna;
- The Tree Tent at The Secret Campsite in East Sussex: ([www.theseccampsite.co.uk/secret-shelters](http://www.theseccampsite.co.uk/secret-shelters)); and
- Lost Meadow Tree Tent in Bodmin, Cornwall: ([www.canopyandstars.co.uk/britain/england/cornwall/broom-park-farm/lost-meadow-tree-tent](http://www.canopyandstars.co.uk/britain/england/cornwall/broom-park-farm/lost-meadow-tree-tent)).



### Camping pods

Camping pods were first introduced in the UK at the Eskdale Camping and Caravanning Club site in the Lake District in 2008. The site has 10 camping pods priced at £43.75 per night. They are made from locally sourced timber and insulated with sheep's wool. They have hard foam floors, French windows, wooden decking areas, heaters and electric lighting. Each pod sleeps 4 people. They have proved extremely popular and have even attracted demand during the winter. The Camping and Caravanning Club has now introduced camping pods and dens at its club sites in Bellingham, Northumberland; Hayfield in the Peak District; Ravenglas in Cumbria; Skye; Gulliver's Kingdom at Milton Keynes; and Thetford Forest

[www.campingandcaravanningclub.co.uk/ukcampsites/club-glamping/camping-pods](http://www.campingandcaravanningclub.co.uk/ukcampsites/club-glamping/camping-pods).

Newfoundland Leisure Lodges, the company that manufactured the pods for these sites, reports huge interest in the concept, which is rapidly developing throughout the UK. The company has now supplied camping pods to over 70 sites across the country.

The YHA has introduced camping pods alongside its hostels at Malham and Grinton in the Yorkshire Dales, Hawkshead and Borrowdale in the Lake District and the South Downs hostel in East Sussex ([www.yha.org.uk/places-to-stay/alternative-accommodation/camping-pods](http://www.yha.org.uk/places-to-stay/alternative-accommodation/camping-pods)). The National Trust is another organisation that has started to offer camping pods at three sites in the Lake District, Clumber Park in Nottinghamshire and a site in Northern Ireland [www.nationaltrust.org.uk/holidays/camping/camping-pods](http://www.nationaltrust.org.uk/holidays/camping/camping-pods).

Camping pod encampments and parks are now starting to develop across the UK. Examples include:

- West Stow Pods in Suffolk ([www.weststowpods.co.uk](http://www.weststowpods.co.uk));
- Bryn Dinas Camping Pods in Snowdonia ([www.bryndinascampingpods.co.uk](http://www.bryndinascampingpods.co.uk));



Holiday parks, holiday lodge parks, touring caravan and camping sites and hotels are increasingly introducing camping pods as an alternative accommodation option. Examples are:

- the Pure Leisure Group has introduced camping pods at three of its holiday parks (<http://www.pureleisuregroup.com/holidays/camping-pods>);
- the Hillcrest Park touring caravan park at Caldwell in County Durham ([www.hillcrestpark.co.uk/pods](http://www.hillcrestpark.co.uk/pods)) introduced 3 camping pods in August 2011, increasing this to 5 pods in March 2012 and 10 in October 2012 due to the strength of demand.
- the Old Thorns Manor Hotel and Golf Club at Liphook has developed a number of luxury eco pods adjacent to the hotel as an alternative accommodation option ([www.oldthorns.com/home/accommodation-old-thorns-hotel-hampshire/luxury-eco-pods](http://www.oldthorns.com/home/accommodation-old-thorns-hotel-hampshire/luxury-eco-pods)); and
- Woodland Park Lodges at Ellesmere in Shropshire has 5 camping huts alongside 11 holiday lodges ([www.woodlandparklodges.co.uk/camping-huts.html](http://www.woodlandparklodges.co.uk/camping-huts.html)).

### Glamping

A key trend in recent years has been the rapid growth of glamping (glamorous camping) offers, in terms of ready-erected, fully-equipped tents, yurts, tipis and other unusual forms of camping and caravanning accommodation. These types of accommodation have proved to be popular with more affluent families that want to experience camping holidays but without the hassle of having to bring their own tents and camping equipment. As a new form of accommodation they have attracted significant media coverage and wherever they have opened such accommodation operations have quickly attracted strong demand. Go Glamping ([www.goglamping.net](http://www.goglamping.net)), the leading online directory of luxury camping sites, now lists 200 locations in the UK. Key luxury camping products that have so far emerged in the UK are as follows:

- **Feather Down Farms** ([www.featherdown.co.uk](http://www.featherdown.co.uk)) is a concept that has been operated in the UK since 2005 by the Feather Down Farm Days Company as a seasonal luxury camping holiday option. Originally developed in Holland, the concept involves Feather Down Farm Days providing working farms with 5-10 fully equipped Feather Down tents for erection between Easter and October. The tents provide spacious, ready-to-use camping

accommodation including beds, bedding, a toilet, wood-burning cooking stove, cool chest and cooking equipment. The farmer is responsible for providing a cold water supply to each tent and connection to a mains sewer or septic tank, together with the provision of a communal hot shower facility. Feather Down Farm Days runs a national marketing, advertising and PR campaign and provides a central booking system. The company now has 34 sites across the UK. Their development strategy has focused initially on locations that are within a 2 hour drive time of London, as this is their core market. These holidays require some affluence, at circa £1000 for the week, and they recognise that they are aiming at the educated city dweller wanting rural family 'experience' for themselves and their children.

- The team behind Feather Down Farms launched a sister company, **Country Retreats** ([www.featherdown.co.uk/country-retreats](http://www.featherdown.co.uk/country-retreats)), in November 2014 aimed at other land and country estate owners that want to provide canvas lodges and/or fully collapsible log cabins and become part of The Country Retreats Collection. The company hope to roll out 50 of the new log cabins across country estates and farms in the UK by the end of 2015.
- **Ready-pitched luxury camps:** Jolly Days Luxury Camping ([www.jollydaysluxurycamping.co.uk](http://www.jollydaysluxurycamping.co.uk)) in North Yorkshire is a boutique campsite that offers the ultimate in luxury camping, with 8 large lodge tents with four poster beds, sofas and chandeliers, 7 vintage style tents and 7 bell tents. Shieling Holidays ([www.shielingholidays.co.uk](http://www.shielingholidays.co.uk)) on the Isle of Mull provides 16 fully equipped Shieling cottage tents, which take their name from the summer cottages that Highland shepherds traditionally use. The tents are equipped with proper beds and fully equipped kitchens and have electricity and gas heaters. Some also have shower and toilet facilities. Dandelion Hideaway ([www.thedandelionhideaway.co.uk](http://www.thedandelionhideaway.co.uk)) in Leicestershire offers a number of canvas cottages.
- **Yurts**, based on the Mongolian yurt, are wooden frame, insulated circular tents that are usually furnished with beds, wood burning stoves and kitchen equipment. The Bivouac ([www.thebivouac.co.uk](http://www.thebivouac.co.uk)) on the Swinton Estate in the Yorkshire Dales has 8 yurts and six timber frame shacks. Each yurt sleeps 5 and comes with beds, bed linen, a terracotta cold store, wood burning stove and gas burner for outdoor cooking on a wooden veranda. Lincoln Yurts at Welton in Lincolnshire ([www.lincolnyurts.com](http://www.lincolnyurts.com)) offers 5 themed yurts that are fully equipped with beds, bedding, a gas stove, BBQ and decked seating area and supported by a bathroom cabin with a Jacuzzi bath. Other examples area Hidden Valley Yurts in Monmouthshire ([www.hiddenvalleyyurts.co.uk](http://www.hiddenvalleyyurts.co.uk)) and Yurtshire ([www.yurtshire.co.uk](http://www.yurtshire.co.uk)) which has two yurt camps in North Yorkshire and one in Warwickshire.
- **Tipi** sites offer a similar set up. Examples include Wild Northumbrian Tipis and Yurts ([www.wildnorthumbrian.co.uk](http://www.wildnorthumbrian.co.uk)); Lincolnshire Lanes Camp Site in the Lincolnshire Wolds ([www.lincolnshire-lanes.com](http://www.lincolnshire-lanes.com)); Eco Retreats in Powys, Wales ([www.ecoretreats.co.uk](http://www.ecoretreats.co.uk)); and 4 Winds Lakeland Tipis ([www.4windslakelandtipis.co.uk](http://www.4windslakelandtipis.co.uk)) in the Lake District.
- Wooden **wigwams** rented out at around 20 sites in Scotland and the North East of England are another alternative. Northumbria's Pot-a-Doodle-Do ([www.northumbrianwigwams.com](http://www.northumbrianwigwams.com)) has 12 wooden wigwams sleeping 4/5 people. Each wigwam is fully insulated and has electric lighting and heating. Foam mattresses are provided. The site has a central shower and toilet block, kitchen for guests' use and licensed restaurant on site. Springhill Farm in Northumberland ([www.springhill-farm.co.uk/wigwams](http://www.springhill-farm.co.uk/wigwams)) offers a number of wooden

wigwams alongside self-catering cottages and a touring caravan and camping site. Wigwam Holidays ([www.wigwamholidays.com](http://www.wigwamholidays.com)) that supplies wooden wigwams to farmers and landowners that the company then markets under its Wigwam Holidays brand. The company now has 60 sites across the UK.



Other examples of glamping camping offers include:

- **Geodesic domes** for example, The Dome Garden ([www.domegarden.co.uk](http://www.domegarden.co.uk)) at Coleford in Gloucestershire has 10 geodesic ecodomes equipped with wood burning stoves, beds, private flushing toilets, a fully-equipped outside kitchen area with fridge and timber en-suite hot shower. Another example is Ekopod ([www.ekopod.co.uk](http://www.ekopod.co.uk)) in Cornwall.
- **Persian alachigh tents**, similar to yurts for example, Penhein Glamping near Chepstow in Monmouthshire ([www.penhein.co.uk](http://www.penhein.co.uk)).
- **Gypsy caravans** for example, Gypsy Caravan Breaks in Somerset ([www.gypscaravanbreaks.co.uk](http://www.gypscaravanbreaks.co.uk)) and Roulotte Retreat in the Scottish Borders ([www.roulotteretreat.com](http://www.roulotteretreat.com)), which has 4 French roulette caravans for hire.
- **Retro caravans** for example, Vintage Vacations on the Isle of Wight ([www.vintagevacations.co.uk](http://www.vintagevacations.co.uk)), which has a collection of 13 vintage American Airstream and Spartan caravans for hire; Happy Days Retro in East Dorset ([www.happydaysrv.co.uk](http://www.happydaysrv.co.uk)) with four airstream caravans available for hire for holidays; and Mad Dogs and Vintage Vans in Herefordshire ([www.maddogsandvintagevans.co.uk](http://www.maddogsandvintagevans.co.uk)), which has four vintage caravans.

- **Shepherds Huts** for example, Herdy Huts in the Lake District ([www.herdyhuts.co.uk](http://www.herdyhuts.co.uk)) and Shepherds Huts South East ([www.shepherdshuts-southeast.com](http://www.shepherdshuts-southeast.com)) in Kent.
- **Safari Tents** for example, the Camping and Caravanning Club has four safari tents for hire at its club site at Gulliver's Kingdom theme park at Milton Keynes and one at its club site at Teversal in Nottinghamshire.
- **Bubble camping** in transparent inflatable tents was introduced in France in 2010 but has yet to come to the UK.
- **VW camper van pop-up camps** for example, Volkswagen Commercial Vehicles partnered with booking website LateRooms in 2014 to provide 6 VW California camper vans for hire on a nightly basis at Temple Island in Henley-on-Thames.
- **Cargo pods**, converted from shipping containers have been introduced at the Lee Wick Farm glamping and touring site at St Osyth, near Clacton-on-Sea in Essex ([www.leewickfarm.co.uk](http://www.leewickfarm.co.uk)).

### Treehouses

An interesting, although very niche self-catering accommodation product that has emerged in the UK in recent year, is self-catering treehouses. A number of these have been developed across the UK, primarily as individual units. They are generally very high quality. They clearly have appeal to the family market. Center Parcs has opened a small number of luxury two-storey treehouses at its holiday villages in Sherwood Forest and Longleat Forest. Aimed primarily at the family market the treehouses include 4 en-suite bedrooms; an open plan kitchen, dining and living area; a games den (accessed along a timber walkway) with plasma TV, pool table, games console, Blu Ray player and a bar area with fridge; and a private hot tub. ([www.centerparcs.co.uk/accommodation/By\\_Type/treehouse.jsp](http://www.centerparcs.co.uk/accommodation/By_Type/treehouse.jsp)). Forest Holidays (the Forestry Commission) has introduced luxury Golden Oak Treehouse Cabins at its forest cabin holiday sites in Cornwall, Forest of Dean, Blackwood Forest in Hampshire, Sherwood Forest, Thorpe Forest in Norfolk and North Yorkshire ([www.forestholidays.co.uk/cabins/cabins/treehouse.aspx](http://www.forestholidays.co.uk/cabins/cabins/treehouse.aspx)).

Other examples in the UK include:

- The Treehouse at Lavender Hill Holidays, Somerset ([www.lavenderhillholidays.co.uk/properties.asp?id=101](http://www.lavenderhillholidays.co.uk/properties.asp?id=101))
- Gwdy Hw, Powys, Wales ([www.canopyandstars.co.uk/britain/wales/powys/living-room/gwdy-hw](http://www.canopyandstars.co.uk/britain/wales/powys/living-room/gwdy-hw) )
- Brockloch Treehouse in Dumfries & Galloway ([www.brockloch.co.uk](http://www.brockloch.co.uk) );
- The Lime Treehouse, Worcestershire ([www.canopyandstars.co.uk/britain/england/worcestershire/little-comberton/lime-treehouse](http://www.canopyandstars.co.uk/britain/england/worcestershire/little-comberton/lime-treehouse) ).





## 8 Appendix 3 – Governance options

### 8.1 Governance options

Five governance options have been considered for the museums and attractions. These options reflect the current position of the service and have been assessed in advance of the findings of the wider leisure services review which is at an early stage.

The strengths and weaknesses of each option have been considered.

### 8.2 Museums and attractions stay within the Council

In this option, the museums and attractions would remain within the Tourism, Leisure and Culture Department of Monmouthshire County Council, managed as they are at present – the status quo.

The current management structure would need to deliver the recommendations in this report i.e. creation of the central service and site changes and improvements.

Strengths	Weaknesses
The services would remain within the Council, at least for the short term, whilst the wider leisure services review is completed. This would ensure financial viability in the short term whilst the wider implications for the service are assessed.	There are a number of weaknesses in the current structure which have been highlighted throughout this report. In particular, the lack of overall management of the museums service means that the sites operate largely independently, with little wider benefit across the county.
Although there would be some changes to staffing relating to the creation of the central service and the closure of one or two sites, there would be less disruption to staff than with some of the other options.	The lack of overall management of the service would make the creation of the new central service almost impossible to deliver. A new structure, with clear management responsibility, is essential if the new central service is to be created.
There are potentially some benefits in not changing the current structure whilst the wider review of leisure services takes place, allowing senior management to focus on the wider restructuring.	The current structure does not include provision for a county wide outreach and education service.
The second phase of national review may have implications for the museums. There could be some benefit in waiting to see what emerges before making any changes.	The management of the attractions is fragmented and inefficient with no economies of resource across the sites.
	There is insufficient commercial expertise to operate the trading company effectively. Recruitment of new skills would be required

	to deliver the commercial improvements recommended within this report.
	The head of service has a large number of direct reports which is time consuming and distracting at a time when focus is needed on the future of the service.

**Conclusions:**

There are some potential benefits in waiting for the findings of the leisure services review before making any changes. Given the immediate financial position however, and the likely shortfall in departmental budgets, urgent action is needed.

It is unlikely that the next phase of the national review will provide any short term solutions for the service and should not therefore be used as reason for delay.

### 8.3 Museums and attractions stay within the Council but are reorganised

In this option, the museums and attractions would remain within the Council at least for the short term, pending the wider leisure services review. It would continue to report to the Head of Tourism, Leisure and Culture. A new structure would be created beneath this comprising:

- Museums Manager with four reporting staff: Curator; Conservator; Learning Officer; Outreach & Exhibitions Officer. The Manager would also be responsible for visitor facing staff based at the two museums.
- Countryside Manager (existing post): responsible for a team of site maintenance staff responsible for Old Station and Caldicot Country Park.
- Oversight of an independent trading company – subject to the wider leisure review

Strengths	Weaknesses
A fit for purpose structure would be created to develop and run the museums service. This would include an overall manager and outreach and education staff. Staff at the two museum sites would be managed by the central service, ensuring that there was a joined up approach to customer service delivery.	The changes will cause disruption to the staff in the short term with likely impacts on the service provided to users and visitors.
It would create a structure which could take a lead on planning for the new central service.	The changes will require input and resources which could distract senior management from the wider leisure review.

There would be economies of scale and sharing of expertise across the two countryside sites.	The new structure would need to be implemented in advance of the creation of the new building for the central service. One of the existing museums would need to operate as the 'museums HQ' in the interim, which would be a short term measure.
The new structure would remain part of the Council in the short term, providing financial security.	If funding cannot be secured for the new central store and premises, the service would need to be run out of an existing museum which is less than ideal. It is still a better option however than the current arrangement.
The service can be reviewed as part of the wider leisure services review.	
The current structure would be streamlined, reducing the number of direct reports to the head of service, freeing up capacity to focus on the wider leisure review and implementation.	

**Conclusion:**

This option provides a good interim solution. It would allow a new, fit for purpose structure to be created for the museums service which could then deliver the changes proposed to the operation and premises in the future.

It would also allow for more effective management of the countryside sites and provide greater efficiencies of staff resources. In reducing the number of direct reports to the head of service, it will allow greater focus on the leisure services review.

It is however an interim solution to some extent, pending the completion of the wider review. Further changes may be required, depending on the outcome.

As with any structural change, there will inevitably be some impact on the service although given the current stretched state of the operation, this seems necessary in the short term.

## 8.4 Museums and attractions are spun out into a single NPDO

In this option, a non profit distributing organisation (NDPO) is created to run the museums and attractions and associated services. It could be a registered charity, a mutual or a social enterprise. It would require its own independent structure but could 'buy' services from the Council.

Strengths	Weaknesses
<p>The new organisation could create its own ethos and culture appropriate for the type of service offered. It would not need to reflect the wider priorities of the Council or leisure services. The greater focus could theoretically lead to improved services although this is dependent on the availability of funds.</p>	<p>Precedents from elsewhere have proved how financially and operationally fragile small independent organisations of this type are. They are often subjected to greater cuts than in house council departments and are too small to have financial resilience on their own. It is very unlikely indeed that an independent organisation at this scale could survive without additional core funding. This is not available in the foreseeable future.</p>
<p>An NPDO could find it easier to attract more volunteers.</p>	<p>The cost of running the operation as an independent company at this scale would be around £250k higher than running it within the Council.</p>
<p>Some funding sources are only available to registered charities (although in reality, this rarely makes a material difference. Local authorities can bid for most of the more significant funding pots. It is usually the smaller project based grants which are restricted to registered charities).</p>	<p>There are insufficient income opportunities to offset the additional costs. As a result there would be no scope for service improvements. This assessment is borne out by the national review which highlights how modest the income generating opportunities are in most museums.</p>
<p>The new organization would have greater trading and operational flexibility which would reduce some costs and improve profitability in some areas. The additional costs however are significantly greater than the potential financial gains.</p>	<p>It would remove the opportunity to consider the service as part of the wider leisure review. The potential economies of scale offered by a bigger organisation would be lost.</p>

**Conclusion:**

Although there are some benefits to independence, in particular the ability to create a more flexible and fit for purpose organisational culture, financial stability would be needed to enable these to be realised. Creating an independent NPDO would increase costs at a time when cost savings need to be found.

An NDPO of this scale would be financially vulnerable and would threaten the long term viability of the service as a whole.

It should be reconsidered however as part of the wider leisure review where there would be different economies of scale and greater commercial opportunities.

## 8.5 Museums and attractions are spun out into two NPDOs

In this option, two non profit distributing organisations (NDPOs) would be created; one to run the museums and a second one to run the attractions and associated services. They could be registered charities, mutuals or social enterprises. Each would require its own independent structure but could 'buy' services from the Council.

Strengths	Weaknesses
The two new organisations could create appropriate cultures. The attractions could develop a more commercial ethos. The museums could focus on the community and learning benefits. The greater focus could theoretically lead to improved services although this would be dependent on the availability of funds.	All of the weakness outlined above would apply. The two organisations would be smaller scale and even more financially fragile. The additional level of subsidy that would be required has not been calculated but it would certainly be greater than £250k.
The other theoretical benefits outlined above would also apply: NPDOs could find it easier to attract more volunteers; there might be some small additional funding sources to bid for; they would be freed from Council restraints which could reduce costs. As in the option above however, the likelihood of these benefits being realised is very limited.	

### Conclusion:

This option is not viable.

## 8.6 Museums and attractions are handed over to local community based organisations

In this option, the Council would consult with the local communities in Abergavenny, Chepstow, Tintern, Caldicot and Monmouth and seek to find community based organisations to run all or some of the sites. The community organisations would be granted a lease for the operation. The assets would remain under council ownership.

Strengths	Weaknesses
Community run museums are very lean, operating entirely, or almost entirely, on volunteer labour. As a result they can prove to be financially sustainable with very little public sector support. They can also find it easier to recruit volunteer support than local authorities.	Volunteer run museums are only able to offer a fairly limited service. They are unable to provide education, outreach and community engagement that is offered by a professional museums service. It would allow little scope for service development.

Local communities take ownership of the services that they run and therefore feel a greater level of commitment to their future. Tensions between the community and the local authority can be reduced (although there are examples of tensions being increased, particularly when funds are required for development).	Volunteer run organisations can be fragile and are often dependent on one or two key individuals. When these people are no longer involved, the organisation can struggle to survive. In these cases, the assets are handed back to the local authority. This has happened before in Monmouthshire.
There are examples of successful locally run museums in the county, such as the Usk Museum of Rural Life.	A number of the sites have significant capital liabilities which would still need to be met by the Council.
In some locations there is already strong community interest in the sites.	It may prove difficult, or impossible, to find (or create) suitable bodies to run any or all of the sites. It seems very unlikely that all of the sites could be 'handed over' in this way. The remaining sites would remain under Council operation and solutions would need to be found for them.
	The experience would be very fragmented and disjointed for users and visitors with different operating hours and services.

### Conclusions:

There is real value in a greater level of engagement with local communities, particularly at some of the sites where there have been historic issues. It is very unlikely however, that all, or even several of the sites could be handed over to local community organisations to run. It may be possible in some of the locations, but unlikely in all cases.

Perhaps more importantly, handing over the museums in particular to local organisations would lose the professional service which currently exists. They would become relatively simple museum buildings with limited education, outreach and engagement services. This would not deliver the ambition for the service which is outlined as part of this brief.

It is also only a partial solution. It is very unlikely, and indeed probably not desirable, to hand the two attractions over to community organisations at the current time with their current operational issues and capital development requirements. Solutions would still need to be found therefore for parts of the service.

There is also always a danger that the assets would be handed back to the Council in the future, a situation which has happened previously.

## 8.7 Recommendations

Having considered the five options, the recommendation is that the service is retained within the Council in the short term but is reorganised to allow a more efficient and effective management structure to be created immediately. These changes will be needed to implement the recommendations in this report.

It will also create a more appropriate reporting structure which will allow the head of service to focus on the wider leisure services review.

The creation of the trading company should be delayed, pending the findings of the wider review.



**Monmouthshire  
Museums  
Forward Plan  
2017-2022**

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## Executive Summary

This Forward Plan sets out the strategic objectives of Monmouthshire Museums for the period January 2017 – January 2022. It sets out our intention to meet the challenges of the 21st Century and make a positive contribution to the lives of the people of Monmouthshire and to those visiting the county, both physically and virtually. It will ensure current and future generations can enjoy and access heritage, collections, arts and culture by protecting and conserving artefacts and built heritage and promoting and nurturing the arts.

To reflect our changing circumstances we have a revised Statement of Purpose:

- *Vision – Inspiring a passion for Monmouthshire.*
- *Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.*

There are two key strategic aims:

*Strategic Aim 1        To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development*

This would be achieved by converting a suitable space under one roof to create a 'Collections Centre' and public exhibition area, financed through a major capital funding bid. Currently Monmouth locations are under consideration. In this space staff would be centralised, alongside provision of publically accessible storage, research facilities, learning areas, conservation lab/workshops and community/ volunteer spaces. In addition to this there is the potential for public displays of the Nelson Collection and Monmouth History. The best case scenario would be for this to be in the same building, if space allows, to enable most efficient and economical use of staff, buildings and resources. At the moment options are under consideration.

As part of the capital bid, proposals will be included to maintain, adapt and improve the two existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county. Consideration has also been given within the plan to the visitor offer relating to Caldicot Castle.

*Strategic Aim 2        To ensure we have a resilient and sustainable service.*

This would be achieved by improving and extending our income streams; increasing and widening our user base and raising awareness of the Museums offer; whilst contributing to a vibrant community by adapting and working in new and innovative ways.

Our guiding principle will be to further encourage the flourishing of museums, heritage, arts and culture in Monmouthshire.

Within the plan we have considered how we would incorporate the views of the public, audience development, learning, customer care and financial resources.

## 1.0 Introduction

- 1.1 This Forward Plan sets out the strategic objectives of Monmouthshire Museums for the period January 2017 – January 2022.
- 1.2 It will be reviewed annually, with the first review scheduled to be held in March 2018. This date will tie in with the annual service improvement planning process.
- 1.3 Monmouthshire Museums has aspirations to widen its remit to cover arts and culture alongside museums and this forward plan has been written with that in mind.

## 2.0 Statement of Purpose

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing museums, heritage, arts and culture alive with our communities and visitors.

Strategic Aim 1            *To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development*

Strategic Aim 2            *To ensure we have a resilient and sustainable service.*

### Guiding Principle

- To further encourage the flourishing of museums, heritage, arts and culture in Monmouthshire.

### Core Values

- Museums are responsible for the stewardship of collections
- Museums are places of individual and institutional integrity with good governance in place.
- Museums are places for public engagement and public benefit

### Guiding Direction

As a 21st century organisation we are involved in a variety of National Strategic Objectives:

- Wellbeing of Future Generations Act
- Museums Accreditation
- Tackling Poverty through Culture
- Museums Strategy for Wales
- Creative Learning through the Arts
- Social Care & Wellbeing Act
- National Curriculum for Wales
- Curriculum Cymraeg
- Curriculum for Wales, Curriculum for Life

### **3.0. Our Museums**

Across the UK investment in museums, arts and culture is being used as a means of increasing footfall and investment into town centres and more widely bringing about social and economic transformation.

Our museums are situated in areas which offer a wide range of opportunities for our communities and visitors and potential future development. All of them are housed within interesting and historic buildings which due to our presence are maintained and accessible to the public.

At Abergavenny Museum and Castle there is access to outdoor space within an historic space/scheduled ancient monument which is an important community facility and which by virtue of being a castle naturally attracts visitors. The town has good railway links.

At Chepstow the museum is situated in an important historic town house in close proximity to other cultural sites – Chepstow Castle, the Tourist Information Centre and the Drill Hall. The town has excellent road, rail and bus links.

At Monmouth the museum is situated within the main shopping area. It occupies part of a large historic building which could be altered to provide a publically accessible centralised collection as well as Nelson/Monmouth display space. In the longer term and as a wider project it could become a significant cultural site with potential future development for the slaughterhouse arches for sympathetic arts related business and food and drink offers. However the Authority are also currently considering the wider use of its capital assets base, so alternative sites are likely to include the Rolls Hall in Monmouth for the Collections Centre and the Shire Hall for the Nelson/Monmouth display space. All sites will be considered as part of a feasibility process and conclusions drawn.

#### **3.1 Abergavenny Museum and Castle**

Abergavenny Museum was opened in 1959 thanks to a group of local volunteers. The museums has remained at the heart of the town, developing strong links with community organisations. Today visitors are offered the opportunity to view diverse local collections in an historic building and loans of international importance within a modern gallery space. Collections are focused on the history of Abergavenny and district. There are strong archaeological and costume collections. Social history items of particular note include Whiskey the Turnspit dog and items relating to Lady Llanover, Father Ignatius and the Llanthony Valley. The museum within the castle grounds provides both a glimpse into a rich and varied past and an opportunity for people to gather and celebrate their future.

#### **3.2 Chepstow Museum**

Chepstow Museum was established by the Chepstow Society in 1949 in the tiny room above the Town Gate. It found new and bigger premises in the Old Board School in Bridge Street in 1967 and transferred to the care of Monmouth District Council in 1976. It first opened in its third home Gwy House, formerly Chepstow & District Hospital, in 1983 on a limited scale gradually extending displays as funding was achieved, most recently giving Chepstow a gallery in which loans from the UK's National Museums can be shown. The Museum is rooted deep in the community, working with many groups to foster not only an interest in the past and a sense of continuity but to enliven the cultural and educational life of the town. Through exhibitions and events we reflect special moments in Chepstow's history. The collections are focused on the history of Chepstow and district, most recently building a nationally significant collection of art relating to the Wye Valley and the Wye Tour.

### **3.3 The Nelson Museum and Local History Centre, Monmouth**

The Nelson Museum and Local History Centre, Monmouth was opened in April 1924, following the bequest to the town of Monmouth of Lady Llangattock's important Nelson collection. This is an extensive and world class collection. In 1969 the museum was moved to its present site in the town, at which time a local history centre was added. The collections relating to Monmouth and the surrounding area have as their foundation the archives of the old Borough of Monmouth. This local archive is reinforced by a local history reference collection, a newspaper archive and photographs, paintings, prints and maps. A special collection within the local material relates to the Rolls family, of Rolls Royce fame.

### **3.4 Caldicot Castle Collection**

Since 2010 Museums has been responsible for the collections at Caldicot Castle only (prior to this the Authority had responsibility for the castle as well). When the Chepstow Rural District Council purchased Caldicot Castle from the Cobb family in 1963, they also acquired a quantity of furniture, fittings, costume and other decorative objects which the family has used to furnish the Castle while it was their home (from the 1880s - 1940s). Another aspect of this collection reflects a major object of interest of the two generations of Cobbs - HMS Foudroyant – Nelson's flagship and its successor. This core collection became the nucleus of the Museum's collections. The existing range of the collections has attracted further additions - furniture for the Castle, costume and Foudroyant material.

### **3.5. Central Store in Caldicot**

Since 2011 larger items and less sensitive material from the collections have been stored off site in a basic industrial unit. The unit serves only as museum storage accessed by staff only and does not have the potential to become a more publically accessible space.

## **4. Current Position**

4.1 Monmouthshire Museums operates as part of the Tourism, Leisure and Culture Section within Monmouthshire County Council's Enterprise Directorate. Other services sitting alongside the Museum Service include Tourism, Countryside and Leisure. This grouping provides the Museum with mutually supportive services that share in the broad objectives of attracting visitors to Monmouthshire, and of increasing the quality of the wellbeing and cultural offer to both visitors and residents. Monmouthshire Museums comprises of sites in Abergavenny, Chepstow and Monmouth and the collection at Caldicot Castle.

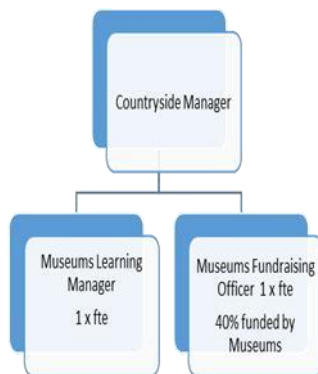
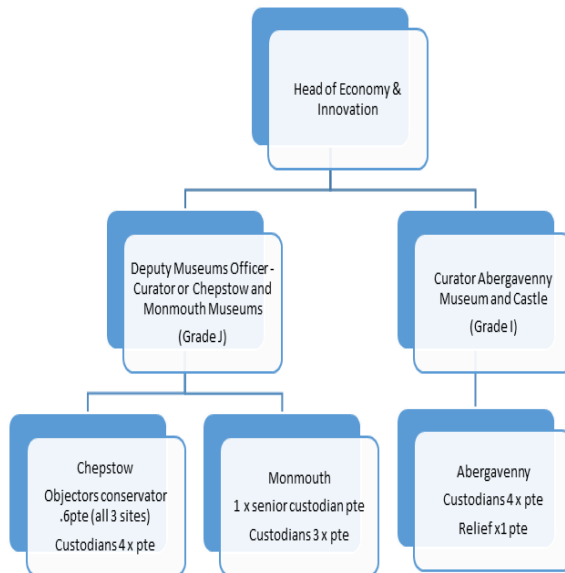
4.2 In 2014, Amion Consulting were commissioned to undertake a comprehensive review of the future options for MCC's Cultural services. The purpose of the review was to identify future delivery options with an overall objective of improving, sustaining and developing local services to enable them to become more self-reliant and resilient. During the review in June 2015, it became apparent that cultural services overlapped many of the wider tourism, leisure and culture services so rather than view cultural services independently, it made sense to view the inter-dependencies at a service wide and local level.

4.3 In October 2015, independent experts Anthony Collins were appointed to undertake supplementary work needed to consider future delivery options for the wider Leisure, Events, Youth and Outdoor Leisure services, In October 2016, MCC Cabinet approved the principle recommendation made by Anthony Collins to establish a new Alternative Delivery Model (ADM) based on a flexible group structure. As part of their analysis and due diligence activities, Anthony Collins concluded that there was a significant amount of transition work to be undertaken with the Museums Service prior to their full consideration for transfer into the ADM. This Forward Plan reflects the work required with a view to Monmouthshire Museums joining the ADM at a later date.

4.4 Monmouthshire Museums employs 11 FTE staff. This comprises three officers - a Deputy Museum's Officer/Curator, Chepstow Museum; a Curator, Abergavenny Museum and a part time Objects Conservator and a vacant FT Paper Conservator. Alongside these

officers are a team of paid Custodians/Visitor Services Assistants, including a Senior Custodian. There is additional input from a Learning Officer and Fundraising Officer who both work across the wider grouping of Tourism, Leisure and Culture. The museums operate in the main as three separate sites although there is increasingly more work carried out across sites.

Currently occupied posts



4.5 There are 44 volunteers working at the museums who collectively contributed 4800 hours during 2015/16.

4.6 The total budget for 2016/17 is £424,960. This is made up of £302,814 from MCC and £122,146 in self-generated income. The over spend for 15/16 was £49,317 and the predicted overspend for 16/17 is currently expected to be around the same amount. A plan to eliminate the predicted overspend by reducing the hours that the museums are open to the general public is presented separately. These hours do as far as possible take into account the needs of modern visitors.

4.7 The museums have benefitted from awards from a range of external funding streams over a long period of time for both capital works and revenue projects.

4.8. During 2015/16 the Museum Service recorded a total of 62,418 visitors across all sites.

4.9 Service Analysis:

Where are we now?	
<p><b>Positives to build on:</b></p> <ul style="list-style-type: none"> <li>• Major contributors to local cultural life</li> <li>• Interesting and local collections which give us the ability to tell comprehensive stories.</li> <li>• Some collections of National importance.</li> <li>• Good practice in collections management;</li> <li>• Ability to display loans from national museums and other major collections in suitably converted galleries at Chepstow and Abergavenny.</li> <li>• Partnerships with national museums and others</li> <li>• Some recent updating of long term displays.</li> <li>• A creative and professional team.</li> <li>• High level of commitment &amp; passion from staff;</li> <li>• Developing relationships with our communities.</li> <li>• Good locations / site destinations for visitors</li> <li>• Publically accessible outdoor space at Abergavenny.</li> <li>• Good track record of accessing grant funding</li> </ul>	<p><b>Challenges to accept or overcome:</b></p> <ul style="list-style-type: none"> <li>• Service overstretched</li> <li>• Not enough core staff to fulfil potential</li> <li>• Opening hours don't meet visitor needs.</li> <li>• Storage space and access to collections is compromised.</li> <li>• Limited learning space available.</li> <li>• Limited volunteer space available</li> <li>• No public research space at Abergavenny and Chepstow and limited at Monmouth.</li> <li>• Not enough sharing of expertise and resources across the sites.</li> <li>• Museums are considered by the public to be separate entities.</li> <li>• Individual marketing of sites.</li> <li>• Some displays need to be updated to ensure they remain relevant and accessible.</li> <li>• Grant funding for specific one off opportunities can be time consuming.</li> <li>• Lack of charitable status means many funding opportunities are not available.</li> <li>• Uncertainty around the future role of the Learning Officer and Fundraising Officer in museums.</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Bringing collections, heritage, arts and culture together.</li> <li>• Cross county museum service sharing expertise and knowledge.</li> <li>• Publically accessible stores, research and conservation facilities.</li> <li>• Capital investment to bring about a centralised museum service with an income generation potential that works across the county.</li> <li>• Updated galleries focussing on the unique historic and contemporary stories of</li> </ul>	<p><u>Key Risks</u></p> <ul style="list-style-type: none"> <li>• Lack of investment means museum offer cannot keep up with changing user expectations.</li> <li>• Assets require capital investment in order to increase income potential.</li> <li>• Further revenue cuts and uncertainty of funding.</li> <li>• Increased competition and reduced level of value of external grant funding available.</li> <li>• Increased competition from other providers from income generation opportunities.</li> <li>• For the future vision of a more robust service with additional</li> </ul>



<p>people and places in Monmouthshire</p> <ul style="list-style-type: none"> <li>• Develop our digital offer to provide a Monmouthshire wide heritage portal to tell stories in locations across the county.</li> <li>• Opportunity to be a key service in the delivery of the Well Being for Future Generations Act.</li> <li>• Increasing income generating opportunities.</li> </ul>	<p>core staff a Museum Officer type post is needed to ensure leadership at museum service level.</p> <ul style="list-style-type: none"> <li>• Lack of sufficient core staff.</li> <li>• Managing change amongst front of house staff.</li> <li>• Loss of opening hours that match modern day living due to budget savings.</li> <li>• Limited contemporary collecting due to resources means we lack the ability to tell stories relevant to our current communities and future generations.</li> <li>• Competition from other visitor attractions within the local area;</li> <li>• Lack of visitor analysis data</li> <li>• Lack of evidence about the impact that we have on our visitors.</li> <li>• Outdated technology.</li> </ul>
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## 5.0. Future Transformation

### 5.1. Strategic Aim 1 (Appendix 1 – Action Plan)

***To create a cross-county museum offer to encourage a sense of pride and community identity.***

5.2. This would be achieved by converting a suitable space to create a ‘Collections Centre’ financed through a major capital funding bid. In this space staff would be centralised, alongside provision of publically accessible storage, research facilities, conservation lab/workshops and community/ volunteer spaces. In addition to these areas there is potential for it to include public display areas for the Nelson Collection and Monmouth History.

### 5.3. **What a new 'Collections Centre' would mean**

A 'Collections Centre' sometimes known as an 'Open Store' enables our stored collections which are currently inaccessible, accessible. This facility will show collections in a way that complements our public displays. Visitors will be able to see artefacts that directly relate to their own history, communities and interests. This will enable our communities and visitors to actively engage with collections, have the opportunity to participate more in their museums, understand the value of objects not on public display and have an increased pride in their history.

With a newly designed and created store we will be able to combine improved standards of collection care with public access. This will give people an experience of 'behind the scenes' and an understanding of how museums work. They will be able to see how we care for the collections we have been entrusted with and appreciate the scale and nature of our collections.

A popular model in those museums that have open stores is access by guided tour. We would work with trained volunteer guides, and aim to advertise tours at regular pre-appointed times. Museum staff could also give special themed tours.

The 'Open Store' premises will also provide facilities where the museum team will be located alongside public research facilities, conservation workshops, exhibition preparation areas and community /volunteer spaces. This combination of areas in one building will enable museum staff to efficiently fulfil their role across the county, acting as a centre for knowledge, long term steward of artefacts and community facility.

### 5.4. We will undertake a feasibility study to assess the following:

- A location for the Collections Centre which, following an initial assessment, is likely to be either the Market Hall or the Rolls Hall in Monmouth.
- A location for public displays relating to Nelson and the history of Monmouth and surrounding area likely to be either with the Collections Centre or will be used to add value to the current visitor offer at Shire Hall.

(NB: An initial buildings options appraisal considering the suitability of existing sites and others has been carried out see Appendix 4.)

### 5.5. **What would this mean for the other museum sites?**

As part of the capital bid, proposals will be included to maintain, adapt and improve the two existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county. Each site has an important social, economic, cultural and educational role within their communities. Together they combine to tell the story of Monmouthshire and what makes it unique.

Centralising facilities in Monmouth would free up space at Abergavenny Museum and Castle and Chepstow Museum. This will provide an opportunity to increase the community use and income generation potential. At either/both venues it would offer: Improved customer service offer e.g. retail and refreshment areas as appropriate.

- Proper storage facilities for retail stock, event facilitation, tools and equipment for grounds etc.
- Improved interpretation suitable for a variety of learning styles at all sites.
- Suitable areas for learning activities and proper storage for learning resources to ensure learning is embedded within the museum, arts and cultural offer.
- Improved volunteer working areas
- DDA issues to be addressed

At each of the sites it would offer the following unique possibilities:

## 5.6 **Abergavenny Museum and Castle**

Released spaces here are individually quite small with restricted access - but wonderful views! Some of these rooms would make desirable artist's studios which could be rented out, which would contribute to the new agenda of the service with a wider Arts and Culture remit. This use would provide another income stream for the service.

The main impetus at Abergavenny to address promotion of arts and culture is to focus on the atmospheric outdoor space within the castle walls. The grounds are already used for outdoor theatre, food festival, some music events as well as re-enactments. Increasing this use also increases the possibilities of bad weather affecting the events and their financial viability.

Providing a covered space would not only offer some security against the elements but could make an interesting and attractive venue for weddings and other functions, corporate or private. A traditional timber framed structure is currently being investigated alongside improvements to the infrastructure within the castle grounds.

A programme of events for the summer would be developed. One proposal under current investigation is a regular weekly evening at the Castle with music and food providers – so that the Castle becomes a recognised destination as a lively place to meet, eat and enjoy cultural encounters. In the shorter term, and in order to trial this idea next summer, plans are being explored to use a large marquee and work with the marquee company to accommodate weddings or other functions.

## 5.7 **Chepstow Museum**

At Chepstow Museum space would also be released by the centralisation not only of stores but also of the Conservation laboratories and Workshops.

DDA issues can be addressed through the provision of a lift – which could only be achieved at the rear of the building. This would necessitate creating new enclosed areas which could be used potentially as a café or meeting / learning area or additional gallery space.

Developments which will further the arts and cultural offer could include a community gallery space – dedicated to showing work by 'local' artists, professional and amateur. Artists would be encouraged to curate or assisted with curating, and to manage their own exhibition, steward it etc. Selling exhibitions would be income generating (commission for venue). There isn't currently a space for local artists to use in the area.

Space for seminar / small scale lecture area for classes. Dedicated and appropriately equipped space(s) where regular arts/crafts/ skills workshop sessions could be run. These would be delivered by paid facilitators. They would be aimed at an adult audience for weekday daytime, teaching various art / making skills, providing opportunities for people to participate in creating and learning new skills. At the weekends these could be family focussed workshops. Workshops and seminars would be income generating/would cover costs

More appropriate gallery aimed at family orientated discovery space and things to make and do activity area for young children.

#### 5.8 **What this would mean for Caldicot Castle?**

Currently collections are held at Caldicot Castle so bringing together all collections at a central Collections Centre will also have an impact at this site. There is currently limited interpretation and access to collections at Caldicot Castle, but environmental conditions are not of museum standard and it is the opinion of Museum Staff that this is putting the Caldicot Collections at risk. However it is important that residents and visitors to Caldicot can access the local collections. As Monmouthshire Museums only have responsibility for the collection, final decisions must be made in conjunction with the community and the wider future plans for the Caldicot Castle Site. It is however the recommendation of this report that consideration is given to the movement of some of the collections from Caldicot to the Collections Centre alongside those from the other sites. Enhanced public displays of these items can then take place at suitable sites within the town of Caldicot or at Caldicot Castle assuming appropriate improvements can be made to the display spaces. Funding for either of these options could be included either as part of the major capital bid required to take forward the recommendations in this section or as part of wider proposals to improve the space at Caldicot Castle.

#### 5.9 Strategic Aim 2 (Appendix 1 – Action Plan)

***To ensure we have a resilient and sustainable service.***

- To improve and extend our income streams
- To increase and widen our user base and raise awareness of Monmouthshire Museums.
- To contribute to a vibrant community by adapting to work in new and innovative ways.

Specific actions are detailed in Appendix 1 as to how we aim to continue to improve and extend our income streams and the resulting resilience of the service.

#### 5.10 **Guiding Principle**

The guiding principle within this plan is to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire. As Monmouthshire Museums we are well established in carrying this out in relation to heritage and collections. Whilst our work promoting arts and culture is currently less formalised. Although our main focus will be on the two strategic aims outlined above we see there being an important opportunity to widen our remit to include arts and culture. This will:

- Provide greater opportunities for Monmouthshire's residents and visitors to engage with arts and culture.
- Raise the profile of Monmouthshire's arts, heritage and cultural offer in a National context.
- Enable support for the artistic community
- Promote public art within Monmouthshire

We have outlined an action plan (See Appendix 2) to take these ideas forward but Strategic Aims 1 and 2 will take precedence.

## 6.0 Consultation & Analysis of Views

6.1 The views we seek currently relate to front facing activities and do not embrace the full range of the work the museum carries out. In shaping its current and future service we will take into account the views of our users and communities.

6.2. To find out more about our current users we record information relating to demographics. This includes whether they are residents or visitors to the area, their postcode, adult or child, coming as a school group or part of another other visiting groups.

6.3. We use a variety of methods to collect information. These include face to face discussion on entry, evaluation forms - usually for specific exhibitions, or events, course attendance sheet, comments from schools, visitor books which are always available for comments.

6.4. A Monmouthshire wide survey carried out across Tourism, Leisure and Culture Services which took place in August 2016 revealed the following comments about what was important:

*33% said 'Museums need to be interesting and educate people'*

*23% said 'Information is available and relevant'*

*21% said 'History should be preserved and shared with everyone'*

*14% said 'Important that museums stay free'*

*14% said 'Being able to learn about local history locally'*

6.5. The Monmouthshire wide survey confirmed to us that there was a lack of visitors in the 16-30 age group. From previous non visitor surveys and gallery based observation of visitors we have also identified a lack of visitors in their over 80s and at some sites very young children i.e. under 3s. Our visitor profile is more middle aged and younger older people and family groups.

6.6. Our break down of visitors at each sites using most recent annual records is:

- Abergavenny – 25791 visitors. 66% come from outside of the area. 11% local residents. 20% are children and 3% attend specific museum events.
- Chepstow – 18843 visitors. 58% come from outside the area. 25% local residents. 17% are children.
- Monmouth - 17784 visitors. 68% come from outside of the area. 20% local residents. 12% are children.

6.7. We lack evidence relating to our impact on our visitors.

## 7.0 Audience Development

7.1 We are committed to ensuring we have a resilient and sustainable service and developing new audiences as well as encouraging repeat visits from existing service users is a key part of this.

7.2. We realise that our data is lacking and we need to improve our collection and analysis.

7.3 Our work to create a cross-county museum offer will encourage a sense of pride and community identity and work to transform pre-conceptions that still surround museums. We will consult with our users and communities to develop the capital bid to ensure that their needs are at the heart of the bid.

7.4. By widening our remit to allow us to encourage the flourishing of arts and culture in Monmouthshire we have the potential to attract different audience segments.

7.5. It is important that we raise awareness of Monmouthshire Museums in order to promote our offer more effectively to existing and potential users. This will be done by raising

awareness of a coherent programme of exhibitions, events and opportunities across Monmouthshire.

- 7.6. Monmouthshire Museums has an important and valuable role to play in the key area of tourism development which is a major industry in the community. Close links exist with Monmouthshire's Destination Development Plan. The main links are to Programme 2: Town & Village Visitor Experience Development Programme 4: Food Tourism Development and Programme 5: Festivals development, using events to boost off peak demand and capitalising on the opportunities to host high profile events at key heritage sites. The role of Monmouthshire Museums includes improving the experience of the town for visitors by helping to interpret its stories and with a wider arts remit staging/promoting events.
- 7.7 Monmouthshire Museums responds wherever possible to participate in, generate events and activities for, and help to raise the profile of, local initiatives from public bodies, local groups and organisations. This includes local priorities defined by the Town Councils, Town Teams, Marketing and Festival groups etc.

## **8.0 Learning**

- 8.1. A range of learning opportunities are currently offered which include formal learning delivered by museum staff with assistance from volunteers, Informal gallery based activities self-led by the user and family holiday activities, reminiscence sessions and school loan boxes. A varied range of informal learning opportunities includes, day schools and talks by subject specialists; workshops to learn new skills; courses of lectures by specialist tutors in appropriate subjects; cultural coach trips to see exhibitions/collections/ sites related to specific exhibitions or courses, with guided tours by their curators etc.
- 8.2 The aim is to ensure learning is embedded within the museum, arts and cultural offer. This will include formal school-age learning; supporting the wellbeing of the older generation through informal learning; attracting visitors to Monmouthshire through learning opportunities and encouraging different groups to work together to contribute to cross generational understanding. There is currently a learning audit being carried out as part of the activities regarding the developing Alternative Delivery Model for Tourism, Leisure and Culture Services, the results of this will inform the development of a learning plan of which will museums will be a key part. The widening of the service remit to include arts will enable us to provide a broader range of these learning opportunities through the Welsh Government/Arts Council Creative Learning Plan.

## **9.0 Customer Care**

- 9.1. Monmouthshire Museums have a well-developed culture of customer care. The Customer is at the heart of everything and everyone is treated fairly, recognising the different needs people may have. Staff follow the Customer Care Standards set out by Monmouthshire County Council which sets out guidelines of responding to enquiries, compliments and complaints in an appropriate and timely manner.
- 9.2. Front of house staff receive customer care training as a core part of the induction process. Policy is that all visitors are individually greeted by a member of staff and the layout of the museum is explained to them. Monmouthshire Museums are participants of the VAQAS scheme and aim to meet all recommendations that are made as part of the membership process. Any complaints are dealt with at the time or later by the Curator as appropriate. An internal policy has been established to ensure public enquiries are answered promptly.

9.3. Staff have local knowledge re facilities in the area, for example directions to public transport facilities, places nearby where refreshments can be bought, other local attractions. This knowledge is shared with visitors where appropriate.

9.4. All material is produced bilingually – Welsh/English.

9.5. Some staff have participated in Dementia Friends training, the aim is to roll this out across the service.

## 10.0 Financial Resources

10.1 The total budget for 2015/16 for Monmouthshire Museums was: £441,848. This was made up of £322,389 from MCC with a £119,459 income generation target. The actual income generated was £91,478 resulting in a £49,317 deficit.

10.2 The total budget for 2016/17 for Monmouthshire Museum Service is: £424,960. This is made up of £302,184 from MCC and a target of £122,147 in self-generated income.

10.3 A basic budget breakdown for 2016/17 is:

<u>Annal4(T)</u>	<u>L131</u>	<u>L133</u>	<u>L135</u>	<u>L136</u>	<u>L137</u>	<u>Amount</u>
	<u>Museums</u>				<u>Conservation</u>	
	<u>General</u>	<u>Abergavenny</u>	<u>Chepstow</u>	<u>Monmouth</u>	<u>Service</u>	
	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
Employees	18,730.29	95,916.70	102,210.61	64,323.13	63,318.74	344,499.47
Income	-29,343.68	-17,667.18	-20,058.79	-6,016.95	-18,391.67	-91,478.27
Premises	15,256.71	18,994.81	22,510.17	13,009.22	0.00	69,770.91
Supplies & Services	13,197.86	13,102.23	11,986.20	6,094.23	4,534.11	48,914.63
<b>TOTAL</b>	<b>17,841.18</b>	<b>110,346.56</b>	<b>116,648.19</b>	<b>77,409.63</b>	<b>49,461.18</b>	<b>371,706.74</b>
<u>Annal4(T)</u>	<u>L131</u>	<u>L133</u>	<u>L135</u>	<u>L136</u>	<u>L137</u>	<u>Amount</u>
	<u>Museums</u>				<u>Conservation</u>	
	<u>General</u>	<u>Abergavenny</u>	<u>Chepstow</u>	<u>Monmouth</u>	<u>Service</u>	
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Employees	15,348.00	93,583.00	106,159.00	74,388.00	67,258.49	356,736.49
Income	-38,600.00	-6,460.00	-12,600.00	-1,800.00	-50,000.00	-109,460.00
Premises	15,056.00	17,647.00	21,911.00	15,994.00	0.00	70,608.00
Supplies & Services	3,192.00	3,016.00	2,464.00	1,632.00	4,200.00	14,504.00
Third Party Payments	0.00	-3,333.00	-3,333.00	-3,333.00	0.00	-9,999.00
<b>TOTAL</b>	<b>-5,004.00</b>	<b>104,453.00</b>	<b>114,601.00</b>	<b>86,881.00</b>	<b>21,458.49</b>	<b>322,389.49</b>
<b>Over/Under Spend</b>	<b>22,845.18</b>	<b>5,893.56</b>	<b>2,047.19</b>	<b>-9,471.37</b>	<b>28,002.69</b>	<b>49,317.25</b>

## 11.0 Review Dates

11.1 This Forward Plan will be reviewed annually with the first review scheduled to take place in March 2018 as part of the Service Improvement Plan Process.





## Appendix 1, Action Plan, 2017 – 2022

### Strategic Aim 1

#### Future Museums 2016

**Vision** – Inspiring a passion for Monmouthshire:

**Mission** - Bringing heritage, collections, arts and culture alive with our communities and visitors.

Our guiding principle will be to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the wider Tourism, Leisure and Culture Service/proposed Alternative Delivery Model Offer.

Strategic Aim 1 - To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
To convert a suitable space for centralising staffing, publically accessible storage, research facilities, conservation lab/workshops, community/volunteer spaces and public display areas for the Nelson Collection and Monmouth History.	Get agreement to carry out conversion of suitable space.  Develop a major capital bid to realise the actions detailed above and in section below. (This should include provision for project staffing, community consultation and proposals such as an learning plan, interpretation plan, audience development plan, community engagement plan etc.)	Museum staff based at the central location in Monmouth. (Front of house staff would continue to be based locally).	Improved communication and co-ordinated working.	Begin following approval from senior Staff & Councillors. Dependent on council commitment to building and project.  Consultation with communities and users.  Prepare and submit pre-application for capital bid, if permission received. Phase 1 application to prepare detail	Council permission received  HLF Permission given to proceed.  Phase 1 application - Grant awarded (if rejected rework and resubmit)  Phase 2 application - Grant awarded (if rejected rework and resubmit)  Successful completion of project.
		Following necessary consultation collections moved from off-site store in industrial unit in Caldicot and on site stores at Abergavenny Museum, Chepstow Museum and Caldicot Castle. This creates a centralised store in Monmouth and enables collections to	Improved collections care.  Our communities and visitors can actively engage with collections, leading to an increased pride in their history.	Phase 2 application Bid to include project posts, equipment and materials to facilitate move and re-organisation.  Bid to include updating/creating display space on all sites to enable county wide access  It is likely the earliest this project would reach completion is 2022. (Rejections	

<p>be effectively stored according to material type.</p>		<p>in the grant process and reapplications are a normal part of the process and could delay this date.)</p>
<p>New and improved museum storage equipment appropriate to collection type and viewable by the public.</p>	<p>Environmental control for stores focused in one place so more energy/ environmentally and cost efficient.</p>	<p><u>For grant requests under £5m</u> Initial application deadlines •15 June 2017 (decision September 2017) Autumn and Winter dates TBA</p>
<p>Research areas available for staff, volunteers and public to access collections, archive and reference material.</p>	<p>Easy and open access which can be shared with the public.  Our collections can be better utilised by all users. This will lead to improved knowledge of our collections.</p>	<p><u>Grant requests of £5m and over</u> Phase 1 - 1 Dec 2017 (Decision April 2018)</p> <p>NB: Other fundraising would be required alongside major grant.</p>
<p>New and improved conservation facilities increase our ability to care for and conserve our collections with our communities.</p>	<p>Greatly improved facilities will mean a better experience for users.  Better cared for collections which increase our ability to display items.</p>	

		<p>New and improved conservation facilities to include sufficient staff and space for training interns/work experience/volunteers/apprentices.</p>	<p>Relationships developed with conservation training courses at various institutions.</p>	
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<p>Page 173</p>			<p>Providing opportunities for new members of the profession.</p> <p>Potential to develop training possibilities e.g. mount making.</p>	
		<p>Suitable space to offer a paper conservation service.</p>	<p>Increased income generation opportunities.</p>	

<p>Appropriate space for the community and volunteers to work with us.</p>	<p>Museum space is seen as an integral and relevant part of our community.</p> <p>A sense of pride and ownership in Monmouthshire's history is developed.</p> <p>Involvement by the community encourages their commitment to the future of the service</p>
<p>Improved public exhibition space to tell the stories of Nelson and Monmouth's history.</p>	<p>Exploration of aspects of Nelson's life story that are not told in the other UK sites. (The Man behind the Hero)</p> <p>Better understanding of stories unique to Monmouth.</p>

<p>As part of the capital bid detailed above maintain, adapt and improve existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county (NB See buildings options appraisal)</p>	<p>Identify opportunities for released space at Abergavenny and Chepstow created by centralising facilities at Monmouth.</p>	<p>Released spaces used differently to create opportunities for:</p> <p>Income generation and community participation. e.g. Artist studios, community art gallery, selling space for artists/makers</p> <p>Suitable areas for learning activities and proper storage for learning resources.</p> <p>Improved customer service offer e.g. retail and refreshment areas as appropriate.</p> <p>Proper storage facilities for retail stock, event facilitation, tools and equipment for grounds etc.</p>	<p>Increased income potential.</p> <p>Greater community involvement with our sites.</p> <p>Greater opportunities for learning activities at all sites for all ages.</p> <p>Increased income. Better visitor experience.</p> <p>Better organisation and efficient running at each site.</p>	<p>Dependent on success and timings of overall capital bid (see above)</p>	<p>Dependent on success and timings of overall capital bid (see above)</p>
	<p>Work on key historical stories to develop into displays, events, web based resources and publications.</p>	<p>Improved interpretation suitable for a variety of learning styles at all sites.</p>	<p>Better understanding of the distinctive stories of Monmouthshire</p>		

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 75</p>	<p>Identify ways of improving access for visitors with additional needs at all sites.</p>	<p>More areas at each site accessible to those with mobility issues.</p> <p>Appropriate equipment to enable visitors with visual and hearing impairments to access all sites.</p> <p>Appropriate interpretation for a range of needs and reading abilities.</p>	<p>Wider audience able to access our sites.</p>		
<p>To create a virtual platform for Monmouthshire Museums as part of wider Alternative Delivery Model offer (ADM).</p>	<p>Explore possibilities of a single Monmouthshire Heritage portal that brings together museums, heritage and arts data, records, images etc.</p>	<p>Collections, heritage and arts information online for remote and cross county access.</p>	<p>Provide greater access to Monmouthshire's history through the development of a digital offer detail.</p> <p>Provide opportunity to access history at sites across the county – in towns and villages.</p> <p>Increase heritage/cultural tourism.</p> <p>Raise profile of Monmouthshire.</p>	<p>Consider suitable funding including RDP.</p> <p>Grant application.</p> <p>Funding awarded</p> <p>Completion of project</p> <p><u>NB: Timings</u> If RDP is the correct fund we need to apply asap so we have maximum time to run project before it closes in 2020. It will be necessary to include project posts within the bid so core staff can spend time on the major HLF bid (see above)</p>	<p>Grant awarded.</p> <p>Successful completion of project.</p>

<p>To ensure learning is embedded within the museum, arts and cultural offer</p>	<p>Develop a Learning Plan which is relevant to the needs of formal and informal audiences.</p> <p>Implement resulting learning programme.</p>	<p>Supporting school-age learning.</p> <p>Enabling young people to develop work related skills through placements, internships etc.</p> <p>Supporting family learning through informal activities.</p> <p>Support the wellbeing of the growing older generation through informal learning.</p> <p>Support the wellbeing of people with additional needs e.g. those with dementia through informal learning.</p> <p>Attract visitors to Monmouthshire through learning opportunities.</p>	<p>Learning opportunities are increased for across a range of audiences, ages and needs.</p> <p>Learning increase the opportunity to people to come together and acts as a mechanism for community cohesion.</p> <p>Encourages different groups to work together will contribute to cross generational understanding and cohesion.</p>	<p>Needs to be considered in conjunction with learning plan for the ADM.</p> <p>Learning plan needs to be developed in consultation with users and non users.</p>	<p>Needs to be considered in conjunction with overall learning plan for the ADM.</p>
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**Strategic Aim 2**  
**Future Museums 2016**

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.

Our guiding principle will be to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the wider Tourism, Leisure and Culture Service/proposed Alternative Delivery Model Offer.

Strategic Aim 2 To ensure we have a resilient and sustainable service.					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
To ensure we have a depth and breadth of skills to provide a professional museum offer.	Assess current staffing roles and identify needs.	Robust staff structure	Ability to take service forward to the future.	Needs assessed in relation to capital bid for Collections Centre  Needs assessed post capital bid.	Success of capital bid  Success of capital bid
To improve and extend income streams	Increase provision of courses (At Chepstow Museum/Drill Hall).  Build on existing programme of cultural coach trips. (From All Sites)  Run a programme of skills based workshops for adults.(At Chepstow Museum/Drill Hall and Abergavenny Castle Grounds)	A source of income for the museum service.  A variety of well attended courses, trips and workshops.	Contribution to a balanced budget  More funding available for service activity.  Users are more knowledgeable and enthusiastic about a variety of subjects relating to museums, arts and culture.	Agree a list of suitable subject areas.  Source speakers to run a series of lectures trips and workshops.  Programme a series of lectures, trips and workshops beginning 2017.	Amount of money made.  Amount of take up  Satisfaction of users.



	<p>Ensure museum shops run efficiently and effectively. This will be done by:</p> <ul style="list-style-type: none"> <li>• Installing an a suitable EPOS system</li> <li>• Agreement for a trading account</li> <li>• Devising a focused offer for each site.</li> <li>• Offering refresher/new training to Front of House staff.</li> <li>• Increased promotion of retail offer via social media.</li> <li>• Explore online retail sales</li> </ul>	<p>Income target for retail sales is met.</p> <p>Improved turnover.</p>	<p>Contribution to a balanced budget</p> <p>A retail experience which compliments the museum visit.</p>	<p>Seek clarification on next steps for Museum Epos system. <i>(Seek clarity on how this relates to future ADM activity in order to fix timetable)</i></p> <p>Seek approval for a trading account. (By April 2017).</p> <p>Continue research at each site on successful and unsuccessful lines and make adjustments as appropriate. (Ongoing)</p> <p>Set up appropriate training course. (TBC)</p> <p>Investigate opportunities for online retail Sales with the Digital Marketing Officer/ Visit Monmouthshire. (Jan 2018)</p>	<p>Healthier bottom line budget</p> <p>Visitors positively rate the retail experience.</p>
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<p>Explore possibility of pop up/short term catering opportunities in order to inform a longer term more permanent offer. This will be done by exploring opportunities at Abergavenny and Chepstow for example ice cream tricycle, mobile coffee vans etc. in line with wider ADM activities.</p>	<p>A source of income for the museum service.</p>	<p>Contribution to a balanced budget.</p> <p>More funding available for service activity.</p> <p>A good quality refreshment experience which complements the museum visit.</p>	<p>Find out situation regarding licensing in each town. (January 2017)</p> <p>Investigate potential for vendors. (February 2017)</p> <p>Trial offer during Summer 2017 and follow up short business plan to enable ideas to be taken forward.</p>	<p>Healthier bottom line budget</p> <p>Visitors positively rate the refreshment experience.</p>
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<p>To increase income opportunities from filming, royalties, collections image licensing, enquiries, publications.</p>	<p>A source of income for the museum service.</p> <p>More sales of our images.</p> <p>Income from collection</p> <p>More paid for appearances of our collections in publications/in the media.</p> <p>Use of our buildings as film locations.</p>	<p>Contribution to a balanced budget.</p> <p>More funding available for service activity.</p> <p>Charging for enquiries may reduce the amount of public enquiries.</p> <p>Collections, sites, local information seen remotely by a wider range of users.</p> <p>Raised profile of our sites and what they have to offer.</p>	<p>Consider the appointment of a temporary or seconded post to take forward income generation opportunities as there is not the capacity to explore these options within the current structure.</p> <p>Talk to Fundraising Officer about opportunity previously offered to sign up with specific companies that offer assistance re film locations.</p> <p>Research what other museums are doing e.g. filming policies, charges for enquiries, image reproduction etc.</p> <p>Use information to devise a set of charges and write a policy, devise forms and market the opportunities.</p> <p>(2018?)</p>	<p>Healthier bottom line budget.</p>
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<p>Seek ways to maximise commercial opportunities beginning with the Nelson Collection.</p>	<p>A source of income for the museum budget.</p> <p>Production of high quality reproduction items.</p> <p>More professional digital images of the collection available.</p>	<p>Contributes to a balanced budget.</p> <p>Raising profile and public awareness of the collections.</p> <p>Raise profile of The Nelson Collection.</p>	<p>Select items for customised reproduction for sale on site and in other non local outlets.</p> <p>Investigate licensing of existing suitable images through art picture library.</p> <p>Seek ways of having more selected items professionally photographed.</p> <p>Extend programme to other key collections successful.</p> <p>(Work with Senior Custodian to see if realistic for her to do during 2017)</p>	<p>Healthier bottom line budget</p> <p>Successful sales</p> <p>Buyers positively rate the goods.</p> <p>Thriving relationship with companies producing the licensed items resulting in more advantageous terms for the museum service.</p>

	To continue with income opportunities from school workshops, lectures, loan boxes, reminiscence boxes, guided group visits and delivering of training.	A source of income for the museum service.	Contribution to a balanced budget.  Contribution to wellbeing and learning for a range of users.	Establish potential input from Learning Officer in order to decide future plan.  (Ongoing)	Healthier bottom line budget
	Develop outdoor offer at Abergavenny Castle through provision of a covered structure and an associated events programme.	Income target for castle grounds is met.  Increased opportunities for venue hire e.g. weddings, business functions, community events, external events programme.  Increased in house events programme.	Contribution to a balanced budget  Increased use of castle grounds/community facility  Contribution to vibrant community through increased events.	<u>Outdoor Structure</u> Write business case  Agreement on renewal of lease.  Confirmation of financial support from Nevill Estate and potential bid to the Rural Development Programme.  Approvals from CADW, Planning, Building Control  Tender/Appointment for design and building work  Completion of building work  Trialling of an outdoor/undercover weekly event which runs throughout the summer (e.g. 4-6 weeks) on the same night each week with a similar programme/menu/feel. (July/August 2017)	Healthier bottom line budget  Completion of outdoor structure  Successful/developing events programme.  Well received programme of events.

	Consider re-appointment of Paper Conservator to continue with income generating service to include possible additional intern placement.	Income target met	Contribution to balanced budget.	Appointment of conservator/intern	Income target met. Salary cost covered.
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	Review museum fundraising strategy.  Investigate fundraising approaches in arts and culture.	New Museums, Arts and Culture fundraising strategy for ADM.	A clear policy on fundraising approaches.	Revision of fundraising strategy. (2016/17)	All staff aware of fundraising approach
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To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture ADM offer.	Promote our offer more effectively to existing and potential users.	Publicity and marketing material designed and disseminated.  More co-ordinated marketing across the service.  Production of passport  Website or similar with retail, ticketing, booking and payment facility	Users are aware of a coherent programme of exhibitions, events and opportunities across the 'Monmouthshire Museums' and wider ADM activities in Monmouthshire.  Visitors obviously moving from site to site following passport trail.  Centralised online presence	Focussed cross marketing of museum and other current MCC attractions e.g. cultural passport, joint promotion of events. (2018/19)  Investigate development of website with retail, ticketing, booking and payment facility. (Include option of being part of Visit Monmouthshire) (2018/19)	Number of visitors actively engaging with cultural passport.  Automatic website measuring – hits, sales etc.
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	Carry out community evaluation and assessment of the impact of our work on their lives.	Results of consultation	We understand the impact of our work and how to improve.	Devise appropriate survey methods and tools. Consultation Final report	Results to inform future programmes.
	Explore the potential of establishing partnerships with relevant departments at universities that are	Possible undergraduate or postgraduate placements	Possible injection of funding and/or expertise including upskilling of staff.	Research and identify possible departments / staff with appropriate research interests to approach  Open discussions	Establishing interest  Setting up partnership or whatever mechanism is appropriate
	working on the specific subject areas that relate to our key collections and professional skills.	Joint Research projects – publications/ exhibitions/ conferences	Raising profile of the collections and Service in a new sphere - Academic	Progress as appropriate	Placements or projects established
Page 184	Raise the profile of the collections beginning with the Wye Tour Art Collection at Chepstow Museum.	Completed gallery Printed/online catalogue of the collection.	Contribute to the local economy by operating a busy local attraction, providing income opportunities for other local providers.	Completion of the Wye Tour Gallery	Increased appreciation and relevance of Wye Tour
Contribute to a vibrant community by adapting to work in new and innovative ways.	Expand volunteer base	Specialist and well trained volunteers in the following areas: <ul style="list-style-type: none"> <li>• Gallery duties</li> <li>• Event duties</li> <li>• Accreditation related documentation</li> <li>• Gardens and grounds</li> <li>• Exhibitions and Displays</li> </ul>	<p>The museum is able to continue to deliver a high quality daily visitor experience.</p> <p>The museum is able to call on knowledgeable and experienced people.</p> <p>The museum is able to provide opportunities for learning, personal development and, social engagement.</p>	<p>Museum Curators to fully understand the implications in terms of plans and procedures for dealing with a larger body of volunteers.</p> <p>To recruit and retain volunteers. (2017)</p>	<p>Monitor and evaluate the satisfaction of the volunteer workforce.</p> <p>Monitor and evaluate how museums benefit from volunteer output.</p>

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**Appendix 2 – Action Plan to further our Guiding Principle - to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the proposed wider Alternative Delivery Model Offer**

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.

<u>Guiding Principle</u> To encourage the flourishing of arts and culture in Monmouthshire.					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
Provide greater opportunities for Monmouthshire’s residents and visitors to engage with arts and culture.	To make contact with Monmouthshire wide arts, groups, practitioners, venues, festivals.	To create a database of contacts	A communication and promotion network is established with arts and culture providers in Monmouthshire	To establish what funding is available through RDP/Arts Council Wales for all key objectives in this section.  Establish what databases exist e.g. ACW, Adventa, Makers in Wales etc.  Make initial contact with interested parties – virtually or actually  Make grant application  Complete database (To be updated as depends on grant deadlines given)	Funding secured Good network established  Completed database for use in following action points.
	Work with arts providers to establish a variety of information channels for coordinating and disseminating information about Monmouthshire’s arts and culture offer.	Creation of e.g. Facebook page/Working with existing websites such as Visit Monmouthshire/ Digital hub to link artists together etc.	This would provide a place for the public to find out what is going on and a forum for providers to communicate with venues etc.	Establish information channels. (Dependant on grant timing but we would expect to complete within first 3 months of grant funded post/consultancy being appointed.)	Rate of sign up of practitioners, providers, venues etc. to information channels.

Develop relationships with arts and culture providers.	Develop a delivery plan with practitioners, providers and stakeholders.	A shared future vision for arts and culture in Monmouthshire	Decision on authorship - internal or external  Consultation events to take place.  Writing of plan/further consultation.  (Dependant on grant timing but we would expect to complete by end of first 6 months of programme as needs to follow on from the work above)	Completion of a delivery plan that has been contributed to and accepted by a wide range of providers
	To evolve higher profile/leading events through shared expertise and joined up working	An ambitious programme of arts and culture across Monmouthshire	Share ideas through network.  Agree set of proposals  Seek funding for proposals	Good ideas are put forward.  Good ideas are realised, funding achieved, event takes place and lessons learnt
	To encourage venues and practitioners to take up arts and culture opportunities e.g. artist/writer residencies, touring theatre, music gigs, creative workshops		Publicise available opportunities through network.  If appropriate agree which opportunities to pursue and who should do this.	Amount of take up and successes.

	Strengthen programme of cultural activity at our sites	More outdoor theatre, live performance on screen, creative skills workshops, family activities, lecture programme.	A high quality programme of arts and culture in MCC venues (which is also income generating)	Develop more intensive/focused programme of events, with consideration made to their financial and/or social benefits.	A strong successful published programme of events.
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	Create opportunities to support the Cultural Learning Plan.	More opportunities for formal learning	Greater number of young people having access to high quality arts education	Development of opportunities across sites.	More young people having access to the arts.
<p>Raise the profile of Monmouthshire's arts, heritage and cultural offer in a National context.</p> <p>Page 189</p>	Use the Arts and culture communication and promotion network to work with national media (print and online) to promote offer at a UK level.	Monmouthshire's arts and culture features in UK wide listings, arts programmes, reviews etc.	Increased visitors to Monmouthshire to experience our arts and culture offer contributing to the local economy.	Potentially buy in some PR/Media person to set up arts/culture media contact framework, utilising the information channel (Completed within first 6 months of grant programme)	Amount of times mentioned in national press etc.
	Encourage the development of artistic and cultural endeavours unique to Monmouthshire.	E.g. productions which interpret the stories of local historic sites or theatrical presentations celebrating local personalities etc.		Publicise available opportunities through network.  If appropriate agree which opportunities to pursue and who should do this.	Increase in consciousness of Monmouthshire's identity (Measure to be developed)

<p>Enable support for the artistic community</p>	<p>Use the Arts and culture communication and promotion network to set up contacts between practitioners and venues/events/festivals</p>	<p>A mutually supportive network of practitioners and providers</p>	<p>Monmouthshire's artistic community thrives and contributes to Monmouthshire's economy.</p>	<p>Information channel is established</p> <p>Consider establishing a What Next Chapter to provide a forum for practitioners and providers to meet.  <a href="http://www.whatnextculture.co.uk/">http://www.whatnextculture.co.uk/</a></p>	<p>Able to visibly monitor arts and cultural activity across Monmouthshire on our information channel and through face to face meetings</p>
<p>Assist funding efforts of arts and culture providers e.g. crowdfunding, grant applications.</p>	<p>More successful arts and culture projects proceed.</p>	<p>Increased level of funding to Monmouthshire arts and culture</p>	<p>Add arts and culture funders to our existing database of heritage funding bodies.</p> <p>Establish a mechanism for offering advice and support e.g. hosting advice surgeries etc.</p>	<p>Successful funding drives.</p>	
<p>Promote opportunities to create public art within Monmouthshire</p>	<p>Work with town teams, community groups and councils etc. to encourage and develop projects which include artistic endeavours.</p>	<p>More examples of sculpture, mosaics, street art, etc. within our towns, villages and rural sites.</p>	<p>Interesting features introduced to the county and an increased and awareness and appreciation of the arts.</p>	<p>Make contact with appropriate organisations including internal MCC.</p> <p>Use our information channel to circulate opportunities to artists, practitioners.</p> <p>If appropriate agree which opportunities to pursue and who should do this.</p>	<p>Public art project in place and lessons learnt for next project.</p>

**Appendix 3 – Risk Register**

**Strategic Aim 1 – To create a cross county museum, arts and culture service to encourage a sense of pride and community identity.**

Risk	Reason why identified	Risk Level (Pre – mitigation)			Planned Mitigation	Residual Risk Level (Post – mitigation)		
		Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level
Not getting permission to convert a suitable space for the Collections Centre	Appropriate building is key to the success of the project. There are a limited amount of suitable buildings available.	Possible	Major	Low	Ensuring full information about requirements is provided to decision makers	Possible	Major	Low

<p>Capital funding bid rejected</p>	<p>HLF is the only realistic source of capital project funding for museum purposes. It is a highly competitive funding stream and rejection at least once is extremely like. Subsequent applications may result in success but this affects time scales.</p>	<p>Likely (First application)  Possible (subsequent application)</p>	<p>Substantial</p>	<p>Medium</p>	<p>Initial discussions to take place with HLF at the earliest possible opportunity.  Continue contact with HLF during pre-application progresses.  Consultation with stakeholders during the application process to ensure all views and needs are taken into account.</p>	<p>Possible</p>	<p>Substantial</p>	<p>Medium</p>
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<p>We are not able to secure enough funding to cover the full project cost and as a result cuts are made that compromise the plans to improve the offer across the county.</p>	<p>The improvements to the sites at Abergavenny and Chepstow may be seen as ancillary to the project. It is important to maintain the offer in the towns where services are already well established and valued.</p>	Possible	Major	Medium	<p>-Ensure that decision makers and funders understand that the key to the success is dependent on access to Arts, Heritage and Culture being available across the county and at the key museum locations at Chepstow, Abergavenny and Monmouth. - Ensure that development opportunities at each site form a strong part of the capital bid.</p>	Possible	Major	Low
<p>A single Monmouthshire Heritage portal is not completed.</p>	<p>This is dependent on grant funding and will require people either through staffing or volunteers.</p>	Possible	Minor	Medium	<p>Full investigation into project with stakeholders and subsequent discussion with potential funders will take place.</p>	Possible	Minor	Low

Learning is not embedded within the museums offer.	The Learning Officer Post is a temporary post	Possible	Substantial	Medium	Ongoing discussions with MCC officers	Possible	Substantial	Low
	and currently does not sit within the museum service.				about how the future of this role will be developed.			

**Strategic Aim 2 – To ensure we have a resilient and sustainable service**

Risk	Reason why identified	Risk Level (Pre – mitigation)			Planned Mitigation	Residual Risk Level (Post – mitigation)		
		Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level



<p>We do not meet our existing income targets relating to:</p> <p>Fundraising</p> <p>Conservation Service</p> <p>Abergavenny Castle grounds</p> <p>Green Screens</p>	<p>Fundraiser now works across TLC /ADM not just on museums.</p> <p>Paper Conservator is currently vacant.</p> <p>Lack of infrastructure/covered space at Abergavenny</p> <p>Due to a dependence on a wide range of large events and the need for</p>	<p>Almost certain</p>	<p>Substantial</p>	<p>High</p>	<p>Ongoing discussions with MCC officers about how the future of this role will be developed.</p> <p>Secure decision to fill post and identify a suitable intern.</p> <p>Secure decision to proceed with covered structure plan.</p>	<p>Likely</p>	<p>Substantial</p>	<p>Medium</p>
	<p>a staff presence, it is impossible for us to meet the target.</p>				<p>Secure decision on whether this liability should remain with us. Or adapt</p>			

					equipment to be self-service.			
We do not sufficiently extend our income streams.	We are unable to balance our budget without additional income streams	Possible	Substantial	Medium	We have included in the plan a range of opportunities and we will ensure that any additional methods of raising money are explored.	Possible	Substantial	Low
We are unable to sufficiently increase awareness of our service	Budget restraints may mean we are not able to invest sufficiently on publicity and marketing.	Possible	Major	Low	Explore external funding possibilities.	Possible	Minor	Low

Lack of budget	Continued reduction of financial support from MCC which will lead to a much reduced service in order to balance books	Almost certain	Major	High	Continue to work with senior management team and accountants to look for alternative solutions.	Almost certain	Major	High
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#### Appendix 4 - Buildings Options Appraisal

Site	Advantages	Disadvantages	MCC owned
<b>Abergavenny</b>			
Abergavenny Museum - The Hunting Lodge.	<ul style="list-style-type: none"> <li>• Exhibition Gallery facilities of a National Standard that meet government indemnity standard and can facilitate major loans.</li> <li>• Over 2/3 of display space has been recently updated.</li> <li>• Linked to castle so natural flow of visitors to the site and potential to tell more stories.</li> <li>• Museum presence in building ensures public access to castle grounds is maintained.</li> <li>• Recent maintenance programme from Property Services means building is in good condition.</li> <li>• Relatively simple building structure and services to maintain.</li> <li>• Low rates</li> <li>• Low rent</li> <li>• Owner is supportive of the relationship and future development.</li> <li>• Museum standard security system in place.</li> <li>• Museum standard fire alarm system in place.</li> <li>• Free Parking</li> <li>• Layout of building means that it could be zoned to facilitate a range of uses.</li> <li>• Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li>• Grade II Listed building makes alternations complicated.</li> <li>• Multi-level and uneven stairs make access difficult.</li> <li>• Wheelchair access to ground floor only</li> <li>• No public access to top floor rooms- but could be used privately.</li> <li>• Not in the main town centre.</li> <li>• No dedicated space for school groups, adult groups or family learning</li> <li>• No café facilities</li> <li>• Environmental control in collection stores is coming to end of its life.</li> </ul>	No

	<ul style="list-style-type: none"><li>□ Relatively small level of capital investment required to update and alter uses.</li><li>□ Views of 3 hills of Abergavenny from building help generate sense of place.</li></ul>		
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<p>The Castle Grounds.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Key Grade I listed and scheduled ancient monument historic site in the town which brings visitors to the site – hence museum benefits from being within the ‘complex’.</li> <li><input type="checkbox"/> Public access to grounds since late nineteenth century means there is a strong community connection to site.</li> <li><input type="checkbox"/> Some community members actively involved in some areas of maintenance of site.</li> <li><input type="checkbox"/> Outdoor space for community and commercial events.</li> <li><input type="checkbox"/> Water and electricity available.</li> <li><input type="checkbox"/> Owner is willing to support further development of the site.</li> <li><input type="checkbox"/> Recent attention from Property Services to stabilise and improve large proportion of the walls.</li> <li><input type="checkbox"/> Parking</li> <li><input type="checkbox"/> Areas of site are unlisted giving potential for future development/ structures.</li> <li><input type="checkbox"/> Low to Medium level of capital investment would be required to develop outdoor facilities in grounds to facilities income generation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited covered space means outdoor events are subject to weather and it is currently not possible to have wedding licence. .</li> <li><input type="checkbox"/> Limited access to toilets</li> <li><input type="checkbox"/> Scheduled ancient monument makes alterations and additions more complicated.</li> <li><input type="checkbox"/> Cost of ongoing maintenance of walls</li> <li><input type="checkbox"/> No existing data on number of visitors or visitor profiling to grounds.</li> <li><input type="checkbox"/> History of small level of anti- social behaviour in grounds- security could be improved.</li> </ul>	<p>No</p>
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The Library	<ul style="list-style-type: none"> <li><input type="checkbox"/> Some outdoor space.</li> <li><input type="checkbox"/> Slightly closer to town centre.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited display space available.</li> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated.</li> <li><input type="checkbox"/> Multi-level makes access difficult.</li> <li><input type="checkbox"/> No toilets on ground floor.</li> <li><input type="checkbox"/> Outdoor space only suitable for small events.</li> <li><input type="checkbox"/> Not in the main town centre.</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Medium level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Parking difficult</li> <li><input type="checkbox"/> Strong community support</li> <li><input type="checkbox"/> for buildings continued use a library.</li> </ul>	Yes
Old Tourist Information Centre	<ul style="list-style-type: none"> <li><input type="checkbox"/> All on one level- is or could easily be DDA compliment</li> <li><input type="checkbox"/> Close to bus station so good point of entry for tourists.</li> <li><input type="checkbox"/> Easy route through to Tithe Barn and TIC.</li> <li><input type="checkbox"/> Simple building structure to maintain. Close to public car park</li> <li><input type="checkbox"/> Low to medium level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> About to be leased to outside company.</li> <li><input type="checkbox"/> Limited space for displays and activity areas. Limited outside space. Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> </ul>	Yes

<p>Old Richards building.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large floor space Town Centre</li> <li><input type="checkbox"/> Free Parking</li> <li><input type="checkbox"/> Could be developed to be DDA compliant. Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<p>Update of all space including security/alarms required to meet Museum standards.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Only outside space is the car park.</li> <li><input type="checkbox"/> Unsure of maintenance needs. Structure appears to be in relatively poor condition.</li> <li><input type="checkbox"/> Large level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Not in council ownership and no existing history of council use of building.</li> </ul>	<p>No</p>
<p>Town Hall</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Town centre</li> <li><input type="checkbox"/> Close to public car park</li> <li><input type="checkbox"/> Close to other 'hub' services</li> <li><input type="checkbox"/> Close to other Cultural Offers – theatre. Shared access to outdoor space.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated. Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Very little space available alongside other services.</li> <li><input type="checkbox"/> Unsure of maintenance needs</li> <li><input type="checkbox"/> Medium level of capital investment would be required to transform into museum building</li> </ul>	<p>Yes</p>



<p>Old Court building</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building</li> <li><input type="checkbox"/> Site is for sale</li> <li><input type="checkbox"/> Potential to use site for new build.</li> <li><input type="checkbox"/> possibility that stores and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing suitability and reducing environmental and economic cost of running centralized service.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Limited outdoor space</li> <li><input type="checkbox"/> Unsure of maintenance needs but looks to require possible demolition and rebuilding. Current building inappropriate for storage of collections.</li> <li><input type="checkbox"/> No closer to town than current site. Significant capital investment would be required to transform into museum building</li> </ul>	<p>No</p>
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<p><b>Chepstow</b></p>			
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<p>Gwy House</p>	<ul style="list-style-type: none"> <li>• Exhibition Gallery facilities of a National Standard that meet government indemnity standard and can facilitate major loans. Grade II listed building</li> <li>• Impressive 18<sup>th</sup> century town house with surviving features – only example available to visit in the town through museum presence</li> <li>• Close to castle so potential spill of visitors to the site.</li> <li>• Museum standard security system in place. Museum standard fire alarm system in place. Close to public car park. Creation of centralized service would release rooms for alternative use.</li> <li>• Small amount of outdoor space currently not fully utilized but could be developed.</li> <li>• History of 20<sup>th</sup> century</li> </ul>	<ul style="list-style-type: none"> <li>• Grade II Listed building alternations need consent. Building is in need of maintenance.</li> <li>• Wheelchair access to ground floor only Wheel chair access to entrance of building is also awkward</li> <li>• No dedicated space on site for school groups, adult groups or family learning – but this catered for in nearby Drill Hall No café facilities</li> <li>• Capital investment required to update and alter uses. Museum in flood alert area. (although it never flooded even before defence scheme) Flood zone C1- served by significant infrastructure including flood defences.</li> <li>• Large complex building structure to maintain and service</li> <li>• Capacity and design of rainwater goods struggles to cope with current heavy rainfall. Some redesign already in place. More needed. Future rainfall due to climate change likely to exceed</li> </ul>	<p>Yes</p>
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	<p>community use of building when it was a school, hospital and museum displayed</p> <ul style="list-style-type: none"> <li>• Reconstructed boat shed in landscaped area housing traditional Chepstow salmon fishing boat and equipment.</li> <li>• Large Flat roof above 1930s extension has potential for build Rear elevation deemed insensitive area (re listing) but good for locating lift access, enclosing spaces between modern extensions.</li> </ul>	<p>capacity causing building maintenance problems.</p>	
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Chepstow TIC	<ul style="list-style-type: none"> <li>• Next to Castle</li> <li>• Next to Public Car Park</li> </ul> <p>Covenant allows the area to be used as a 'visitor centre with exhibition centre' any change would need landlord consent. Building structure relatively easy to maintain.</p> <ul style="list-style-type: none"> <li>• Building is not listed so easy to adapt.</li> <li>• (Considered for possible location of centralised working including new publicly accessible conservation facilities + shared TIC function – first floor would need to be created)</li> </ul>	<ul style="list-style-type: none"> <li>• Very limited space. Update of all space including security/alarms required to meet Museum standards.</li> <li>• TIC in flood alert area. Flood zone C1- served by significant infrastructure including flood defences.</li> </ul>	Yes
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Piercefield Estate	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large site with open space and architecturally important buildings with potential to bring many offers together. Site has rich history in terms of owners, buildings and grounds Building is in Flood zone A-</li> <li><input type="checkbox"/> Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Out of town</li> <li><input type="checkbox"/> Not easily accessible by public transport Site is currently a ruin. Grade II * listed which could make development more complicated.</li> <li><input type="checkbox"/> Full potential could only be realised with major capital bid.</li> <li><input type="checkbox"/> Significant capital investment would be required to transform into museum building and centralized service. Would only make sense if centralised service here and this probably not best location for that.</li> </ul>	No
Hanbury House	<ul style="list-style-type: none"> <li><input type="checkbox"/> Town location</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Not in area visited by tourists away from 'cultural quarter'</li> <li><input type="checkbox"/> Very limited space. 1960s</li> <li><input type="checkbox"/> Retail units with large windows etc. (unsuitable for museum functions)</li> </ul>	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Building with no intrinsic history or attraction</li> <li><input type="checkbox"/> Shared site</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Major Investment would be needed</li> </ul>	

<p>Brunel House (Old Mill building) on Mabey bridge site</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Building not listed so easy to adapt.</li> <li><input type="checkbox"/> Recent rebuild and refurbishment following fire possibility that stores and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing suitability and reducing environmental and economic cost of running centralized service.</li> <li><input type="checkbox"/> Potential for solar panels on roof?</li> <li><input type="checkbox"/> Part of new housing and area re-development scheme</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Out of town and even after site developed not in main visitor area</li> <li><input type="checkbox"/> Full potential could only be realised with a capital bid.</li> <li><input type="checkbox"/> Would only make sense if centralised service here – is this the best location for that.</li> <li><input type="checkbox"/> Public transport links to site and whole of Monmouthshire are reasonable.</li> <li><input type="checkbox"/> Large capital investment needed to transform into centralized museum site.</li> <li><input type="checkbox"/> Earmarked for alternative development in Developer's plans for site.</li> </ul>	<p>No</p>
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<p><b>Monmouth</b></p>			
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<p>The Market Hall</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building which can be altered to provide an accessible centralised service including stores, offices and activity spaces</li> <li><input type="checkbox"/> Museum standard security system in place in some of building.</li> <li><input type="checkbox"/> Museum standard fire alarm system in place in some of building. Grade II listing appears to refer to the 19<sup>th</sup> interior of building only, Interior is a 1960's reconstruction. Suggestion that it would be relatively easy to adapt interior- but further consultation with CADW required to clarify this.</li> <li><input type="checkbox"/> Limited time left on the Chinese restaurant lease when considered within time frame of HLF or other grant that may be required to secure capital investment required.</li> <li><input type="checkbox"/> Good local bus routes to Monmouth to encourage visitors to visit centralised service.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Prominent building</li> <li><input type="checkbox"/> Access to slaughter house arches great potential for future commercial development – food/arts/craft Currently building maintains good</li> <li><input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large complex building structure to maintain and service- cost likely to increase over time. Lease on the Chinese takeaway within the building runs until March 2019</li> <li>Limited parking</li> <li><input type="checkbox"/> Access to upper floor is difficult.</li> <li><input type="checkbox"/> No train station or coach services in town to encourage visitors to visit centralised service. No dedicated space for school groups, adult groups or family learning No café facilities Risk that centralizing service in Market Hall would reduce space available for Monmouth/Nelson Museum displays. Current condition and performance of roof unknown as is capacity to cope with increasing heavy rainfall. Slaughter house arches are unsuitable for museum stores.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building and centralized service.</li> <li><input type="checkbox"/></li> </ul>	<p>Yes</p>
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	<p>environment for museum collection. Large windows and roof lights. Strong possibility that stores, display and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing sustainability and reducing environmental and economic cost of running centralized service.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Potential that flat roofs (as seen on google earth) provide good scope for significant solar energy generation.</li> </ul>		
The Rolls Hall	<ul style="list-style-type: none"> <li><input type="checkbox"/> No known covenants in the conveyance dated 15/4/1991.</li> <li><input type="checkbox"/> Rear car park for staff and users with a disability.</li> <li><input type="checkbox"/> Rear access for loading</li> <li><input type="checkbox"/> Links with parts of the Museum Collection (Rolls Collection and Lady Llangattock Nelson Collection)</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Historic building, attractive space</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited space.</li> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated.</li> <li><input type="checkbox"/> Alterations to make enough space for centralised store (another floor) could spoil aesthetic value of the building, if acceptable to listing however already existing mezzanine floor which is in keeping with building.</li> <li><input type="checkbox"/> Slightly out of town – for visitors</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building and centralized service.</li> </ul>	Yes



The Shire Hall	<ul style="list-style-type: none"> <li><input type="checkbox"/> Iconic and prominent building</li> <li><input type="checkbox"/> Close to public parking</li> <li><input type="checkbox"/> Links with parts of the Museum Collection</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large complex building structure to maintain and service- cost likely to increase over time.</li> </ul>	
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	<ul style="list-style-type: none"> <li><input type="checkbox"/> (Crime and Punishment/Justice,)</li> <li><input type="checkbox"/> Lift in place</li> <li><input type="checkbox"/> Central location Some security and fire systems in place.</li> <li><input type="checkbox"/> Dedicated space for learning</li> <li><input type="checkbox"/> Building is recently renovated and in good condition.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shared access with Town Council has security implications.</li> <li><input type="checkbox"/> Limited space for display, storage and office facilities</li> <li><input type="checkbox"/> Grade I Listed building makes alterations more complicated.</li> <li><input type="checkbox"/> Alterations (to create museum display in current community room space) would spoil aesthetic value of the building. Restrictions on use of frontage.</li> <li><input type="checkbox"/> Will need some upgrades to security, environmental and fire systems.</li> <li><input type="checkbox"/> Loss of revenue from reducing commercial spaces available.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building</li> <li><input type="checkbox"/> HLF grant previously awarded to this site.</li> <li><input type="checkbox"/> Insufficient space to accommodate centralised store/working/conservation facilities + Nelson/Monmouth museum displays</li> </ul>	
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Other			
Museum Store in Caldicot industrial estate	<ul style="list-style-type: none"> <li><input type="checkbox"/> Located on the outskirts of one of towns.</li> <li><input type="checkbox"/> Large space</li> <li><input type="checkbox"/> Parking</li> <li><input type="checkbox"/> Close proximity to other businesses who are able to act as additional security</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> High rent</li> <li><input type="checkbox"/> No proper security facilities in place</li> <li><input type="checkbox"/> No environmental control</li> <li><input type="checkbox"/> Not located near any of the museum sites so inconvenient for staff to access.</li> <li><input type="checkbox"/> Store is already full</li> <li><input type="checkbox"/> No public access to site.</li> <li><input type="checkbox"/> Neighbouring units include hot works and high dust producers placing collections at risk.</li> <li><input type="checkbox"/> Increasingly limited staff capacity means that site is</li> </ul>	Yes
		<p>rarely visited and so any incidents e.g. theft, flood, rodent infestation hard to monitor</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not suitable for public access.</li> <li><input type="checkbox"/> Store located in flood warning area that is Zone C2: without significant flood defence infrastructure (Natural resources Wales)</li> </ul>	

<p>New build - anywhere</p>	<ul style="list-style-type: none"> <li>☐ All museum standards could be met.</li> <li>☐ All access requirements could be met. Location could be chosen to meet most needs</li> <li>☐ Visitor service facilities could be integrated</li> <li>☐ Dedicated space for all audience learning needs could be included</li> <li>☐ possibility that stores and display and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit, increasing suitability and reducing environmental and economic cost of running centralized service.</li> </ul>	<ul style="list-style-type: none"> <li>☐ Suitable site needs to be found</li> <li>☐ Significant Capital investment would be required to design and build. Potential political/community difficulties in picking one site for museums presence within county.</li> <li>☐ Burden of travel (probably mostly by private transport) on people from towns not chosen as site</li> <li>☐ Monmouthshire has no one centre – nature of county its strong individual towns – museums should reflect. Museum collections and stories intimately reflect their individual towns</li> <li>☐ Loss of intrinsic history of each place which museums provide – valued by visitors, and for local community spirit &amp; identity</li> <li>☐ Loss of cultural focus in towns</li> </ul>	<p>N/A</p>
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## Appendix 5– Store Report

This report outlines the work that has been undertaken to estimate the space that would be required to store all the museums service collections currently housed in Abergavenny, Chepstow, Monmouth Museums, Caldicot Castle and off-site store (Caldicot industrial estate) together in one location.

Monmouthshire Museums collections are currently housed across the county in a range of specially adapted and environmentally controlled rooms within the museums buildings, a large industrial warehouse (which does not meet appropriate standards) and in staff working areas and public areas in the museums.

The collection storage areas are of different shapes and sizes, inconsistently organised and most are overcrowded with many items stored on the floor. This made it very difficult to estimate the storage space required by simply adding the footprint of existing stores together. Instead the estimate of storage space required was developed by measuring in decimetres blocks of collections categorised by their collection/material type on each shelf/storage area.

The volume of each block of collections was calculated in M<sup>3</sup> and then multiplied by 30% to give a buffered estimate. This buffered estimate represents the amount of space needed to store items including the space that the shelf fixtures take up and the space around each item that would be needed to safely remove and replace the items (Watson & Bertram, 1992). Collections were grouped by the type of storage furniture and environmental conditions they required for optimum long-term care and their buffered volumes added together.

Total volume was multiplied by a collection expansion estimate. This was calculated by looking at the historical rate of collections growth experienced at Abergavenny museum whose collections are representative of those across the county. Planning for 25 years of collections growth was deemed to be a realistic amount to consider when planning future storage needs. The figure for collections growth for 25 years was thus calculated to be 10%.

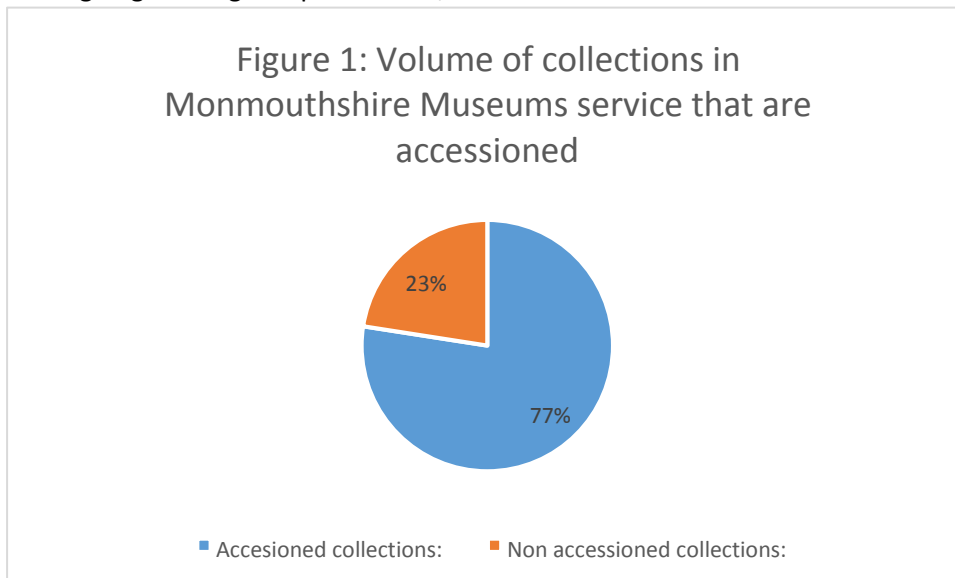
The average height of museum grade shelving/storage furniture across the service was calculated and the adjusted volume for each collections group was divided by this to give an area of space that the collection and its storage furniture would take up. This figure was then added to the Access Coefficient (Re-org) of each storage furniture type- i.e. the amount of space required to safely walk between shelves/ open drawers etc.

The collections held in the industrial unit include many items of bulk archaeology and large scale objects that don't fit into the museum stores. A very basic visual estimation of the collections stored here was undertaken and it was estimated that the volume of collections held at the Caldicot Store might be reduced through rationalization and this was factored into the calculations. Less rationalisation opportunities would exist in other museum stores where more robust collections management process are likely to have resulted in a more relevant collection. **3. Key Findings**

### 3.1 Volume of Non Accessioned collections.

The volume of Non Accessioned objects across the whole of the Museums Service collections is 23% (Figure 1). This means that the 23% of collections are not catalogued or recorded making it difficult for the service to use the collections to tell their stories to members of our communities. The levels of accessioning varies from site to site. Abergavenny museum has the most complete catalogue of collections with 98% of the volume of collections being accessioned which in comparison to 27% of non-accessioned items at Chepstow. Any future project to improve access to collections will need to

include a collections management role and apply a targeted approach to documentation to resolve cataloguing backlogs in specific sites/collections.



### 3.2 Fullness of existing stores

During the study the percentage fullness of each item of storage furniture was visually estimated. The Mean fullness of storage furniture housing the collections is 86% demonstrating that the space available for future collecting is very limited and there is little space for the collections to grow and remain relevant. There is no available space at any museum sites for expanding storage areas and so creating a centralized store is considered to be the best solution to ensure that the services collections can grow and remain relevant.

Added to this problem is that of overcrowding with many of the collections stored on the floor and the use of inappropriate storage furniture e.g. MDF shelving which releases organic volatile acids that cause paper, textiles and metal items to degrade at a significantly enhanced rate. Storing items on the floor increases the risk of damage from physical contact, from water if flooding occurs and leaves objects difficult to access for use. The overcrowding experienced in the majority of the museums' stores also makes it unsafe for staff and volunteers to access the collections because physical movement in the stores is restricted. This reduces the ability for the museum service to effectively engage with volunteers who could play a more active role in caring for the collections. Investing in a publicly accessible centralized store has the potential to remove these threats to the collections and significantly increase the public benefit of the collections and their care.

Figure 2: Volume of collection on museum grade storage furniture (m3)

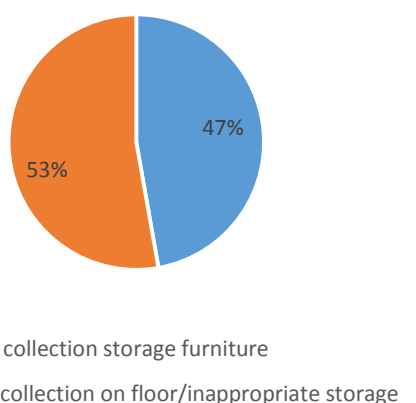


Figure 2 shows that 53% of the volume of the museums service’s collections are stored on the floor or on inappropriate storage furniture. As a result any future development plan for a centralized store will need to take into consideration the need to invest in additional storage furniture as well as the possible reuse of existing museum standard shelves and cupboards, in appropriate size spaces.

**3.3 Average dimensions of storage furniture:**

Storage furniture type	Mode dimensions (cm)		
	width	depth	height
Shelves for standard sized collections- <i>museum grade</i>	205	65	183
Shelves used to store large objects- <i>museum grade</i>	605	67	213
Plan chests used to store large paper items- <i>museum grade</i>	136	96	92
Metal cupboards used to store small items	96	45	183

**3.4 Estimated areas needed to store collections**

The estimated total area (to 1 decimal place) needed to store all of Monmouthshire Museums Service collections is estimated to be: **569 m2**

This can be broken down into small groups which have different environment and storage needs:

**Space required on static shelving:**

Shelving Standard sized	286.5
Paper- shelved	58.5
Paper- plan chests	8.5
photos	12.9
Paintings:	24.7

Large Objects	177.7
<b>total</b>	<b>568.6 m2</b>

The above figure relates to static shelving based on the notion of reusing existing storage furniture. A large proportion of this area is allocated to accessing the items on the shelves i.e. making it possible for users to walk between shelves. This area could be dramatically reduced if a mobile storage system was invested in. Industry literature suggests that the footprint of storage area can be roughly halved if mobile racking is utilised. For Monmouthshire's collections mobile racking would be appropriate for all but the large objects and the required storage area would be as follows:

**Space required using Mobile Racking:**

Shelving Standard sized	143.2
Paper- shelved	29.2
4.3 photos	6.4
Paintings:	12.4
Large Objects	177.5
<b>total</b>	<b>373 m2</b>

The total footprint for a combined store for Monmouthshire Museums Service could be reduced further if storage space was designed to occupy 2 levels or if shelving height was increased.

The above key findings should be regarded as an educated guess and were developed using estimates of volumes of collections held in stores and the assumption that storage furniture used would be of the same height as that currently used in the museum service. Further study would be required to generate more accurate figures.

The proposed area recommended in this report relates only to the space required to store the collections. When planning for a centralized museum service, space would also need to be allocated for storage of documentation relating to collections, conservation and display materials and equipment, learning resources, conservation and volunteer workrooms and most importantly staff offices. In order that the collections are able to remain at the heart of what the museum does and be actively cared for and engaged with by members of our communities it is vital that the collections are housed in a living space which is accessible to as many people as possible.

Monmouth Market Hall currently houses the Nelson Museum and Local History centre (also known as Monmouth Museum), two empty units (previously used by Monmouthshire County council as the Planning Offices and Monmouth's one stop shop) and two privately leased units- a Chinese take away and a barbers.

The square meters occupied by each of these units is as follows:

Use	Total floor space (M <sup>2</sup> )	Total floor space minus services (M <sup>2</sup> ) I.e. corridors, WC, boiler, stairs
Museum	503.4	463.4
One Stop Shop	231.6	164.4

Planning	443.4	348.2
Chinese take away	66.5	63.5
Barbers	49.8	41.7
<b>Total</b>	<b>1294.7</b>	<b>1081.2</b>

Options are being explored about whether the county's Museum Collection and staff can be centralised at the Monmouth Market Hall site as sole users of the building.

If we assume a best case scenario where a mobile racking storage system will be utilised to store the county's collections then a minimum of 373 m<sup>2</sup> will be needed for collections storage. Looking at the table above it can be seen that this figure will fit in the Market Hall site, leaving 708.2m<sup>2</sup> available for museum displays, centralised staff offices, conservation and collections care work rooms and volunteer and learning spaces.

In conclusion, with an internal useable footprint of 1081.2 m<sup>2</sup>, it is possible to say that there would be enough space to store all of Monmouthshire Museums collections' in Monmouth Market Hall. However the current configuration of rooms mean that centralized storage will only be possible by altering the internal lay out of the building. Thoughtful and focused design would also increase the useable floor space available i.e. In its current configuration the Market Hall building houses 9 WC's utilizing a total of 42.8 m<sup>2</sup>.

#### 7. Would the collections fit into Rolls Hall?

The option of storing the collections in the Rolls Hall, Monmouth are also being explored. The Hall in the centre of the Roll's Hall (where the library is currently located) is divided into 5 bays with a stage in the 6<sup>th</sup> bay. Each bay is separated by giant banded pillars. The make-up of the space (275.4 M<sup>2</sup>) means that is unlikely that it will be possible to use mobile racking to store the collections. As a result when considering the space required to store the collections at Rolls Hall the figure of is 569 M<sup>2</sup> will be used. This is the space required to store the collection on static shelving at a height of 2m.

The Space available to store the collections in the Rolls Hall is as follows:

<b>Rolls Hall: Floor</b>	<b>Total floor space (M<sup>2</sup>)</b>	<b>Total floor space minus services (M<sup>2</sup>) i.e. corridors, WC, stairs</b>
ground	472.5	381.8
first	119.9	67.9
<b>total</b>	<b>592.4</b>	<b>449.7</b>

Looking at the figures above it is possible to conclude that there is currently not enough space to store the collections in the Rolls Hall in Monmouth.

Doubling the height of the shelving in the central hall/library area has the potential to provide enough space to store the collections, however safe access to collections would need to be provided at this height. This is likely to be incurred at a greater cost and considerably increase the level of floor loading in the space. The strength of the floor would need to be investigated. There are also risks that providing the levels of environmental control required to safeguard the collections may not be suitable for the architectural decorations in the hall which are listed. This would need to be investigated further.



In order for the collections to remain at the heart of the work of the museums and their communities, conservation work spaces, staff offices and community workrooms would need to be located in the same building as the stores. Looking at the above calculations it is possible to say that there is not enough space available at the Rolls Hall for this.

In order to fully establish the suitability of the Monmouth Market Hall for the location of the centralized museums service further work is required to identify the floor space and key features required for offices, learning, displays, volunteers and other activities.

A piece of work is also required to identify which of the walls at the Market Hall are structural and which others could be altered in a reconfiguration of the space.

Re-org (2013) Access coefficient guidelines. *Re-org- Tools for Museum storage, rationalization and documentation*. ICCROM & UNESCO. <http://www.re-org.info>

Watson & Bertram (1992) Estimating space for the storage of ethnographic collections. *La Conservation Preventive, ARAAFU 3<sup>rd</sup> International Symposium, Paris 1992. 137-142.*

#### 9. Appendix 1

#### Current Space Use at Market Hall

Space Id	Space name	Sq. M	Current use	Floor
45	WC	3	Chinese Take Away	ground
44	Store	1.9	Chinese Take Away	ground
1	shop	23.1	Chinese Take Away	ground
2	Kitchen	31.4	Chinese Take Away	ground
3	Bed	7.1	Chinese Take Away	ground
4	Office	7	Planning	ground
5	Office	76.2	Planning	ground
6	Office	28.1	Planning	ground
8	Staffroom	14.2	Planning	ground
9	Store	8.7	Planning	ground
10	WC female	2.7	Planning	ground
12	WC Disabled	4.5	Planning	ground
11	Circ (corridor)	12.1	Planning	ground
42	Circ (corridor)	9.7	Planning	ground
43	Circ (corridor)	15.4	Planning	ground

	41	N/A	7.2	Planning	ground
	40	N/A	20.7	Planning	ground
5a		Office	6.2	Planning	ground
	46	Stairs	10.6	Planning	first
	48	Store	27.9	Planning	first
	49	Store	4.9	Planning	first
46b		store	1.8	Planning	first
46a		Circ (corridor)	11.2	Planning	first
50a		office	36.3	Planning	first
	50	store	69.2	Planning	first
	51	Store	39.8	Planning	first
	47	Circ (corridor)	22.7	Planning	first
	55	Stairs	6.3	Planning	first
	38	Museum	225.8	Museum	ground
	39	Store	1.3	Museum	ground
13a		Strongroom	1.9	Museum	ground
	13	WC	2.5	Museum	ground
	14	Office	20.8	Museum	ground
	15	Store	9.6	Museum	ground
	16	WC Male	5.8	Museum	ground
	17	WC Female	5.6	Museum	ground
	18	WC Disabled	5	Museum	ground
	19	Circ (corridor)	9.5	Museum	ground
38a		Store	1.5	Museum	ground
	37	Foyer	46.2	Museum	ground
	52	Office	35.1	Museum	first
	53	Store	8.7	Museum	first
	54	Balcony	51.5	Museum	first
	57	Store	1.3	Museum	first

	58	Store	37.2	Museum	first
	59	Stairs	8.8	Museum	first
	56	Store	22.5	Museum	first
55a		Stairs	2.8	Museum	first
	35	Recep	65.4	1stopshop	ground
	36	Confrence	7.9	1stopshop	ground
	20	Office	11.4	1stopshop	ground
	21	Office	8.4	1stopshop	ground
	22	Store	2.8	1stopshop	ground
	23	Office	12.7	1stopshop	ground
	24	Store	3.1	1stopshop	ground
	25	Store	5.6	1stopshop	ground
	26	Circ (corridor)	20.4	1stopshop	ground
	28	WC	5.6	1stopshop	ground
	27	Office	11.9	1stopshop	ground
	34	Shop	10.6	1stopshop	ground
	29	Store	1.5	1stopshop	ground
	30	Store	1.6	1stopshop	ground
	31	Kitchen	6.3	1stopshop	ground
	32	Office	15.2	1stopshop	ground
	62	Boiler	41.2		first
	33	shop	13.8	Barbers	ground
	60	Store	27.9	Barbers	first
	61	WC	8.1	Barbers	first

**Total 1294.7**

## Appendix 6 - Review of Previous Forward Plan

The previous Forward Plan for Monmouthshire Museums covered the period April 2013- March 2016 and was created at a time when the Museum Service was strategically and operationally positioned alongside libraries and the plan included the Shire Hall. During the period of the business plan service reorganisation has brought us into a service combining Tourism, Leisure, Countryside, Outdoor education and more recently Youth Services. The previous Forward Plan did not fully anticipate the full extent of the financial squeeze on Local Authorities in Wales that emerged during the latter part of its delivery period, and the consequences for service revenue budgets.

Our vision was:

- To be a dynamic museum service that plays a revitalising role in Monmouthshire's communities, act as agents of social change and promotes good and active citizenship
- Connecting the past with the present to inform and shape the future.

Our mission was:

- To inspire a passion for Monmouthshire - its heritage, environment and culture, its people and their stories.
- To stimulate a sense of place that reinforces community identity and resilience.
- To enhance quality of life and contribute to educational, cultural and economic development.

Over the period of the plan we said:

Our Museums will promote well-being by making connections and encounters, providing experiences that are enjoyable, educational and lead to transformative change helping to create a happier society and stronger communities. The museum service will extend its reach and role as a force for community strength and well-being. In doing this people should find a new unexpected resource, giving them opportunities for creative expression, new 'cultural' experiences and a sense of belonging.

Whilst these phrases describe what we do, they are too long to be memorable. We therefore looked at trialling the use of a single line statement taken from our mission:

*Our Museums – Inspiring a passion for Monmouthshire*

This summarises what we do and was used alongside a set of strategic aims that we developed during 2014:

- Become an economically resilient organisation
- Be an effective team
- Care for and develop our collections so they are accessible
- Create an enjoyable and engaging visitor experience
- Create learning opportunities
- Be relevant to the communities we serve

In developing this Forward Plan we have redefined ourselves further as outlined in Section 2 of this plan.

The table below provides details of scheduled tasks within the previous Forward Plan and their outcomes.

Key Milestone	Outcome / Status	Comments
<p>Secondment of member of Museums Service team to implement the Business Plan through Invest to Save process.</p> <p>To reposition the museums as a modern service, reacting to the changing world, through enterprise, working with the community and contributing to social change. Taking into account changes to MCC methods of delivery, changes in our market towns and developments on the high street.</p>	<p>Post appointed and in place June 2013-June 2014</p> <p>Increased profile of museum service with senior management, other departments and councillors.</p> <p>Move towards considering different delivery models, leading to publication of the Cultural Services review to pursue this. This in turn has led to investigation of alternative methods of governance, staffing review, feasibility of museum buildings, both within museum service and across wider Tourism, Leisure and Culture</p> <p>Accreditation Status allows us ensure we meet modern museum standards and to apply for a range of funding opportunities.</p> <p>We have participated in a wide range of museum initiatives. These include – ‘The Happy Museum’ and ‘Museum Transformers’ at Abergavenny Museum, both of which enabled us to work in new ways find new ways of working. Whilst ‘Take Over Day’ projects at Chepstow and Abergavenny have enabled us to work in partnership with younger audiences. .</p> <p>Attaining VAQAS status (a Visitor Attraction Standard) means we meet industry standards regarding customer services</p> <p>We said we would look at developing a method and model for measuring return on investment and customer feedback models. AIM Visitor Verdict Survey results were received for Abergavenny and Chepstow Museums.</p> <p>The previous plan set out our intention to write an Audience Development Plan and a Visitor Service Toolkit. We did not carry out these tasks.</p>	<p>Participating within change programme. The ongoing uncertainty means we are managing the concerns of the wider public which puts pressure on the staff.</p> <p>Whilst Visitor Verdict did this to some extent we were not successful in collecting enough surveys to make results meaningful. The survey analysis has a charge attached to it though which we cannot afford so we have withdrawn from this particular scheme and will look for other options.</p> <p>Audience Development is featured in Section 7 of the 2017-2022 Forward Plan.</p>

Recruit Fundraising Development Officer	A Fundraising Officer was appointed in July 2013. This post is now a Tourism, Leisure and Culture wide role.	Through this post we have continued to reduce our reliance on central budgets by increasing Fundraising Opportunities.
Launch Supporters groups	<p>We have continued to increase our contribution to the local economy by building on a successful grants programme attracting external funding and staging exhibitions and events. Sources have included the Federation of Museums and Galleries of Wales, HLF Young Roots and the Art Fund Treasures Plus.</p> <p>We have raised more through donation boxes than we originally estimated.</p> <p>Our fundraising appeal to conserve HMS Monmouth WW1 flag reached its target thanks to grants and community donations.</p> <p>Unrestricted income through the Monmouthshire Museums Development Trust (MMDT) has not been as high as we had anticipated.</p>	<p>Fundraising means we have an ability to carry out activities such as conservation of objects, new exhibitions, community projects that are not possible from the core budget. The public also has a greater awareness from the public about the different roles of the museum. We learnt that it is difficult to fundraise for certain areas of our work, particularly core activities. Specific projects are easier to fund but have an impact on capacity.</p> <p>This is due to difficulties in establishing its charity status and bringing a variety of trustees on board.</p>
Conservation service – develop as an income generation opportunity.	<p>A Paper Conservator with an income generating role was appointed in June 2013.</p> <p>The post holder left at the end of February 2016 and we are now considering how to go forward with the role. We are also looking at the possibility of using interns to assist with work.</p>	We have made significant sums through Conservation Service and our internal original targets were met. However larger targets were set externally which we were unable to meet. The lesson learnt here is being more conservative in our estimates and advising other colleagues of this also. In part this was due to the post holder leaving the role and the lack of appropriate facilities and bureaucratic council processes has held things back. There is also the risks associated with a single person in role so no one else can step in.

<p>Abergavenny Castle Enterprise Opportunities</p>	<p>We were not awarded as much from the Invest to Redesign Fund as we initially asked for, so were only able to make minimal changes to the infrastructure. We invested in two high quality gazebos to help with events. To improve our refreshment offer we began to stock ice cream in the shop and installed a hot drinks machine. We have also very recently trialed a refreshment van in the grounds.</p> <p>Non-traditional events such as stargazing have brought in new audiences. Better choice of theatre productions and increased advanced marketing has brought in larger audiences. We have learnt the effectiveness of social media in advertising events.</p> <p>Joint events and care of grounds with other organisations e.g. Tithe Barn, Borough Theatre and Transition Town mean new and increased income streams are being developed as well as the development of new advocates and stakeholders for our museums.</p> <p>We also worked on a community skills exchange programme – <a href="https://www.youtube.com/watch?v=hMXy6SNnLbI&amp;feature=youtu">https://www.youtube.com/watch?v=hMXy6SNnLbI&amp;feature=youtu</a>.</p>	<p>At all sites it is proving difficult to bring in a profit for larger events, due to the lack of capacity within the team and the need for upfront investment in key infrastructure and the uncertainty around events that issues such as the weather brings.</p> <p>Discussions are taking place with the Nevill Estate re an outdoor structure and a program of summer events, which are included within the 2017-2022 Forward Plan.</p> <p>This has led to more varied experiences for the public. Partnership work with local organisations allow for more use of the castle ground. The real potential of the grounds cannot be realised without improved infrastructure.</p> <p>We need to address the need for a proper staff framework. We have run more successful events this year, in part due to an increase in the use of volunteers. The difficulty in employing casual staff plus enhanced rates makes it very difficult to cover costs/bring in a profit.</p>
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<p>Chepstow Museum Extension Project</p>	<p>Not carried out</p>	<p>HLF felt that we did not have the capacity to run the project at that point and that (under that particular grant programme) it needed to be part of a larger scheme that included protecting heritage assets at risk.</p>
<p>Write a marketing and promotion strategy to plan targets for 2013-16.</p>	<p>Not carried out</p>	<p>Lack of staff capacity.</p>
<p>Feasibility Study and implementation of outcomes re: location of Nelson Museum</p>	<p>Discussions took place between museum staff, Shire Hall staff and members of Property Services to explore the suitability of Shire Hall as the location for the Nelson Museum and the Local History Centre. It was concluded that the building changes needed would be substantive, expensive and detrimental to the Grade 1 listed building. On its own this building would not accommodate both displays and collections effectively and it would compromise the viability of Shire Hall as an income generating venue.</p>	<p>Consideration of this building alongside other sites will be included in work to establish a Collections Centre.</p>

<p><i>Events and Exhibitions</i></p> <p>Ivanhoe</p> <p>Welsh Dolls</p> <p>WW1</p> <p>Wye River Festival</p>	<p>Centenary of the making of Ivanhoe silent film at Chepstow marked with special screening outdoors in Chepstow Castle on the day of original release. Worked with Chepstow Singing Club who provided 'Soundtrack – music and soundscape' and pre-show entertainment in medieval dress.</p> <p>A grant bid to take this project forward (at a level above our specific Museum Service) was not successful.</p> <p>HLF funded project for Monmouth applied for granted and is in progress</p> <p>Chepstow Museum participated in 1<sup>st</sup> river Festival 2014 with events – reprise of Wye Oh Wye community musical theatre production devised for collecting cultures project involving nearly 100 people in show. Film showing of Wye tour recreation. Talk on Wye Tour</p>	<p>More detailed information for some specific projects appears later in table.</p>
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<p>Taxonomy &amp; Taxidermy</p> <p>Agincourt 600</p>	<p>All museums participated in Natural history collections review and exhibits for travelling exhibition. The resulting exhibition has been shown at Abergavenny and will come to Chepstow in the next period.</p> <p>Participation by Abergavenny Museum &amp; Monmouth Museum – touring exhibition hosted at both venues. Re-enactment event at Abergavenny Museum. Lecture by Juliet Barker popular historian on Agincourt day anniversary itself at Monmouth.</p>	
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Retail and Joint Procurement	After discussion and investigation with some suppliers that we all had in common, the conclusion was that we do not purchase large enough quantities of stock to qualify for any greater discounts that would enable us to benefit from joint procurement. We discussed producing specially commissioned products that we could all sell – but this required initial investment rather than a saving on the budget.	It hasn't been possible to significantly raise the level of income produced from the Museum shops – this is mainly due to our inability to invest in new stock because of restricted budgets. We have not been able to introduce an EPOS system which is restricting our ability to monitor our performance in retail and events programmes and adjust our approach accordingly.  There are areas which we identified as opportunities in 2014/15 which we have not made as much progress on as we would like. These are to assess and refocus the current retail offer, to showcase more local products/produce and to stock items more appropriate to our audiences, sites and collections. Lack of staff capacity means this has not been addressed.
<p>Opportunities to generate income from our cultural assets (within professional guidelines)</p> <p>Investigate potential to hire/lease for fee e.g. working with Bridgeman Art Library to licence Nelson Images.</p> <p>Promote the Nelson collection as an international attraction AJ, AR, RR&amp; Teams</p>	<p>We have made more use of buildings for courses and lectures. Our fundraising 'Exhibitions on Screen' and Bolshoi Ballet live broadcast screenings have been very successful, and have been supported by additional donations from community businesses and other museums.</p> <p>We have not made progress on the areas of licensing and commercialisation of the Nelson collection due to a lack of capacity. These are identified in the new Forward Plan.</p>	Using the AIM Economic Toolkit we have identified that Monmouthshire Museums Service contributed over £1.246M to the local economy in 2012/13.
Sharing Treasures/HLF Project	Our dual site exhibitions 'Sites of Inspiration Tintern Abbey and Llanthony Priory' at Chepstow Museum & Abergavenny Museum respectively which brought prestigious artworks from national museums & galleries	We have involved wider communities and looked to them for more support, through such programmes.

	to ours, was extremely successful attracting new and repeat audiences. We also ran an events programme including drop in lunchtime/evening lectures, special 'day schools' on artist Samuel Palmer and the Picturesque, hands' on archaeology activities, and children's activities on set days, curator talks/guided tours for group visits, and worked through Community Engagement (grant funded by MALD) with groups in Tintern and Llanthony, projects in local schools etc.	
Hidden Presence project	Completed 2016. A joint project partnering with Ffotogallery in Cardiff & working with University of West of England on exploring through contemporary photographic media projects, the complex issues raised by the story of Nathaniel Wells, son of plantation owner on St Kitts and one of his enslaved African women, who inherited his father's wealth, bought Piercefield estate near Chepstow and rose in society becoming Britain's first black sheriff. There were two strands to the project, funded by HLF & Arts Council Wales, one working with young people and schools creating digital media, the other photographer's commission resulting in legacy work.	Partnership work with other organisations. Creative work with local schools and young people through Youth Services
What is Fashion?	Completed. We worked with a costume specialist to assess our collections and they identified items to show and discuss with participants in a sewing project who worked with a tutor to produce garments inspired by the collections at Chepstow & Abergavenny Museums. These featured in final exhibitions alongside the items from our collections. The Museums worked with social enterprise Vintage Vision and produced 'pop-up museum' displays in their shops at Abergavenny & Chepstow	We have involved wider communities and looked to them for more support, through such programmes.
Kids In Museums. Take Over Day On-going projects	Completed – All the Museum sites have participated in various Take Over Day Kids in Museums Projects each year during the lifetime of the previous forward plan.	

<p>Community Consultation users &amp; non-users</p>	<p>We have carried out consultation alongside specific projects such as Sharing Treasures and at events such as Green Man Festival and the Bike Bash. We participated in Visitor Verdict and a Monmouthshire Tourism, Leisure and Culture wide survey. Events such as the Welsh Festival and Museums at Night allow our sites to benefit from collective all Wales marketing opportunities and afterwards evaluation information. There has also been some interaction with non-users. However we have not done as much consultation as we would like and we do not have the capacity to properly analyse the information.</p> <p>Members of the community were invited to curate new archaeology displays at Abergavenny Museum and compile associated gallery information folders.</p> <p>A university student ran a public participation programme at Abergavenny Museum on archaeological conservation. <a href="http://www.reshapingthepast.org/">http://www.reshapingthepast.org/</a> A piece of our collection was restored free of charge and to criteria chosen by the public – an important step forward in community cocuration.</p> <p>Linking with less tangible heritage e.g. town trails /Access to collections through video links. This has been carried out in part through involvement with projects carried out by Abergavenny Local History Society.</p>	<p>Our volunteer programme where volunteers have directly participated in museum activities have provided opportunities to gain a greater knowledge, understanding and appreciation of local communities. Volunteer satisfaction surveys have allowed us to capture some data about their relationships with the museums.</p> <p>Partnerships with Beavers/Abergavenny Orchard/King Henry Drama Students and organisations such as Transition Towns, Vintage Vision, schools, colleges, universities, charity sector, green groups, social services, adult and family education, specialist societies.</p>
<p>HLF Collecting Cultures Wye Tour Project (2008-2014)</p>	<p>Project based around funding to acquire original artworks for Chepstow Museum related to the Wye Tour 1770 -1830 with associated community engagement projects e.g. Wye Oh Wye community theatre production.</p>	<p>Raised the profile of this collection some of which were acquired with additional grant funding from the Art Fund and V&amp;A Purchase Grant Fund, Beecroft Bequest etc. Some works have already featured in exhibitions – John Martin of Chepstow at Tate, and Francis Towne of Tintern in digital catalogue to coincide with British Museum exhibition. Curator asked by HLF to give presentations on the project in Wales &amp; in London to the 2<sup>nd</sup> cohort of Collecting Cultures.</p>
<p>Caldicot Castle Museum Collections</p>	<p>Museum staff have worked with staff at Caldicot Castle to ensure the collection remains Accredited. The Object Conservator has worked with staff at Caldicot Castle to develop a Collections Care Plan.</p>	

<p>Tackling Child Poverty /Transforming Children's Lives – involved in initiatives as needed.</p>	<p>We have been involved in many initiatives that provide opportunities for children to get involved in cultural activities. These include - Informal holiday family activities at all sites; Participation in Summer Learning Week with Monmouth Comprehensive and Community Connections; Children's live theatre; Happy Museum Project; Targeted KS3 projects through arts/history Campaign! Make an Impact project – Chartism. Skills development through volunteering.</p>	
<p>Collections Digitisation Project</p>	<p>Increase digitisation of collections through volunteer programmes – e.g. Collections Access Project (MALD funded) and Beachley Project. Over 4000 photographs catalogued under the Army Apprentices' College project at Chepstow with funding from a Community Covenant grant.</p>	<p>We are currently very reliant on volunteers for this work which is in some places quite resource heavy in terms of needing supervision. This is therefore not moving as fast as we would like and we have not reached a position where we could carry this work out using volunteers alone.</p> <p>Documentation Volunteers have been managed well due to the Collections Access Officer being in post. This post however has come to an end and curators are now managing these volunteers and the projects as much as possible.</p>

<p>Training for Work – through CLOCH scheme.</p>	<p>A CLOCH trainee worked for some time on the Cataloguing project at Chepstow Museum.</p> <p>Beyond CLOCH we have continued to support the principal of training people for work by continuing with our volunteer programme. We regularly ‘survey’ our documentation volunteers to monitor how they gain from working with us – i.e. by learning new skills, gaining workplace experience for career development, realising a sense of achievement and fulfilment through greater knowledge, understanding and appreciation of local communities. In addition to our formal volunteer programme we are working with Homestart and providing work experience through them as well as hosting more general volunteers. We have also recruited and trained 7 community reminiscence volunteers who go out the local residential and care homes to deliver our memory box project.</p> <p>WW1 volunteers have all had People’s Collection Wales digitising for Museums training. 5 are taking the accredited course. They are collecting community stories through roadshows and going through the collections at Monmouth to source WW1 related material.</p>	
<p>Sustainability - Reduce our impact on the environment.</p>	<p>We have spoken to colleagues about reducing our carbon footprint but there is a lack of practical solutions available. Our involvement with Grow Wild at Abergavenny supports efforts across Monmouthshire to plant pollinator friendly and helps with the idea of linking the countryside to the heritage. We have changed the majority of gallery lighting to LED fittings. Waste is segregated for appropriate recycling. Environmentally friendly/recycled products purchased whenever available/possible.</p>	
<p>Investigate opportunity for and if appropriate appoint Museums Community Engagement Officer</p>	<p>Not carried out as MALD ceased to give grants for funded short term posts.</p>	
<p>Review of lifelong learning and Learning Officer post</p>	<p>The Learning Officer Post still remains a temporary contract but extends across Tourism, Leisure and Culture.</p>	<p>At some sites the lack of suitable space is holding us back – having to share space with general access.</p>

	<p>A formal learning audit has taken place at each site and new learning workshops have been developed including WW2 and the Tudors. Loan boxes to accompany sessions or use as self-led classroom based resources have also been developed on the Victorians, Romans, WW2 and the Tudors.</p> <p>We have been extending our lifelong learning programme. We promote flexible learning - we have run courses of lectures, day schools, individual lectures, practical skills workshops, family and children's activities, giving people of all ages the chance to learn and acquire new skills in friendly and informal environments.</p> <p>We offer opportunities for participation - we have created reminiscence boxes for the elderly, hosted visits to the museums from Mental Health groups, residents from homes for the elderly, 'Dads Can' and 'Talk to Hard of Hearing' etc. Our children's activity area is used by families and groups</p>	<p>Our work with communities and working with education and social care relies on our Learning Officer. This is a temporary post with at the moment no plan to make it permanent.</p> <p>Work is still required to create an informal learning programme across all sites. Ad hoc family sessions take place during school holidays at Abergavenny and Chepstow museums but work to streamline a programme across all sites is ongoing.</p> <p>There is demand for the reminiscence service but our capacity cannot meet current demand so we are unable to develop this area further.</p>
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## **Appendix 7: Succession Planning**

Succession planning is a term widely used in developing Business Continuity plans for an organisation and this is something we are working towards with MCC. If our service is disrupted for any reason it is important to get our key services back on line as quickly as possible. Planning for a disruption would include us looking at all our key resources:

- people – number, skills, etc.
- premises – size, location, etc.
- technology
- information
- equipment
- supplies

and developing options to mitigate the loss of any of these key resources.

With regard to staffing our approach includes identifying whether any of our staff could be a 'single point of failure' and ensuring who we have who could step into other roles if required.

MCC's 'People Strategy' aims to allow us to create the conditions that enable us to meet the changing demands on public service. It enables us to focus on what good will look like, connect people to purpose to improve performance, give us a greater ability to adapt and provide our workforce with the right skills and tools to meet the changing demands of our organisation and society.

## Appendix 8 – Access Statements

### Abergavenny Museum and Castle

#### 1. Introduction

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access, including the provision of access to our service through the Welsh language are addressed in sections 5-8.

Please note: “The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors.”

Abergavenny Museum and Castle is situated within its own Grounds and is located within easy walking distance of Abergavenny town centre in the beautiful county of Monmouthshire. It is one of the three museums run and managed by Monmouthshire County Council. The Museum has an active programme of temporary exhibitions, special events and a permanent display of museum collections relating to various aspects of life in Abergavenny and its outlying villages through the ages. It also has a well-stocked gift shop selling specialist books, postcards, toys, Museum and Castle souvenirs and a range of crafts from a local artist collective ‘Made in Monmouthshire’.

#### 2. Practical Information

Abergavenny Museum and Castle, Castle Street, Abergavenny, Monmouthshire, NP7 5EE  
Tel: 01873 854282. Email: [abergavennymuseum@monmouthshire.gov.uk](mailto:abergavennymuseum@monmouthshire.gov.uk)  
Website: [www.abergavennymuseum.co.uk](http://www.abergavennymuseum.co.uk). T: [www.twitter.com/AberMuseum](http://www.twitter.com/AberMuseum)  
F: Find us on Facebook- Abergavenny Museum

##### Opening Times:

March to October: Mon to Sat 11am – 1pm and 2pm - 5pm, Sunday 2pm – 5pm.

Nov to February: Mon to Sat 11 am – 1 pm and 2 pm - 4 pm.

Admission Free. Pre-arranged group & school visits can be arranged out of normal hours.

#### 3. Geographical Access

##### Train

The nearest railway station is Abergavenny located on Station Road, which is approximately 15 minutes’ walk away. Taxis are normally available at the station. There is a pay and display car park located at the Station. For further station information about the station: telephone National Rail enquires on 0845 748 4950 or follow this link.  
<http://www.nationalrail.co.uk/stations/agv/details.html>

##### Bus

The bus station is approximately 10 minutes’ walk from the Museum and Castle and is located on Monmouth Road. You can also find Tourist Information located here. Bus Information is available throughout the year by telephoning 0871 200 2233 from 7 am – 10 pm daily. For online information for public transport, follow these links:

<http://www.monmouthshire.gov.uk/index.php?id=publictransport> [www.travelinecymru.info](http://www.travelinecymru.info) Car



A small free car park is available for visitors to the Museum and Castle grounds. There are a number of public car parks nearby. The nearest is Castle Street Car park located very near to the Castle entrance. <http://www.monmouthshire.gov.uk/index.php?id=parking> Bikes There are some railings in close proximity to the main entrance which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises. The Museum and Castle is located near to the National Cycle Route NCN 8 – Lôn Las Cymru. For national cycle network and route information, telephone 0845 113 0065.

More information is available on [www.sustrans.org.uk](http://www.sustrans.org.uk)  
<http://www.sustrans.org.uk/map?searchKey=Search+our+mapping&searchType=search&Search=Find#329909,214045,5>

#### 4. **Physical Access**

Please Note. The Museum building is listed and is set within an ancient monument. This makes necessary changes to improve access more problematic than might be found in other settings. However it is central to our policy to continue to enhance access to the buildings and collections for those with a physical or sensory disability.

##### Disabled parking

There is no dedicated disabled parking. However the car park is on one level and there are no steps between the car park and the museum. NB: The grounds of the Castle are uneven.

##### Arrival

The main entrance to the museum is approached via a gradual ramp from the Museum and Castle car park within the Castle grounds. The entrance door is normally fixed open during opening hours and is a double door with a width of 110 cm. This leads straight into a large vestibule measuring 361 cm by 251 cm. Our large community notice board is situated in here along with some tourist information. An umbrella stand is available for use. A double spiral staircase leads from here to our staff working areas. Straight facing is an internal glass door which is normally closed but has automatic door openers for optional use. The width of this door is 82.5 cm.

##### Reception

This door opens to our main reception, which is well-lit, with a reception desk to your immediate right as you enter. The shop is located opposite the reception desk on the left hand side as you enter the museum, all leading straight into the Keep gallery.

##### Link Corridor

From here, a short flight of steps lead down to the museum unisex and disabled toilet and baby changing facilities. Several fixed hooks for hanging coats are opposite the toilet door. Tourist information can also be found here.

##### Lower Gallery

Two short flights of steps going downwards with handrails lead to the Lower Gallery. This houses our changing programme of exhibitions. Disability access to this gallery is possible via a ramp leading from the Castle grounds. Please speak to the Custodian on duty to gain directions.

##### Basement

Continue through the Lower Gallery to the right and a steep flight of stairs with a handrail leads you downwards to our World War II Anderson Shelter with sound effects. A small set

of steps leads down again to our Saddlers and leather working tools display, our Victorian Welsh Kitchen and our 1940's local Grocery Store. Please note, wheel chair access is not possible to the basis and those with mobility issues should take care.

Exit the Museum by taking a backwards route, up all the stairs. The reception desk is staffed during opening hours and is located less than 1 metre away from the internal entrance door. The reception desk has been designed to accommodate the needs of different users and is 78 cm high at its lowest point. Family backpacks can be borrowed for a non-monetary deposit for family fun in the Castle Grounds. Our donation box is also located here.

### Shop

The floor of the shop is level. High display shelves may not be accessed from a seated position. Staff are available to provide assistance. There is room to manoeuvre a pram or a wheelchair. Souvenirs including Abergavenny Museum and Castle guide books can be purchased from the Reception desk.

### Toilet facilities

There is a unisex WC located on the ground floor near the main entrance which is wheelchair accessible via a double door width measurement of 116 cm. Toilet facility measurements 137.5 cm by 166.5 cm and comprise of toilet, wash hand basin, hot water provider, soap dispenser, automatic hand drier, baby changing table and a general purpose bin. The toilet roll dispenser is placed 108 cm from floor level. There is short handrail fixed to the wall.

### Flooring

The floor of the entrance vestibule is both quarry tiled and carpeted. The spiral stairs for accessing workspace are metal. The reception area, shop and Old galleries are carpeted throughout. All of the stairs are stone with the exceptions of a small flight between the Keep and the Lower Gallery which are carpeted. The flooring of the toilet facilities on the ground floor is vinyl tiled.

### Displays

The displays in the keep gallery feature 2D works and all work is captioned with text size 14 or above. 2D works are hung to a level to ensure as visibly accessible to users as possible.

There are a number of stairs to access the gallery and display areas. A small flight of stone steps to access the toilet facilities and a further flight of stone steps plus a smaller flight of carpeted steps these with a left hand bend to access the Old gallery. These steps can be by-passed via a ramp to the Lower Gallery, by contacting the reception staff. A steep and long flight of steps provides access to the displays in the area of the 1940's general store. Staff and visitors by appointment have a double flight of metal spiral stairs to climb to access our work space and the Curator's office. All stairs have handrails alongside them.

The displays in the museum in the Keep and Lower Galleries are a combination of works within glass or Perspex display cases, open display, and panels with a combination of bilingual (Welsh and English) text and images. We try to ensure text on these wall panels is at least size 16 with smaller captions at size 14. A large print copy of wall display texts can be made available on request.

## Lighting

The reception and shop are well and evenly lit. The galleries are normally well and evenly lit except on occasion when light levels need to be lowered for conservation needs of specific art works. The stairs to the museum are well lit but some rooms in the museum displays have low light levels, due to the conservation needs of more vulnerable museum objects.

### 5. **Intellectual access**

We recognise that there can be intellectual barriers to access to our collections and events, and to overcome this, our displays are designed with regard to informing visitors with differing learning styles, prior knowledge, and/or abilities.

We provide three listening posts, one in the Old Gallery, one in the Welsh Kitchen and one in Basil Jones Grocery store. We have a wall mounted television screen which shows photographs on loop relevant to current exhibitions in the Old Gallery and all these provide interest to the exhibitions. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

There are opportunities for handling objects and trying on replica costume throughout.

We encourage the widest possible audience to study the collection and seek ways to improve and extend access to information and scholarly research. We consult with users, non-users, specialist organisations, and other museums and galleries, on the best and most practical ways of improving intellectual access.

Members of staff on duty will where possible provide assistance & additional information.

### 6. **Social access**

It is our policy to remove social barriers to access by ensuring that entry at low cost or no charge is offered for the museum and special events, and where charges have to be made they are kept as low as possible.

### 7. **Cultural access**

We recognise that cultural or social barriers to accessing the Museum and its collections may exist. To challenge and overcome these barriers we will continue to undertake initiatives to reach different sectors of the community, to enable them to engage with the Museum and its collections.

### 8. **Welsh language**

We recognise Welsh as an official language and its equal status with English. We therefore make as much of our offer available in Welsh as we can. This includes, our exhibition panels and captions, a selection of published material and our website content.

### 9. **Additional information**

- All staff receives training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum and gallery and Castle grounds. Non-assistance dogs are not.
- All measurements are approximate.
- We welcome suggestions on improving our service through comments books, phone, email etc.

## **Chepstow Museum - Access Statement**

### **1. Introduction**

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access, including the provision of access to our service through the Welsh language are also addressed. Please note “The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors.”

Chepstow Museum is located in the town of Chepstow. It is one of three museum buildings directly run by Monmouthshire County Council Museums Service. Its home is a fine Grade II listed 18th century town house, Gwy House, located in Lower Chepstow, opposite Chepstow Castle car park and the Tourist Information Centre, in what Monmouthshire County Council is now designating the ‘cultural quarter’ of Chepstow, and certainly the tourist main destination. There are currently six gallery spaces housing displays about the history and development of the town, the working life of the town and its people, their leisure activities, domestic life, the history of Gwy House itself, Views of Chepstow Castle, as well as a gallery for changing exhibitions. It also has an attractive and well stocked retail area selling appropriate retro and period gifts, cards, toys, games etc. At the rear of the museum is a boat house displaying a conserved traditional salmon fishing boat from the Wye. Most workshops, lectures and large scale events are held in the nearby Drill Hall just behind the Museum.

### **2. Practical Information**

Chepstow Museum, Gwy House, Bridge Street, Chepstow, Monmouthshire, NP16 5EZ

Tel: 01291 625981 e-mail: [chepstowmuseum@monmouthshire.gov.uk](mailto:chepstowmuseum@monmouthshire.gov.uk)

Follow us on twitter: @chepstowmuseum [www.chepstowmuseum.co.uk](http://www.chepstowmuseum.co.uk)

Opening Hours: Monday – Saturday (inc Bank Hols) 11-5, Sunday 2-5

Extended hours July-Sept inclusive, open 10.30am, close 5.30pm

Reduced hours Nov-Feb, close 4pm. Closed, Dec 25, 26 & following, New Year’s Day.

Admission Free Pre-booked group and school visits can be arranged out of normal hours

### **3. Geographical Access**

#### Train

Chepstow Station is approximately 5-10 minutes’ walk away from the museum. Taxis are often available at the station. There is a car park close by in Station Road. For further information follow this link <http://www.nationalrail.co.uk/stations/cpw/details.html> or telephone National Rail enquiries on 0845 748 4950

#### Coach and Bus

National Express coaches direct to London Victoria, Heathrow, Gatwick, Cardiff, Swansea & West Wales, from Chepstow Bus Station in Thomas Street, 5-10 minutes’ walk from Museum. <http://www.nationalexpress.com/home.aspx>

Buses direct to Bristol, Newport, Monmouth, etc. also from Chepstow Bus Station, to Lydney, from bus stop opposite the Museum. For online information about bus timetables, follow this link <http://www.monmouthshire.gov.uk/publictransport/> For online information for public transport, follow <http://www.traveline-cymru.info/>

### Car

The Museum does not have its own dedicated car parking, but there is a large public car park just across the road: Chepstow Castle Car Park has 99 car spaces and 5 coach spaces, 4 disabled spaces (which are free). This is a Pay & Display car park, free on Sundays, and free at all times for disabled and motorbike parking.

The Drill Hall where Museum events are often held has a car park adjacent. This is only 2 minutes from the Museum entrance too. 80 Car spaces, 3 disabled spaces. No coaches. Pay & Display (free on Sundays and free at all times for disabled and motorbike parking)  
For Chepstow Car Parking information online <http://www.monmouthshire.gov.uk/parking/>

### Disabled parking

The 4 disabled parking bays in the car park across Bridge Street are located almost directly opposite our main entrance, There would be a distance of c25 metres to our main entrance.

### Bikes

There are railings in the museum forecourt which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises. Chepstow is on the National Cycle Network (Route 4, London – Fishguard) and the Celtic Trail. For more information: <http://www.sustrans.org.uk/what-we-do/national-cycle-network>

### Walkers

Chepstow is at the start/finish of several major hiking routes: Offa's Dyke Path, The Wye Valley Walk and the Wales Coast Path, with markers near the Museum on the Riverside. Chepstow also has Walkers are Welcome status.

## **4. Physical Access**

The Museum's status as Listed Building makes changes to improve access more problematic but our policy is to enhance access to the building and museum collections for those with a physical and sensory disability.

### Entrance

The main entrance is approached from Bridge Street on to a level forecourt. There are two shallow steps up to the portico entrance. The double doors which are fixed open during opening hours (118cms opening width), open into a small lobby. Push chairs can be left here, and school groups can leave bags and coats and there is an umbrella stand. There are notice boards here with posters for community and regional events, and leaflet racks for local attractions and other local information. An internal single glazed door which is normally closed, can be pushed or pulled open (83cms wide) and opens by the reception desk into the entrance hall.

### Ramped entrance

There is a ramped entrance with railing alongside, from the Museum forecourt on the left hand side of the building leading up to double doors, where there is a bell. Front of house staff assist with the opening of the doors and entry into the museum at this point.

### Reception

The reception desk is always manned by our front of house staff who welcome everyone to the Museum. Staff request large bags and rucksacks to be left with them here (to avoid any collisions with clocks and other period furniture on open display). There is an induction loop

in this area. Trails and quiz sheets are also made available at the desk. Wi-Fi is available in the public areas.

The museum shop also occupies the entrance hall. There is room to manoeuvre a wheelchair or a pushchair. Top shelves would not be accessible from a seated position but front of house staff will assist. The arched areas of the entrance hall have elaborate plasterwork ceilings and at the far end the cantilevered staircase to the first floor forms an area beneath with a display cabinet about Chepstow's WW1 VC Able Seaman Williams,

Galleries and corridors to galleries open off this entrance hall through doorways all just over 1 metre wide. The entrance hall also houses some of the Museum collections of late 18th and early 19th century long case clocks from Chepstow clockmakers.

#### Toilet facilities

On the ground floor, off the corridor leading from the entrance hall, there are two unisex toilets with washbasins and hand driers, one of which, (189cms x 196cms) designed for wheelchair access, also has baby changing facilities. Signage on the doors is also in Braille. The wheelchair accessible toilet has a sliding door (76cms opening width) toilet with contrasting seat, wash hand basin, hot water provider, soap dispenser, hand drier, alarm pull, 4 grab rails, toilet roll dispenser (52cms from floor) bin, full length mirror.

#### Flooring

Lobby and entrance have terrazzo floor and the entrance hall has stone tiles. The changing exhibitions gallery has original wooden floorboards. Other galleries and corridors have carpet tiles but there are no deep piles. The toilet facilities are quarry tiled. The stairs are partially carpeted with nosings that also provide differentiation.

#### Lighting

The reception area and shop are brightly and evenly lit. Lighting in most of the galleries is sensor operated so that the majority of the lights are activated by the visitor. Stairwell and corridor galleries are constantly lit at optimum levels. Light levels in some areas are low due to conservation needs of more vulnerable objects.

#### Displays

On the ground floor, there are two galleries opening off the entrance hall:

The Story of the Development of the Town includes a central display with reconstruction paintings of the town throughout its history. There are cased displays for objects and wall mounted framed displays for prints, photos and other 2D material. Labels have a hierarchy with larger text and smaller text for individual objects. Small text is minimum of 14 point mostly larger. Larger Subject headings in acrylic lettering above cases and panels.

The room also has a 'teddy bear house' for children to select a bear to take around the museum with associated family trails on different themes...

Changing Exhibitions gallery includes fold out wall panels for maximum display of 2D material. Two built in wall cases with internal lighting. Throughout museum 2D work is hung to level to ensure visibly accessible to all users wherever possible.

A corridor from the entrance hall leads to a room with reconstructions of Hospital and School – both phases in the History of the House. The corridor continues with displays about Chepstow at Play framed wall panels of photographs, programmes and accompanying

labels, suspended penny farthing and large poster for the film of Ivanhoe made in Chepstow in 1913.

The corridor leads to the largest gallery in the Museum (a 1930s extension to the Georgian house, built on as a hospital ward) with displays and recreations of aspects of Chepstow's working life, once important port and busy market town. Many of the cases are built into frameworks that complement the theme of the display e.g. vaulted cellar for the Wine Trade, recreation of Old Bank doorway for history of banks, old Shop front for displays about shops in the High street etc. This gallery includes new computer touch screen interactives, installed at a height suitable for users in wheelchairs.

The first floor galleries are accessed currently only by shallow stairs up the original curved cantilevered staircase from the entrance hall, below an oval domed skylight. Wheelchair access is currently not possible to the first floor.

The walls of the stairwell are hung with oil paintings of Chepstow and the Wye. The first floor landing also has longcase clocks, some period furniture, paintings, and display case.

#### Galleries opening off the landing:

The Print Room – Wall hung framed prints of Chepstow castle with contemporary visitor's comments; the room also houses an activity station for young visitors with drawers including craft activities as well as quests to take around the museum, puppets, period toys and other activities related to the displays. There is also a dressing up box with Victorian children's clothing, and a specially created big book about a young girl's first visit to Chepstow Museum, with an associated bag of objects to handle. Surfaces to use for these activities include a plan chest (housing conservation board) and the tops of cupboards which also house the museum's paper collections.

Domestic History – cased displays of 19th and early 20th century objects on the themes of washing, ironing, cooking, hairdressing, etc. and some free standing associated exhibits.

Wye Tour Gallery (in the course of completion) featuring a reconstruction of part of a Wye Tour boat in which visitors can experience various interactive and filmic interpretations of the tour down the river from Ross to Chepstow popular with visitors in late 18th /early 19th century.

#### At the back of the Museum – Boat House display

Accessed independently around the outside of the building, on level surface, through wide back gates and onto bonded gravel area, the reconstructed Chepstow boat house displays a conserved late 19th century local traditional salmon fishing stop net boat. Touch screen interactive interpretation incorporating filmed oral histories cut with archive photos and documents.

#### Intellectual Access

Displays are designed to attract and engage visitors catering for different learning styles, needs, and levels of knowledge. As well as conventional panels and cased displays, there are atmospheric reconstructions and interactives.

There are 8 touch screen interactives. All have been designed with retuning local visitors in mind so that there are different levels of fuller content. Some have been designed to give greater access to our collections – especially photographic archive, others to enable bigger

stories / more information to be more interestingly accessed. There are different styles of interactive - game based, photo archive, 'journey based', story based, oral history etc. Other interactive exhibits include – hidden doors that when opened reveal birds and animals of the We Valley and the sound they make. Film is also being used in the new Wye Tour gallery, as are more basic interactive ways of looking at text and pictures.

Objects to handle and reproduction clothing, & also used to actively engage young & old. Hand lists or leaflets have been substituted for labels in changing exhibitions largely composed of paintings (so that users are not constantly moving backwards – to look at the picture - and forwards – to read the labels)

Members of staff where possible provide assistance and additional information or take enquiries for further in depth information. Occasional use of costumed interpreters within the museum, as well as talks, day schools, events and workshops on specific themes are all employed to stimulate and satisfy access to knowledge and information about the collections, exhibitions, Chepstow and the locality.

Photographs and other items from the collections have already been used to take history onto the streets of Chepstow in ceramic wall tiles that form part of the town trail & results of research (e.g. the history of shops in the High Street) on to plaques in the pavement. Images and information made accessible at all hours to locals and visitors alike.

Our aim is to employ varied & appealing ways, using new technologies where appropriate, to improve intellectual access to the Museum collections & their stories & to encourage & engage with new & wider audiences as well as our established visitors & users.

## **5. Social and cultural access**

We continue to tackle real or perceived cultural and social barriers. Free entry to the Museum is an important plank of this policy. Events and workshops all have a reduced cost admission (concession rates) for Senior Citizens, Students, young people, disabled and their carers and unwaged.

We will continue to undertake initiatives to reach and engage with different sectors of the community, for example by taking displays and activities from the museum out to other unrelated events, setting up a 'pop up museum' in a vacant High Street shop for a short term project & recruiting volunteers for different projects from a wider age & interest base.

We recognise Welsh as an official language and its equal status with English. Newly generated exhibition content is bilingual as are associated publicity and publications where possible. New touch screen interactives have bilingual options.

## **6. Welsh language**

We recognise Welsh as an official language and its equal status with English. This will be addressed as new exhibition text and other material is initiated.

## **7. Additional information**

- All staff receive training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum. Non-assistance dogs are not.
- All measurements are approximate. We welcome suggestions on improving our service through comments books, phone, email etc.



## **Nelson Museum & Local History Centre, Monmouth Access Statement**

### **1. Introduction**

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access are also addressed.

*Please note "The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors."*

The Nelson Museum & Local History Centre is located in the centre of Monmouth. It is one of three museum operated by Monmouthshire County Council's Museum Service. It has a magnificent internationally renowned collection of Nelson material. The history of this ancient town is also illustrated. Charles Rolls co-founder of Rolls Royce lived locally and his exploits are also featured in the History Centre. It also has a gift and book shop selling appropriately themed products.

### **2. Practical Information**

The Nelson Museum & Local History Centre, Market Hall, Priory Street, Monmouth, Monmouthshire, NP25 3XA. Tel: 01600 710630 [nelsonmuseum@monmouthshire.gov.uk](mailto:nelsonmuseum@monmouthshire.gov.uk)  
Admission Free. Pre-arranged group and school visits can be arranged out of normal hours  
Opening Hours: Mon-Sat 11-1, 2-5, Sun 2-5 reduced hours Nov – Feb inclusive close 4pm  
Monmouth Field & History Society meet monthly here & run the Flower table in the Foyer

### **3. Geographical Access**

#### Train

The nearest stations are Newport, Abergavenny or Hereford, there is no station in Monmouth

#### Bus

The nearest bus stop is located in Agincourt Square, c.100 metres away from our main entrance. Bus Information is available throughout the year by telephoning 0871 200 2233 from 7 am – 10 pm daily. For online information for public transport, follow these links:

<http://www.monmouthshire.gov.uk/index.php?id=publictransport> [www.travelinecymru.info](http://www.travelinecymru.info)

#### Car

The museum and gallery does not have dedicated public parking.

<http://www.monmouthshire.gov.uk/index.php?id=parking>

There are a number of public car parks nearby. Glendower Street, short term parking 5 minutes' walk. Old Cattle Market, long term parking, 10 minutes' walk.

#### Disabled parking

There is Blue Badge disabled parking close by.

#### Bikes

We do not currently have a dedicated bike rail close to the museum entrance. There is a wall with railings in close proximity which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises.

### **4. Physical Access**

#### Entrance

The main entrance to the museum is approached from Priory Street on a level pavement. The front door is automatic and is 153 cms wide, and opens into a large foyer. Here there is a

noticeboard with posters for community events and other attractions in the area. Leaflets are also available. There are cased displays relating to the Museum collections, and also additional shop related displays. There is also a Wild Flower table maintained by the Field & History Society. The museum is accessed by an internal glass door which is normally closed with a push door handle. The width of this door is 91 cms.

### Reception

This door opens to our main reception, which is well-lit, with a reception desk facing you as you enter. The shop is located to the side of our reception desk, the galleries located off the shop entrance. A bin for umbrellas, a donation box and tourism information leaflets relating to Monmouth and the immediate vicinity. The reception desk is staffed during opening hours and is located less than 1.5m away from the internal entrance door. The reception desk has been designed to accommodate the needs of different users and is 115cms high. A hearing induction loop for use in the main gallery can be made available on request. Wi-Fi is available throughout the Museum. Two family backpacks created as part of an Our Town community project can also be hired from here to go out and explore the town's history,

### Shop

The floor of the shop is level. High display shelves may not be accessed from a seated position. Staff are available to provide assistance. There is room to manoeuvre a pram or a wheelchair. The shop is licensed to sell alcohol.

### Toilet facilities

There is a unisex WC located on the ground floor off the museum's research and library area, which is wheelchair accessible. It measures 230 cms by 300 cms and comprises toilet, wash hand basin, hot water provider, soap dispenser, paper towel dispenser, bin and sanitary bin. The toilet roll dispenser is placed 87 cms from floor level. There a baby changing table. There is short handrail fixed to the wall and a pull down arm rest. (A shower is also available)

There is a Ladies toilet with vinyl flooring located at the end of the corridor. There is an outer door 81 cms wide with a wash hand basin, hot water provider, paper towel dispenser and bin. There is then an internal door 57.5 cms wide to the toilet cubicle. The Men's facilities are identical in size.

### Flooring

The foyer has ceramic tiles, the reception and shop, museum and upper gallery are carpeted. The toilets and access corridor are covered with vinyl flooring. The stairs to the upper gallery have solid treads of a dark composite material.

### Displays

On the ground floor, leading off to the right through an arched entrance is the Nelson collection. The central gallery has local history displays & is also used for changing exhibitions. Leading off to the left is a reference library & research area, equipped with microfiche reader, scanner/photocopier with collections accessible under supervision of the front of house staff. There are children's activities& a family activity centre is also available.

The displays in the galleries feature either 2D or 3D works and all work is captioned with text size 14pt or above. 2D works are hung to a level to ensure as visibly accessible to users as possible.

There are a number of stairs to access the first floor - the first flight comes onto a landing, and then 6 steps to reach the first floor. There is a wooden handrail alongside all stairs.

The displays in the museum on the ground floor are a combination of works within glass display cases, open display (such as the furniture), and panels with a combination of text and images. We try to ensure text on these wall panels is at least size 16 with smaller captions at size 14.

There is a member of staff in the museum who can provide assistance and additional information. A file containing photographs and information about exhibits in the first floor gallery is available for those unable to access it. We do not currently offer an audio trail. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

### Lighting

The reception and shop are well and evenly lit. The gallery is normally well and evenly lit except on occasion when light levels need to be lowered for conservation needs of specific art works. The stairs are well lit but some museum displays have low light levels, due to the conservation needs of more vulnerable museum objects.

### **5. Intellectual access**

We recognise that there can be intellectual barriers to access to our collections and events, and to overcome this, our displays are designed with regard to informing visitors with differing learning styles, prior knowledge, and/or abilities.

QR codes giving access to Wikipedia pages generated under the Monmouthpedia initiative (the first Wikipedia town in the world) allow visitors with smart phones to access in depth information which is also accessible in up to 20 different languages. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

We encourage the widest possible audience to study the collection and seek ways to improve and extend access to information and scholarly research. We consult with users, non-users, specialist organisations, and other museums and galleries, on the best and most practical ways of improving intellectual access. Members of staff on duty will where possible provide assistance and additional information.

### **6. Social access**

It is our policy to remove social barriers to access by ensuring that entry at low cost or no charge is offered and where charges have to be made they are kept as low as possible.

### **7. Cultural access**

We recognise that cultural or social barriers to accessing the Museum and its collections may exist. To challenge and overcome these barriers we will continue to undertake initiatives to reach different sectors of the community, and engage them with the Museum and its collections.

### **8. Welsh language**

We recognise Welsh as an official language and its equal status with English. This will be addressed as new exhibition text and other material is initiated.

### **9. Additional information**

- All staff receive training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum. Non-assistance dogs are not.
- We welcome suggestions on improving our service through comments books, phone, email etc.

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EXISTING MUSEUMS STRUCTURE	TRANSITION PHASE ONE	FUTURE MUSEUMS STRUCTURE PHASE TWO	ADDED VALUE SERVICES
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**Abergavenny Museum**

**Chepstow Museum**

**Monmouth Museum**

**Store @ Caldicot**

**Caldicot Castle  
Nelson & Social History Collection**

**Centralised  
County-wide Team based**

- Revised Centralised team structure;
- Effective leadership function;
- Coordinated decision making;
- Coordinated budgets and income generation opportunities;
- Consistent opening hours;
- Implementation of lone working policy;
- Efficiency savings

- Feasibility for a county wide 'Collections Centre' and location of consolidated Nelson Collection & the history of Monmouth and surrounding area

**SOURCES OF FINANCE**

- Heritage Lottery Funding (HLF) & Rural Community Development Fund
- Capitalisation of collection pieces
- Coordinated income generation opportunities
- Efficiency savings

**New Collections Centre likely to be @ Rolls Hall or Market Hall Monmouth housing Central Team**  
New Research & Digitisation facilities; rationalised county museum collection; enhanced Public Access & linkage with Gwent Archives

**Location of Consolidated Nelson Collection likely to be @ Collections Centre or form part of new visitor experience @ Shire Hall, Monmouth:**  
Consolidated Nelson collection, enhanced Monmouth History exhibition & MonmouthpediA

**Abergavenny Museum** – potential for new Outdoor events space & enhanced exhibition opportunities

**Chepstow Museum** – potential for new Café & enhanced exhibition space

**Caldicot Social History Collection** – alternative sites for the collection to be considered in collaboration with Community

County-wide coordinated events & exhibitions programme

Consolidated & coordinated retail offer

Virtual Heritage Platform, Community Learning & Outreach programme

Re-purposed digitised assets utilised by Visit Monmouthshire campaigns



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**SUBJECT: Y PRENTIS UPDATE AND CMC<sup>2</sup> UPDATE**

**MEETING: CABINET**

**DATE: 7<sup>TH</sup> DECEMBER 2016**

**DIVISION/WARDS AFFECTED: ALL**

**NON-PUBLICATION: (Insert appropriate non publication paragraph if necessary)**

**1. PURPOSE:**

- 1.1 To provide an update on Y Prentis activities and the benefits it has brought to the wider South East Wales region. To approve the dissolution of CMC<sup>2</sup>.

**2. RECOMMENDATIONS:**

- 2.1 It is recommended that Cabinet:

- Receives a full update on the activities of Y Prentis;
- Approves the dissolution of CMC<sup>2</sup>;
- Agrees to novate outstanding debt to the Council for recovery purposes;
- As a consequence of the above movements, agrees to formally pass ownership of Y Prentis from CMC<sup>2</sup> to Monmouthshire County Council.

**3. KEY ISSUES:**

**BACKGROUND**

- 3.1 [Y Prentis](#) was established by CMC<sup>2</sup> and Melin Homes as a 'not for profit' company, limited by guarantee, in September 2012. Y Prentis delivers a Shared Apprenticeship Scheme across South East Wales in partnership with the Construction Industry Training Board (CITB). Its vision is to 'provide long term sustainable employment opportunities to help young people maximise their potential and gain fruitful future employment'.
- 3.2 Y-Prentis has been a success story for CMC<sup>2</sup>. It is profitable, supported by a levy from the construction sector, and has enabled more than 160 young people into sustainable living wage apprenticeships. Moreover, the potential now exists for the continued development and expansion of the company, in the light of City Deal and major infrastructure developments and opportunities such as the Critical Care Centre in Torfaen. Aside from Y Prentis, CMC<sup>2</sup> has created benefits for Monmouthshire communities with broadband exploitation, MonmouthpediA, digital inclusion and tourism. In terms of its contribution to the Council, the work undertaken by CMC<sup>2</sup> on the development of the replacement social care system (FLO/PLANT), has resulted in annual recurrent savings to the Council in the order of c£100k.
- 3.3 With the conclusion of the software development work and other than the continued operation of Y Prentis, CMC<sup>2</sup> has ceased trading and has been engaged in completing live projects since July 2015, when Cabinet approved reserve funding for its accumulated losses. However, it was not dissolved at this time as it formed part of an options appraisal to consider a suitable delivery structure for the Alternative Delivery Model (ADM) being considered for Tourism, Leisure and Culture Services. This analysis has now concluded that CMC<sup>2</sup> is not the correct vehicle for the ADM so it is now proposed that the company is formally dissolved.
- 3.4 In doing so, it is proposed that one outstanding account of £90,000 relating to software development services for Skutrade is novated to the Council. The Council had separately engaged with Skutrade to determine whether it could support the competitiveness of Monmouthshire businesses, as detailed in the [July](#) 2015 cabinet report. The recovery of the

Skutrade account is considered to be a separate matter to this and we are working with the company to settle the account.

- 3.5** As CMC<sup>2</sup> is the registered co-owner of Y Prentis with Melin Homes, it is proposed that following dissolution, ownership of the company transfers to the Council who become co-owner of this not for profit, company limited by guarantee, successful in its own right. Accumulated surpluses of £240,000 (expected to reach £260,000 by March 31 2017), are now held by the company. The significant additional future growth potential with major infrastructure investment schemes in the region now coming to pass, must also be considered given the remit of Y Prentis to work on a regional scale.

#### **4. REASONS - DEVELOPING AND CONSOLIDATING**

- 4.1** Since its establishment, Y Prentis has employed 162 apprentices, 100 of which have since found full time permanent employment. We have managed to successfully appoint apprentices to our Future Schools building programme and implement programmes of related community benefits using social clauses and Targeted Recruitment and Training. As well as doing social and community good – YPrentis is in a position where it has now accrued accumulated surpluses.
- 4.2** As Y Prentis is the only CITB approved deliverer of ‘Shared Apprenticeships’ in South East Wales, it has special status which improves its opportunities for long term sustainability. Unlike project based funding schemes, Y Prentis is not time limited and is sustainable. Core funding comes from a wide range of sources including private sector income for wages and membership fees and CITB grants which are funded via a levy paid by the construction industry. Given the emerging City Deal; the increasing emphasis on skills development; the impending Metro and wider infrastructure development – Y Prentis is well placed for continued future success.
- 4.3** Two of the four Y Prentis Directors are Council employees, namely Cath Fallon Head of Economy and Innovation and Rob O’Dwyer, Head of Property Services so a transfer of ownership from CMC<sup>2</sup> to the Council will not present any disruption to the company in the interim until a governance review is carried out. It will however present an opportunity for the Council to play a direct role in the future success of Y Prentis, driving forward skills development in the region and having an involvement in decisions about reinvestment of surpluses in line with Y Prentis’s articles of association.
- 4.4** As Y Prentis flourishes and develops, it becomes necessary to consolidate and dissolve its parent CMC<sup>2</sup>. Whilst accumulated losses of £140k have been reported and funded by the Council, these must be seen alongside the surpluses generated and held within Y Prentis and the annual recurrent savings of c£100,000 generated through the development and operation of FLO/ PLANT. In addition, the Council owns the Intellectual Property of the system – the value of which is currently subject to expert commercial valuations advice.
- 4.5** During its lifetime CMC<sup>2</sup> has undergone a rigorous level of scrutiny and has been transparent in its dealings with regular reports having been presented to Select, Cabinet and the CIC regulator. Governance has also been demonstrable with Directors appointments and a public recruitment process for Non-Executive Directors. An independent Observer was also appointed to the Board by full Council in 2012.

#### **5. RESOURCE IMPLICATIONS:**

Following dissolution of the company the Council will look to recover outstanding debt novated.

#### **6. CONSULTEES**

Economy and Development Select Committee  
Senior Leadership Team  
Cabinet



**7. BACKGROUND PAPERS**

**Appendix A – Future Generations Evaluation**

**8. FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix A. In summary, the purpose of Y Prentis is to provide much needed employment opportunities for young people, providing employment growth and an increasingly skilled workforce for the South East Wales region. As the company grows so will investment and growth opportunities, potentially for a wider range of sectors for example care or digital.

**9. AUTHOR:** Cath Fallon – Head of Economy and Innovation

**10. CONTACT DETAILS:**

**E-mail:** [Cathfallon@monmouthshire.gov.uk](mailto:Cathfallon@monmouthshire.gov.uk)

**Tel:** 01633 748316/ 07557 190969



## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p><b>Name of the Officer</b> Cath Fallon</p> <p><b>Phone no:</b> 07557 190969  <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a></p>	<p><b>To:</b> Y PRENTIS UPDATE AND CMC<sup>2</sup> UPDATE</p>
<p><b>Name of Service:</b> Enterprise</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> November 2016</p>

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




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



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Y Prentis provides much needed employment, growth and skills opportunities for our young people.</p>	<ul style="list-style-type: none"> <li>• Provision of a region wide service for both apprentices and employers alike.</li> <li>• Shared apprenticeship nature of the scheme enables opportunities for both small and large employers to take on apprentices without having to employ them directly.</li> </ul>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	n/a	n/a
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	n/a	n/a
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	There is potential to grow Y Prentis to enable it to offer apprenticeships in other sectors. This will provide further opportunities for young people to become more connected by working with local businesses in local communities.	To ensure Y Prentis focuses on encouraging community cohesion as one of its social drivers. FLO provides an opportunity for the Authority to be more connected with our community's needs.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Y Prentis has a delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the ADM will take into account global and well-being issues as part of its day to day processes.
<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	Y Prentis offers opportunities for young people to be involved on heritage projects that will protect welsh culture for future generations.	Decisions taken by Y Prentis will continue to offer opportunities for young people to work on cultural projects.

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?
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Y Prentis provides services for young people from all backgrounds and cultures.	As Y Prentis becomes better established there will be opportunities to target areas of the community that may not currently be aware of the opportunities available.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Y Prentis produces a five year business plan and annual action plan to identify and target opportunities.</p>	<p>Regular Board meetings are held to ensure a concerted effort is being made to identify efficiencies and income generation opportunities as they arise.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Y Prentis offers a key service for a wide range of public and private sector partners.</p>	<p>The Advisory Panel which consists of key stakeholders and representatives from construction companies, ensures that the apprenticeships being offered are fit for purpose.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>A Stakeholder group of apprentices has been established to ensure that apprentices also have a say in how their apprenticeships are developed and delivered.</p>	<p>Both the apprentice stakeholder group and the Advisory Panel are regularly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Business Plan and action plans opportunities for growth and investment.</p>	<p>Where growth and investment opportunities are identified resources are put in place to take them forward.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Y Prentis considers the wellbeing of the apprentices to be of utmost importance. A hardship fund has recently been established to assist those apprentices with day to day cash flow issues to ensure they are fit and well.</p>	<p>Y Prentis will continue to assess the well-being of the apprentices and introduce further measures if needed.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</p>	n/a	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?
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	n/a	n/a

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	n/a	n/a
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	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?
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.and also the requirement to promote the language.</i>	n/a	n/a

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>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.</i>	n/a	n/a
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

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



Since being established regular progress reports have been presented to Economy and Development Select and Cabinet for both Y Prentis and CMC<sup>2</sup>.

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

The purpose of Y Prentis is to provide much needed employment opportunities for young people, providing employment growth and an increasingly skilled workforce for the South East Wales region. As the company grows so will investment and growth opportunities, potentially for a wider range of sectors for example care or digital.

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**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
Presentation of a report to Cabinet	December 2017	Cath Fallon	

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

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Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Dissolution of CMC<sup>2</sup> and ownership of Y Prentis moving to MCC.</i>	<i>December 2017</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

<b>SUBJECT:</b>	<b>Establishing a Digital Programme Office</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>7<sup>th</sup> December 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>NONE</b>

## 1. PURPOSE:

1.1 To seek approval for the establishment of a Digital Programme Office that enables the Council to advance the priorities and actions that relate to improving internally and externally facing digital capability. The focus and concentration of resource and proficiency provided through a Digital Programme Office will train and equip staff to deliver efficient and effective services that best respond to customer and community demand. This will involve:

- A restructure of existing posts within the Digital Projects Team to create the flexibility to respond to needs and priorities;
- Creation of two additional Whole Time Equivalents within the Digital Programme Office targeted at raising current capacity levels and building competency in areas where the greatest potential for improvement exists;
- Re-alignment of digital posts across the Council, within a Digital Programme Office, in order to create the focussed capacity; co-ordination of resources and competencies that will enable a digitally-literate workforce. In turn this will help generate greater customer impact and the integrated technology platforms that manage data needed to solve complex problems; and,
- Investment in essential software and hardware infrastructure that enables services to better respond to customer needs in as near to real-time as possible.

## 2. RECOMMENDATIONS:

- 2.1 To establish a Digital Programme Office through the restructure of the current Digital Projects Team in order to create the purposeful roles and activities required to demonstrate the biggest returns to the Council and community.
- 2.2 To create two additional Whole Time Equivalents to support and reinforce capacity within the Digital Programme Office, requiring:
- a) The provision of £52,000 net additional investment, from 17-18 onwards.
  - b) The provision of £20,500 one-off investment for 16-17, funded from the ICT Transformation Reserve.

- 2.3 To access a one-off sum of £100,000 from the ICT Transformation Reserve to enable the development of software that connects our customer service interfaces with the systems that support our core services and functions. This will allow services to be more responsive to customer needs, demands and expectations.
- 2.4 To secure a further recurrent £50,000 from 17-18 onwards to provide the resource for ongoing server updates, refresh and essential maintenance within SRS as infrastructure and equipment progressively reaches the end of its useful life.

### **3. KEY ISSUES: WHAT'S THE CHALLENGE WE ARE RESPONDING TO?**

- 3.1 The challenge is one of how to keep pace with constantly changing customer and community demands and expectations, in order to maintain the relevance, viability and legitimacy of our services. As a ubiquitous and constantly evolving tool, digital and technology is an important enabler in how we go about meeting this challenge.
- 3.2 It's now 2 years since the inception of iCounty and in this period, customer needs, technological capabilities and thus, service delivery methods have changed significantly. Against a backdrop of austerity, the introduction of the Wellbeing of Future Generations Act and its requirement for foresight, a challenging demography and the continued drive for localism and service devolution, the role of digital and technology in enabling improvement is more important than ever. Increasingly customers require on-demand, round-the-clock services that they can help influence, shape and inform. Increasingly customers want to have a say in how we collectively respond to the big challenges of the day. A review of iCounty and the Digital Business Plan seen alongside the changes and shifts frontline services are experiencing, has enabled a clear focus to emerge on how we evolve our technology capacity to be relevant and targeted at enabling services to undergo the kind of transformational change expected by our partners, customers and communities.
- 3.3 Clear progress is starting to be felt around the strands of iCounty that relate to improving broadband connectivity and helping digital businesses grow – however, in listening closely to the voices of our customers, it is clear more focus now needs to be targeted at the pillar of iCounty that describes improving internal systems and the digital capability of the workforce and services. The digital world is moving at pace, our customer's expectations for services that better meet their needs and lifestyles need to be met, and in so doing, we can also reap the benefits of improvements in efficiency and effectiveness.
- 3.4 The following summary of key successes and areas identified for future development, indicate the potential that could be achieved through the formation of a Digital Programme Office:
  - 3.4.1 Apps: Connected Worker, My Monmouthshire & Self-Harm

In view of constantly increasing mobile phone access and usage, our best chance of reaching as many citizens as possible, is through the development of mobile applications. Not everyone has access to a PC or the web, but evidence shows that higher proportions of the population have access to a mobile phone. Apps development allows citizens

services to be delivered almost anywhere at any time rather than when someone is sat in front of a PC. Feedback from customers demonstrates that the value in apps such as My Monmouthshire, a cloud based Customer Relationship system introduced in October, improves the pace and efficiency of transactions and requests, but moreover, promotes accountability, civic value and higher engagement. There are now 5,000 customers signed up to the app and over 2000 service requests reported. For the workforce, apps also develop greater effectiveness, through automation and enabling customers to increasingly 'self-serve'. The Connected Worker app covers reporting of vehicle defects and enables rostering to match service supply with demand. This has started to show signs of increasing real efficiency in the operational workforce and with the roll-out of the app at the end of December, will see the cessation of manual and repetitive reporting processes. The blueprint that has been developed is now being considered in wider contexts such as Homecare, Community Transport and Grounds Maintenance.

#### 3.4.2 Customer Journey/ Channel Shift

Increasingly, we want our customers to help us develop the right solutions to their problems rather than assuming the Council will 'fix' issues through the provision of universal services and what can sometimes feel like 'one size fits all' approaches. Our work to engage more residents through digital mediums is not about assuming everyone will consume services via technology, rather it means the resources that can be freed up through more digital engagement, can be directed at those who will always require face to face contact. The work in this area includes closing customer service feedback loops, so customers see things getting done and feel the impact of solutions. Future work will ensure that all teams are supported through business process reviews, to improve the customer journey and scaling the progress that has been made through My Monmouthshire with over 400 residents having signed up to receive notifications on different subjects – travel, highways, winter maintenance and What's On.

#### 3.4.3 Digital Champions and Digital Skills

Through the work of the existing team, a network of over 50 Digital Champions across all service areas, has been established to highlight digital issues, fixes and digital skills gaps. Digital champions have been trained and developed to help trouble shoot and provide support for wider teams and services requiring skills development. This has extended to work with the SRS Helpdesk where new systems for self-serve, call identification and prioritisation are being developed. Again, this will create an efficiency impact and ensure that the time currently being taken up through fairly low level issues, can be better used to develop projects of wider value.

#### 3.4.4 Agile Working

Digitally enabling and connecting our workforce and environments continues to make a significant impact on our productivity. Whilst remote working is just one aspect of this, returns on investment can be clearly seen in examples such as the reduction in levels of mileage and expenses claims. Over the period 2011/12 – 2015/16 – mileage and expenses claimed reduced from £940k to £680k. The good work in this area can be continued and as more towns, village halls and environments become Wi-Fi enabled and

communities receive superfast infrastructure, the potential grows 'to work where the work is'.

#### 3.4.5 Automation & self-service

Increasingly internal services are utilising the Hub to provide self-service guides and e-forms, including the 'Request It, Order It, Book It' Sharepoint site to order Mobile Phones, Laptops, Stationery and Travel/Accommodation. The future plan is to continue the rolling-out and scaling up of Sharepoint Team Sites to facilitate team self-service and to ensure there is 'one version of the truth' for key documents in order to ensure consistency and better co-ordination. Automation can also play a role in our future in reconciling large volumes of data, automating transactions, payments and receipts, reducing administrative burdens and making our council a better place to do business. Potential has been identified to automate multiple thousands of transactions – unlocking significant sustainable efficiencies.

#### 3.4.6 Transition to 'cloud' based hosting and storage

The My Monmouthshire app is an example of an effective cloud based service. Pilots are also underway for use of next generation Sharepoint sites and work is currently underway to review options for more whole-scale cloud based storage in order to find an appropriate and secure solution for the council as a whole. This could lead to developments whereby, data is hosted and stored 'off premise' meaning information can be accessed on-demand and without going via desktop functions.

#### 3.4.7 Shared and integrated systems

Against the backdrop of a compelling Local Government Reform agenda, there is a need for greater collaboration between and across public services to create unified back office functions. Technology will play a significant role in enabling these levels of co-operation, streamlining and integration. This will also give us more power to challenge large software vendors in the development of solutions focussed, user-led flexible, modular, web based platforms that enable delivery of what matters to our customers. To date, the team has produced a template to enable access to a 'corporate' system that can be shared across SRS partners and systems are being progressively identified to begin prioritising a process of integration and amalgamation.

3.5 The current Digital Projects Team is very small – with only 2.74 WTEs. In order to ensure that the examples, illustrations and opportunities set out above are fully developed and optimised, it is important that capacity is enhanced and a clearer identity and profile is built for the function through a Digital Programme Office. The proposal is to create a Digital programme Office through i) increased capacity and capability through direct investment to restructure existing posts and introduce two new roles and ii) through re-aligning and connecting the digital resources already available within and across the Council to build critical mass, pool staffing resources and expertise and scale and accelerate progress and impact.

3.6 In addition to this resource support for enhancing capability on the ground, there are some infrastructure developments that need to happen in order to advance the wider picture.

Firstly, this means developing the software systems that connect our customer services interfaces or 'entry points' with core frontline services and functions. This will create a loop system between services and the customer relationship management system, enabling us to serve customers once and well; be more responsive and increasingly prevention-focussed and meet demands and expectations in as close as possible to real-time.

3.7 The final part of the picture is securing the investment needed in server upgrades, refreshes and maintenance in order to ensure essential infrastructure remains fit for purpose and as far as possible, fit for the future.

#### **4. REASONS:**

4.1 Monmouthshire County Council provides multiple hundreds of functions and services to customers and communities in the county. Understanding the scale and nature of the challenges to be responded to in our communities is critical to the success of our business and improvement strategies. This report demonstrates the vital role digital can play in enhancing and improving the impact of these strategies and enabling our workforce to work more effectively with communities, customers and partners in collectively delivering on 'what matters'.

#### **5. RESOURCE IMPLICATIONS:**

5.1 Establishing a Digital Programme Office will require:

- Investment of £82,000 in funding two new WTE posts, to be built into the revenue base budget from 17/18 onwards, with the impact in 16/17 of £20,500 being funded from the ICT Transformation Reserve. £30,000 of the £82,000 investment required will be met from existing departmental budgets.
- A one-off sum of £100,000 from the ICT Transformation Reserve to enable the development of software that connects our customer service interfaces with the systems that support our core services and functions.
- A recurrent £50,000 budget from 17/18 onwards to provide the resources necessary for essential infrastructure upgrades and maintenance.

5.2 There is currently £578,000 uncommitted in the ICT transformation reserve and this investment will see that amount reduce to £457,500.

5.3 The restructure of the Digital Projects team will see the staff establishment increase from 2.74 FTE to 4.74 FTE through:

- The deletion of a Project Assistant post;
- The creation of three Digital Programme Officer posts

Existing staff have been formally consulted and have contributed significantly to these proposals. Formal consultation will take place with staff and unions in implementing the restructure proposals contained within this report. Structure diagrams are contained

5.4 Any further funds will be requested on a business-case by business-case basis as opportunities are developed and tested and ready for roll-out. Business cases will show clear and demonstrable returns on investment.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

Digital infrastructure, skills and capabilities go to the core of our ambition to deliver sustainable and resilient communities. In addition, focussing on Future Monmouthshire goals, digital and technology enables a path through which to both keep the Council and County, going and growing.

The sustainable development and equality implications are identified in the future generations evaluation in Appendix 2.

**7. CONSULTEES:** SLT, SRS & Service Managers

**8. BACKGROUND PAPERS:**

Appendix 1 – Current and proposed team structure charts and costings

Appendix 2 – Future Generations Evaluation

**9. AUTHORS:** Sian Hayward (Head of Digital) & Peter Davies (Chief Officer, Resources)

**10. CONTACT DETAILS:**

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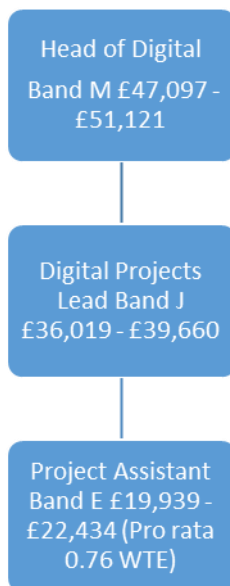
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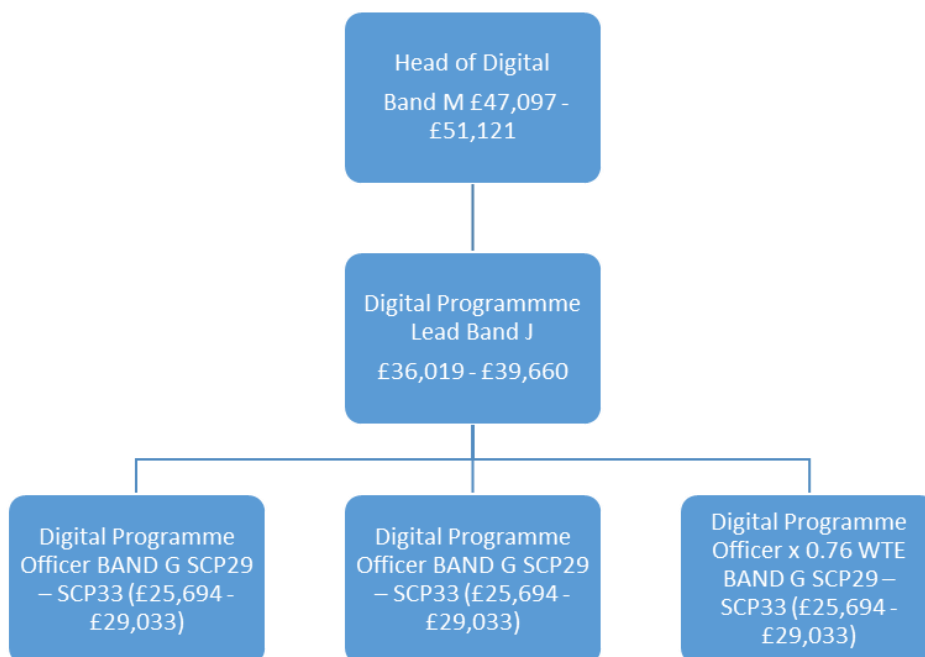


**CURRENT & PROPOSED TEAM STRUCTURE CHARTS**

**Current Structure**



**Proposed Structure**



**CURRENT & PROPOSED TEAM STRUCTURE COSTINGS**

Digital Programme Office - Existing & Proposed Structure									
Existing Structure					Proposed Structure				
Post Ref	Post Title	FTE	Grade	Salary	Post Title	FTE	Grade	Salary	
CEOPM	Head of Digital	1.00	Band M (SCP 53-57)	49,525	Head of Digital	1.00	Band M (SCP 53-57)	49,525	
RFI10	Digital Projects Lead	1.00	Band J (SCP 41-45)	38,422	Digital Programme Lead	1.00	Band J (SCP 41-45)	38,422	
RFIT02	Project Assistant	0.76	Band E (SCP 21-25 )	16,977					DELETED
					Digital Programme Officer	1.00	Band G (SCP 29-33)	29,033	NEW
					Digital Programme Officer	1.00	Band G (SCP 29-33)	29,033	NEW
					Digital Programme Officer	0.76	Band G (SCP 29-33)	21,971	NEW
			Subtotal	104,924			Subtotal	167,984	
			On costs @ 30%	31,477			On costs @ 30%	50,395	
			Total Employers Salary Costs (Existing)	136,401			Total Employers Salary Costs (Proposed)	218,379	
							Cost/(saving)	81,978	
							To be met from existing budgets	-30,000	
								51,978	
	<u>Notes</u>								
	1. Salary taken at top of grade.								
	2. All new posts subject to job evaluation								



## Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation Sian Hayward  <b>Phone no:</b> 07971893998 <b>E-mail:</b> sianhayward@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b>  Setting up a Digital Programme Office
<b>Name of Service</b>  Digital and Technical	<b>Date Future Generations Evaluation form completed</b>





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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The themes of the iCounty Strategy are to use technology to increase digital skills in education and stimulate the digital economy in Monmouthshire, generating wealth and jobs. Reviewing the strategy has identified opportunities for improving the digital Customer Services offering a new level of access to service areas and council information.	Every aspect of the iCounty strategy and associated business plans is to develop a sustainable and economically viable digital economy for future generations. The setting up of the programme office will ensure this continues in a much more effective way.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Digital economies, including digital infrastructures will enable business and government to communicate without travel and provide information without print and associated consumables, with a positive effect upon climate change. It will also enable businesses to thrive and the economy to improve in digital industries. The use of flexible ICT platforms and a robust and future proof ICT infrastructure and networks will enable businesses and government to provide sustainable,	

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	nimble and adaptable services. Setting up the Programme office will bolster the speed and effectiveness of the above.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Digital comms and apps improve the accessibility to information and services in the areas of physical and mental wellbeing. More emphasis on the digital customer services offering will help people to access better information and help on health issues.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Sharing MCC's robust ICT infrastructure and networks will assist with the connectivity of local businesses and communities, especially in the areas of super- fast broadband and fibre. Supporting schools to increase digital skills will help with the development of the digital economy in Monmouthshire and will support the viability and sustainability of communities.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Effective digital government services, communications and infrastructure will enable businesses to grow, people to find information and communicate with each other and stimulate the digital economy and jobs in digital industries.	
<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	Digital information and services are being improved across our cultural and leisure services, enabling electronic transactions 24/7 through the customer services (channel shift) strategy. This service is available in both Welsh and English.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Digital services 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	

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?
	industries.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Technology moves fast, and this business plan will enable a robust digital infrastructure is established supported by a strong digital platforms that can flex and evolve. Setting up the program office will improve the delivery of the digital service offering.</p>	<p>Providing a robust ICT infrastructure for both public and business use.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>MCC is working closely with its partners the SRS and other local authorities across the country to collaborate on the development and provision of IT applications and infrastructure. This will ensure a sustainable, cost effective, robust, and future proof infrastructure.</p>	<p>We are not just collaborating locally but are working with partners and agencies across the UK and beyond to provide sustainable technology services.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>Our stakeholders include employees of MCC, businesses and the general public. In devising this digital and technology strategy we have involved schools, businesses and employees.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Implementation of the ICT strategy will ensure that technology keeps pace and we can build sustainable digital solutions to assist business and community to grow.</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="398 236 566 443">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="607 236 1379 371">Technology is a vital part of living, learning and working. Implementing the strategy and planning for the next 3 years on a rolling basis will stimulate the digital economy and jobs market at the same time as providing electronic information and services.</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.**

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Digital services will assist the elderly to access information and services. Government services can share health, housing and care information for the elderly, enhancing the quality of care. MCC internal digital adult care system will enable workers to have accurate and timely information on client care	No impact	This initiative relates to the growing demand for digital service delivery. The customer services strategy will take consideration for other service delivery options.
Disability	Digital services will assist people with mobility problems to access information and services.	No impact	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No impact	
Race	No impact	No impact	
Religion or Belief	No impact	No impact	
Sex	No impact	No impact	
Sexual Orientation	No impact	No impact	

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Welsh Language	Digital communications from MCC systems such as the web site will be provided in English and Welsh	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?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<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	The provision of digital information services and improved social care apps will assist with the provision of care and information and therefore assist with the safeguarding of vulnerable children and adults. An example of this is sharing information between police, health and care workers in order to provide a more rounded picture of individuals and their care/safety needs.	No negative impacts	We will continue to develop apps and digital 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	ICT in schools is being updated and a significant investment over the next two years will enable children to increase their digital skills and teachers to be able to use technology in the classroom for teaching and learning. Learning digital skills will increase job prospects for children and assist with their learning.	No negative impacts	

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

Evidence collected over the last two years from Government, Partner organisations, MCC's strategies and plans, employees, businesses, communities and the general public and business cases. Evidence gained prior to the user led development of the new Social Care App. ICT in schools business case.

**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. Digitisation will improve accessibility of information for monmouthshires residents and businesses
- ii. Monmouthshires businesses and communities will benefit from the increase in digital platforms, infrastructure, skills and abilities of our workforce.
- iii. The creating of a Digital Programme office will improve the effectiveness and pace of delivery of the Digital Business Plan

**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:	24/11/2017
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