

<b>SUBJECT:</b>	<b>ABERGAVENNY BOROUGH THEATRE</b>
<b>MEETING:</b>	<b>ECONOMY AND DEVELOPMENT SELECT</b>
<b>DATE:</b>	<b>19<sup>TH</sup> JULY 2018</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

## **NON-PUBLICATION**

### **1. PURPOSE:**

- 1.0 To present an update on Abergavenny Borough Theatre following the Cabinet decision to accept the surrender of the lease, bringing the Management Agreement to an end, and returning ownership and control to the Authority.
- 2.0 To request that Members consider activity to date and proposed next steps, providing comments for Cabinet consideration on the 25<sup>th</sup> July 2018.

### **2. RECOMMENDATIONS:**

- 2.1 That Select Committee scrutinises the situation analysis and options appraisal and considers the proposal to recruit a fixed term, full time Theatre Manager, with supporting Front of House Supervisors, be resourced from within the approved Medium Term Financial Plan, in order to put the Theatre on a on a more stable footing and determine the medium/longer term future for the Theatre.
- 2.2 That Select Committee considers the development of a formal Charter or Concordat with Acting for the Borough (A4B), the former Borough Theatre Management Committee.

### **3. KEY ISSUES:**

- 3.1 In February 2018, [Cabinet](#) approved and accepted the surrender of the lease between the Council and the Borough Theatre Trust. In so doing, the Management Agreement entered into by both parties ceased and Abergavenny Borough Theatre returned to the ownership and control of the Council. The Borough Theatre Trust were in full agreement with the actions taken and agreed to cease to operate and to de-register themselves on conclusion of the hand-over. The Council also agreed to undertake a TUPE transfer of the six existing Theatre employees, and to meet any severance costs of the individuals if a viable, ongoing model for the Theatre could not be found.
- 3.2 In making the decision, the Authority agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre.

### **4. SITUATION ANALYSIS AND OPTIONS APPRAISAL**

- 4.1 Since returning to the Authority, the Head of Enterprise and Community Development has provided leadership support to the Theatre and the Authority's Event's team have provided management and administrative support whilst considering the future viability of the operation. The Events team have already had a positive impact and are continuing to build

trust with the Theatre team whilst also bringing in income generating opportunities, having recently secured a notable comedic act.

4.2 The Theatre has also been moved onto the Authority’s systems, aligning them with the Authority’s policies and procedures, thus addressing concerns raised regarding processes and policy during an Authority Internal Audit carried out in January 2017.

4.3 A full review of operations at the Theatre is still underway however the SWOT analysis in Table One below offers a situation analysis of findings to date:

**Table One: SWOT Analysis of Abergavenny Borough Theatre**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Long established and high profile Theatre venue;</li> <li>• Located in an Iconic Grade I Listed building;</li> <li>• Well established and loyal audience;</li> <li>• Committed and knowledgeable staff team;</li> <li>• Strong, skilled and committed volunteer base;</li> <li>• Patronised by an energetic local amateur dramatic arts sector;</li> <li>• Long established support and fundraising group, A4B;</li> <li>• A varied and established programme of events.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall state of the building. The current offer is tired i.e. building and physical layout with limited accessibility, leading to reduced income generation opportunities;</li> <li>• Poor state of customer facilities (toilets/bar/seating/carpets/etc.);</li> <li>• Lack of a full time manager and team leader to take the Theatre forward;</li> <li>• Staff team are disjointed due to differing work locations leading to communication failures and are also frustrated due to management changes over the last few years;</li> <li>• Limited digital marketing activity leading to increased traditional marketing costs i.e. direct mailing of hard copy brochures;</li> <li>• Due to the nature of the industry, grant support funding will always be required.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• MCC’s capital improvement plans for the Town Hall/Market “The HUB” to include improved visitor accessibility;</li> <li>• Staff restructure to include appointment of new Theatre Manager;</li> <li>• Revitalised Patrons Scheme;</li> <li>• Corporate sponsorship and public sector funding opportunities e.g. Arts Council for Wales (ACW), CADW;</li> <li>• Income generation via hire agreements;</li> <li>• Annual funding from ACW for delivery of Professional Arts Programme;</li> <li>• Grant funding via ACW for replacement sound and lighting equipment and theatre refurbishment to improve customer comfort and access;</li> <li>• Potential ACW funding for business planning and audience development work;</li> <li>• ACW’s Creative Schools educational funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing public sector funding budgets;</li> <li>• Anticipated period of closure during 19/20 whilst capital improvement works are being undertaken resulting in lost income;</li> <li>• Growing competition from theatre and arts venues in the town and wider environs e.g. Monmouth, Newport, Cardiff</li> <li>• Inability to recruit a credible, vibrant, enthusiastic and energetic Theatre Manager.</li> </ul>

- 4.4 Although the Theatre has only been back under the Authority's control for a short number of months some major steps forward have been undertaken with regard to the future direction of the operation.
- 4.5 To date conversations with the Arts Council for Wales (ACW) have been positive and a funding bid for £14k has been approved to replace antiquated lighting and sound equipment which is being supported by 20% match funding from the Theatre's Support Group Acting for the Borough (A4B). This is a really positive step forward as the new equipment will not only put the Theatre on par with the industry minimum standards. I.e. moving from an analogue system to a digital desk, but it will also reduce the need to procure this equipment for shows consequently reducing costs and improving income generation opportunities.
- 4.6 Further ACW support is also being investigated with regard to business planning, audience development and capital refurbishment to include replacement of the Theatre's seating which is well past its sell by date.
- 4.7 Therefore at this stage, the conclusions that are being drawn are not those which state that the job is done and the Theatre is home and dry. However, having taken advice from finance colleagues, their analysis indicates that the transfer has been positive with staff retrained in Authority policies and procedures. They will be undertaking significant work in the coming months to ensure the function remains financially viable and they are currently predicting break-even for Month 2 performance against a budget of £114,000 (the current Council subsidy) and will have a better understanding in Month 7. It is therefore clear that to review all operations of the Theatre within a six month period is not possible and further time is required in order to bring a more detailed options appraisal forward to Cabinet detailing the medium term future of the Theatre.
- 4.8 Finance colleagues are however fairly confident that, if income is similar to previous years, there will be enough in the budget to bring it in on budget, their reasons being:
- The tighter procurement controls being put in place which will drive efficiencies;
  - The change in staffing structure and rotas should improve productivity and reduce overtime costs;
  - The direct link with the events team will be instrumental in increasing footfall and therefore increasing turnover;
  - The direct link with the Communications and Engagement team will improve publicity and marketing thus increasing turnover;
  - The work being done on creating a "financial viability" template should ensure that the Theatre is not taking on shows that will make a loss;
  - The fact that Support services fall below the line means that the direct Borough Theatre budget will no longer pay for support services such as finance, legal support, HR, etc.
- 4.9 The immediate financial future of the Theatre has therefore been secured which leads the team to determine that the Theatre is out of immediate danger and steps are required to put the Theatre on a more sustainable footing in order to determine the medium term future for the Theatre. The analysis has also determined that in order for the Theatre to have any form of stability, a core staffing base can be resourced to enable recruitment to the key post of a fixed term, full time Theatre Manager at Grade I 37-41 with supporting Front of House Supervisors at Grade F SCP 25-29. A comparison of the two team

structures is detailed in table one below, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support:

Table One:

Current Council Structure					Proposed Council Structure				
Post Description	Band	Grade	FTE	Total Salary, NI and Superann	Post Description	Band	Grade	FTE	Total Salary, NI and Superann
Theatre Manager (Vacant)	I	37-41	1.00		Theatre Manager (to be recruited)	I	37-41	1.00	
Theatre Technical Manager	G	29-33	1.00		Theatre Technical Manager	G	29-33	1.00	
Front of House Manager/Box office Manager	E	21-25	0.35		Sessional front of house (to be recruited)	F	25-29	0.50	
Marketing Manager	G	29-33	0.49		Marketing Manager	G	29-33	0.49	
Stage Technician	D	17-21	1.00		Stage Technician	D	17-21	1.00	
Box Office Assistant	B	9-13	0.35		Box Office Assistant	E	21-25	0.35	
Box Office Assistant	B	9-13	0.35		Box Office Assistant	B	9-13	0.35	
					Box Office Assistant	B	9-13	0.35	
			<b>4.41</b>	<b>149,952</b>				<b>4.91</b>	<b>164,523</b>
					<b>Increase in Staff Cost</b>				<b>14,571</b>
					Funded By :-				
					Reduction in Overtime				-5,000
					Reduction in Sessional Worker Costs				-10,000
							<b>(Surplus)/Deficit</b>		<b>-429</b>

4.10 The attraction of future funding is largely dependent upon an energetic Theatre Manager being in place to lead the existing team, develop a vibrant programme and produce a sustainable business plan that will equip the theatre for future growth. Although there is an existing business plan in place it was produced by the Borough Theatre Trust and clearly much has changed. It is therefore recommended that in order to move the Theatre forward, the post of the full time Theatre Manager is reinstated and recruitment is commenced to enable the Authority to maximise every opportunity to put this much loved community asset on a more sustainable footing. It is also recommended that the post is fixed for two years in order to establish a time threshold to determine viability.

4.11 As partnerships and relationships at the Theatre have also been tested during the period of instability, it is also recommended that a formal charter or concordat is developed with A4B

the former Borough Theatre Management Committee. The aims of A4B, made up of representatives of each of the five theatre ‘user societies’, are to: support the continuing development of the Theatre; provide a forum for discussion; act as a link between the community sector and the Theatre’s management; raise funds to support the continuing development of the Theatre and support and encourage performing arts in Abergavenny. The purpose of the charter therefore will be to clarify how the future relationship will operate, identifying and agreeing rights and responsibilities on both sides to best advantage for the Borough Theatre. An Options Analysis of these proposals is detailed in Table Two below:

**Table Two: Options Analysis**

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> <li>• Do nothing</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Potential loss of external funding opportunities;</li> <li>• Increased staff frustration and limited leadership time due to competing priorities of interim lead team;</li> <li>• Continued instability leading to loss of income;</li> <li>• Reduced chance of success</li> </ul>	<ul style="list-style-type: none"> <li>• As an Authority we have made a commitment to identify opportunities to put the theatre on a sustainable footing. The lack of a full time Theatre Manager puts this commitment in jeopardy;</li> <li>• Whilst a Charter is not in a place, roles and responsibilities are unclear, leading to misunderstandings and miscommunication.</li> </ul>
<ul style="list-style-type: none"> <li>• Recruitment of the core staffing base;</li> <li>• Charter with A4B</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise, energy and enthusiasm leading to renewed vigour and a stronger sense of purpose for the Theatre;</li> <li>• A stronger, more cohesive team;</li> </ul>	<ul style="list-style-type: none"> <li>• Longer term financial position may be less positive resulting in contract ending after three years;</li> <li>• Inability to recruit the right person leading to further staff frustration;</li> <li>• Lack of buy-in from staff team and A4B;</li> </ul>	<ul style="list-style-type: none"> <li>• As an Authority we have demonstrated our commitment to testing the Theatre’s sustainability;</li> <li>• In line with the Well Being of Future Generations Act we have</li> </ul>

	<ul style="list-style-type: none"> <li>Increased partnership working and co-delivery of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Charter may prove impossible to develop due to discord between partners.</li> </ul>	<p>demonstrated our commitment to supporting culture in our community;</p> <ul style="list-style-type: none"> <li>As an Authority we have demonstrated our commitment to working in partnership.</li> </ul>
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## 5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix A for future evaluation of whether the decision has been successfully implemented. A progress report will come back to this committee in six months' time following the Month 7 review of finances.

## 6. REASONS:

- 6.1 This report sets out the Authority's interim findings and options appraisal in relation to the review of the Theatre's operations following the return of the Theatre back into its ownership. Given the evolving nature of the return to the Authority's wider operational structure, the report's recommendations will give the Theatre the best chance of success whilst the assessments are on-going, subsequently a further report will be presented in six months' time following the Month 7 financial appraisal.
- 6.2 Whilst the initial decision from Cabinet agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal for the medium term future of the Theatre, it is now clear that six months is not long enough. It is therefore requested that the financial analysis remains on-going basis with six monthly reports being presented to Committee for analysis.
- 6.3 The location of the Theatre within the Town Hall also provides the Authority with the opportunity to maximise its future success in a wider context and capitalise on any benefits that the proposed refurbishment of the Town Hall might be able to create in terms of improved accessibility, increased footfall and improved energy efficiencies.

## 7. RESOURCE IMPLICATIONS:

- 7.1 Internal financial analysis indicates the transfer has been positive and the immediate financial future of the Theatre has been secured, leading the team to determine that a core staffing base can be resourced from within the approved Medium Term Financial Plan to enable recruitment to the key post of a fixed term, full time Theatre Manager with supporting Front of House Supervisors, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support. Significant financial analysis will however be on-going to ensure the function remains financially viable.
- 7.2 In the event that a viable model for the future of the theatre cannot be determined, the council is accepting a severance cost liability attaching to all of the current theatre employees.

7.3 A further report and financial summary on the viability of the Theatre will be produced and presented to Committee in six months' time.

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

8.1 The significant equality impacts identified in the assessment (Appendix B) are summarised below for members' consideration:

The return of the Borough Theatre back the Authority's management has provided "breathing space" for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature, continues to provide employment and growth opportunities for its skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services, contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

**9. CONSULTEES:**

Senior Leadership Team  
Cabinet  
Economy and Development Select  
A4B

**10. BACKGROUND PAPERS:**

Evaluation Criteria (Appendix A)  
Future Generations Evaluation (Appendix B)

**11. AUTHOR:**

Cath Fallon (Head of Enterprise and Community Development)

**12. CONTACT DETAILS:**

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

## Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council (Appendix A)

<b>Title of Report:</b>	<b>ABERGAVENNY BOROUGH THEATRE</b>
<b>Date decision was made:</b>	
<b>Report Author:</b>	<b>Cath Fallon</b>

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

What is the desired outcome of the decision?  
What effect will the decision have on the public/officers?

Comments will be received and the report to Cabinet will be revised accordingly in order to inform Cabinet's decisions. If approved, it will then be subject to a six month review.

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

Think about what you will use to assess whether the decision has had a positive or negative effect:  
Has there been an increase/decrease in the number of users  
Has the level of service to the customer changed and how will you know  
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

As this is a progress report it will be subject to a six month appraisal.

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

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

There are currently no additional costs or proposed savings associated with this report's recommendations in fact it will assist in putting the Theatre on a more sustainable footing.

Any other comments



Appendix B



monmouthshire  
sir fynwy

**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>Abergavenny Borough Theatre – Progress Report</b></p>
<p><b>Name of Service:</b> Enterprise</p>	<p><b>Date:</b> Future Generations Evaluation 14<sup>th</sup> June 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? 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>To ensure a much valued local service and resources is maintained and continue to provide employment and volunteering opportunities.</p>	<p>To keep a local service open and extend more community focus and coordination – helping the future sustainability of this valued community asset.</p>

<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>
		<p>Positive engagement and coordination with the community.</p> <p>Income generation and investment to be robustly interrogated to ensure sustainability, and ensures the business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow the very successful volunteering scheme.</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>Continue our close working partnership Arts Council for Wales to ensure our arts and cultural resource is supported.</p>	
<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 performances to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.</p>	<p>Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The Borough Theatre is a central resource within Abergavenny and the Authority's on-going support will enhance its community engagement and connection with local priorities - this will lead to</p>	<p>To ensure the Borough Theatre has a structure which focuses on encouraging community cohesion as one of its social drivers.</p>

<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>
	service offer improvements and continuing to understand what matters to our customers and partners.	We are currently undertaking a customer survey on, 'what matters', to ensure future offers are appropriate and meet customer demand.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Borough Theatre staff team will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Borough Theatre 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	The Borough Theatre contributes greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.	One of the key drivers of the Borough Theatre is the promotion of arts, culture and heritage and its structure and key developments reflect this.  We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The Borough Theatre provides services for all age ranges and delivers a diverse and comprehensive programme for local communities.	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 at the Theatre.

## 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>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Continuation of delivery of performance schedule plus additional bookings are being taking whilst the future viability of Borough theatre is being tested.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Borough Theatre has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated amateur dramatics groups.</p>	<p>The interim management period will establish scoping of opportunities to enable key objectives to be actioned.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; Cre Cymru; A4B and current audiences.</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 viability assessment process has been started and regular review points are taking place. Further detailed analysis will identify the future viability of the Borough Theatre.</p>	<p>Interim management and leadership has been provided from MCC in-house teams to work alongside the current staff employed at the theatre. This includes identifying key income and grant pipelines and how these can be developed in the future.</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>Considering impact on all wellbeing goals together and on other bodies</p>	<p>During the interim management period, opportunities are being identified to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the Borough Theatre. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>One of the key drivers of the Borough Theatre will be the promotion culture, welsh language 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.</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?

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	The interim return of the Borough Theatre to MCC management will provide continued opportunities for all ages as it develops and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in the report findings and to establish the viable future operations of the Borough Theatre.
Disability	Any new re-design and development will be compliant with the Equalities Act.	N/A	With proposed refurbishment of the Community Hub and Market Hall, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above

<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>
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to ensure they comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Borough Theatre staff will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team 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 service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. The Borough Theatre will complete a SAFE audit and ensure procedures in place in line with MCC procedures and a training database is maintained by the manager to reflect upskilling of staff within this area. We also link with key partners and amateur theatre groups 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 ensure that the Borough Theatre has 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 February 2018 Cabinet report proposing the return of Abergavenny Borough Theatre back to MCC management to enable a full review of the future sustainability and viability.



**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 return of the Borough Theatre back to the Authority’s management has provided “breathing space” for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the Theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature continues to provide employment and growth opportunities for a skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

**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>
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval of the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	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.**

<b>The impacts of this proposal will be evaluated on:</b>	<b>February 2019.</b>
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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.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	<i>Economy and Development Select</i>	<i>19<sup>th</sup> July 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>