



## Future Generations Evaluation (Includes Equalities and Sustainability)

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| <p><b>Name of the Officer</b> Ian Saunders</p> <p><b>Phone no:</b> 07876545793<br/><b>E-mail:</b> <a href="mailto:iansaunders@monmouthshire.gov.uk">iansaunders@monmouthshire.gov.uk</a></p> | <p><b>To consider a new Delivery Model for Tourism, Leisure, Culture and Youth Services</b></p> |
| <p><b>Name of Service:</b> Enterprise including Tourism, Leisure, Culture and Youth</p>  | <p><b>Date Future Generations Evaluation</b> 15<sup>th</sup> November 2017</p>                  |

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



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



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


| Well Being Goal  | Does the proposal contribute to this goal?<br>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 resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>Continue our close working partnership with countryside and planning and ensuring our green spaces and cultural heritage is supported.</p> <p>Alternative Delivery Model managing all of its greenspaces and property to maintain and enhance biodiversity and promote resilience (in the context of it being a new entity).</p>                               | <p>Any Alternative Delivery Model will also seek to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p>  |
| <p><b>A healthier Wales</b><br/>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 leisure, sport, outdoor education, countryside and 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 the Public Service Board will ensure that physical and mental health through activity is widely available and that the Alternative Delivery Model is central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales Moving (replacing Climbing Higher), etc. Schools Sports Surveys will be undertaken biannually along with work across Active Gwent Sport Development/Youth Teams, cultural services, cycling and walking product, and exercise referral should all contribute to a positive impact. The Alternative Delivery Model will have the ability to package the offer and market across our communities.</p> |

| Well Being Goal   | Does the proposal contribute to this goal?<br>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 Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>The formation of an Alternative Delivery Model will sustain and grow services. A known benefit of an Alternative Delivery Model is improved community engagement and connection with local priorities - this can lead to service improvements and continuing to understand what matters to our customers and partners.</p> | <p>To ensure the Alternative Delivery Model has a structure which focuses on encouraging community cohesion as one of its social drivers.</p> <p>An extensive customer survey on, 'what matters', has been undertaken across all our services where, 1,200 returns were obtained and further engagement activities have taken place since then with customers, staff and user groups.</p> |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>The formulation of an Alternative Delivery Model will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.</p>  | <p>Any decisions taken by the Alternative Delivery Model 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><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>The Alternative Delivery Model will incorporate services which contribute greatly to the local culture, heritage and art, this will include the promotion and protection of the Welsh language, which will form part of the core value and aim of the new organisation.</p>  | <p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the new organisation to position itself to meet the outcomes.</p>  |
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p>   | <p>The Alternative Delivery Model will provide services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>  | <p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend our current work towards access to facilities and services can be rolled out consistently across all service areas.</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?   |
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|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Business plans, investment opportunities, community, staff and member engagement are part of the next phase of developing the Alternative Delivery Model for the future. During this period there is still a need to ensure the services continue to function and develop.</p>  | <p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated. Where possible we have been using existing staff where we have had vacancies.</p> |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>       | <p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport &amp; Art Wales, Visit Wales, Town &amp; Community Council, Youth Offer partnership, Creating Active &amp; Healthy Monmouthshire, Schools, Unions. During the Alternative Delivery Model engagement process all major stakeholders and partners will be involved.</p> | <p>The next phase of the new organisation will include a full engagement program, scoping of commercial opportunities for which resources and an interim structure will be put in place to move things forwards.</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?  |
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|  <p>Involving those with an interest and seeking their views</p>                | <p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes all staff across Tourism, Leisure, Culture and Youth Service, Town and Community Councils, the Senior Leadership Team and all Council members within Monmouthshire.</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>An initial staff engagement day was organised following the business mandate for 2016/17. All service areas were invited to participate and contribute to how they would like to be kept up-to-date and involved as we start to look at the process and present the options. A number of 'staff champions' have stepped forward to help with the process to communicate and support teams on the ground. An electronic newsletter is sent to all staff periodically when there is any further information or progress to share. There is also a central location on the Hub for staff to view relevant documentation and post views and opinions on the process. This ensures all staff are receiving a consistent message and the champions have something to share with teams and collect any feedback in necessary.</p> <p>An extensive customer survey on, 'what matters', has been undertaken across all our services where, 1,200 returns have been obtained.</p> <p>We have also completed staff workshops and consultation to assist in designing our brand, culture, purpose and vision to provide the Alternative Delivery Model with a clear focus and direction that is shared by all involved.</p> |
|  <p>Putting resources into preventing problems occurring or getting worse</p> | <p>The business plans for each service are being developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p> | <p>The Alternative Delivery Model will develop a new staffing structure and investigate how best to mobilise it's incredible talented teams across the various business opportunities and services. We are currently identifying key income pipelines for each area and how these can be developed and joined up within the new model moving forwards.</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?  |
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|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the services being considered contribute to the wellbeing goals although some are more clearly defined than others. It is important that the services are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p> | <p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, culture and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. A single outcome measurement framework will be developed to help the ADM measure its impact on all of the wellbeing goals</p> |

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](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>The Alternative Delivery Model will provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all service areas in scope provide a much wider offer. The new model will also provide employment opportunities in new areas of the business for existing staff within marketing, sales, catering etc. These positive impacts will apply to all protected characteristics listed below.</p> | n/a   | <p>Asking all of our customers and partners what matters to them will evidently improve our services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.</p> |

| 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                    | Any new re-design and development will be DDA compliant.  | n/a   | Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.  |
| Gender reassignment           | As in Age row   | n/a   | As in Age row  |
| Marriage or civil partnership | As in Age row   | n/a   | As in Age row  |
| Pregnancy or maternity        | As in Age row   | n/a   | As in Age row  |
| Race                          | As in Age row   | n/a   | As in Age row  |
| Religion or Belief            | As in Age row   | n/a   | As in Age row  |
| Sex                           | As in Age row   | n/a   | As in Age row  |
| Sexual Orientation            | As in Age row   | n/a   | As in Age row  |
| Welsh Language                | Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification. | n/a   | Our staff are engaging in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure our teams are in a good position to deliver the core aims within a set timeframe. |

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        | We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board. | n/a  | We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area. We also link with our sports clubs to ensure they have nominated individuals to safeguard their users. |
| Corporate Parenting | We will continue to work with our partners to assist in any way we can and add value to the current provisions.  | n/a  | We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.   |



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

The Cabinet report proposing the move to an Alternative Delivery Model is founded upon the following reports:

- Final Business Case
- Amion report regarding the Future Options for MCC's Cultural Services;
- The Medium Term Financial Plan;
- Full Engagement Plan;
- Welsh Government Guide to Alternative Delivery Models;
- Anthony Collins Strategic Outline Case;
- MCC Strategic Outline Case;
- Outline Business Case produced by Kevin Ford working as an associate with Anthony Collins
- VAT Report by Mazars
- Advice and Support from other Leisure Trusts/Charitable Organisations

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

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

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

| <b>What are you going to do</b>  | <b>When are you going to do it?</b> | <b>Who is responsible</b>    | <b>Progress</b> |
|--|-------------------------------------|------------------------------|-----------------|
| Produce and present Strategic Outline Case to Joint Select (SOC)               | 5 <sup>th</sup> October 2016        | Ian Saunders & Working Group | <b>Complete</b> |
| Subject to approval Draft Outline Business Case will be developed              | October – February 2017             | Ian Saunders & Working Group | <b>Complete</b> |
| Presentation for Senior Leadership Team around the Draft Outline Business Case | 26 <sup>th</sup> January 2017       | Ian Saunders & Working Group | <b>Complete</b> |

|  |                                |                              |                 |
|--|--------------------------------|------------------------------|-----------------|
| Draft Outline Business Case to go to Senior Leadership Team                                      | February 2017                  | Ian Saunders & Working Group | <b>Complete</b> |
| Draft Outline Business Case to go to Joint Select  | 27 <sup>th</sup> February 2017 | Ian Saunders & Working Group | <b>Complete</b> |
| Draft Outline Business Case to go to Full Council for approval to progress to full Business Case | 20 <sup>th</sup> March 2017    | Ian Saunders & Working Group | <b>Complete</b> |
| Complete full business case and first draft of Business Plan to present to Cabinet               | March – December 2017          | Ian Saunders & Working Group | <b>Complete</b> |
| Subject to approval the ADM group structure will be established                                  | January – April 2018           | Ian Saunders & Working Group |                 |
| Subject to approval the ADM will go live   | July 2018                      | Ian Saunders & Working Group |                 |

**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.

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

| Version No. | Decision making stage   | Date considered       | Brief description of any amendments made following consideration   |
|-------------|---|-----------------------|--|
| 1           | <i>Principle of the Alternative Delivery Model to be approved</i>         | <i>September 2016</i> | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
| 2           | <i>Outline Business Case Draft</i>  | <i>March 2017</i>     |  |
| 3           | <i>Completion of Final Business Case and first draft of Business Plan</i> | <i>November 2017</i>  |  |