

SUBJECT: GOVERNANCE ARRANGEMENTS FOR PROPOSED ALTERNATIVE DELIVERY MODEL FOR TOURISM, CULTURE, LEISURE AND YOUTH

MEETING: COUNCIL

DATE: 26th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To present the draft documentation for the proposed Governance arrangements and Framework, for the MonLife group companies that form the proposed Alternative Delivery Model (ADM) for Tourism, Culture, Leisure and Youth Services.

2. RECOMMENDATIONS

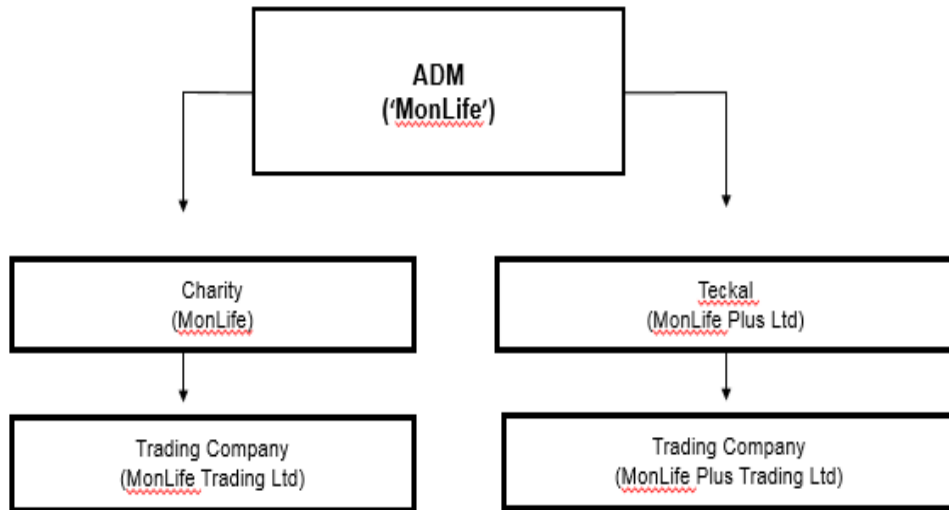
- 2.1 To approve the proposed Governance arrangements for the Mon Life group of companies, in order to initiate the shadow recruitment process of Company Directors. These actions are prior to final Council consideration in October 2018 to endorse the transfer documentation and agreement and subsequently to enact company operation in December 2018.

3. KEY ISSUES:

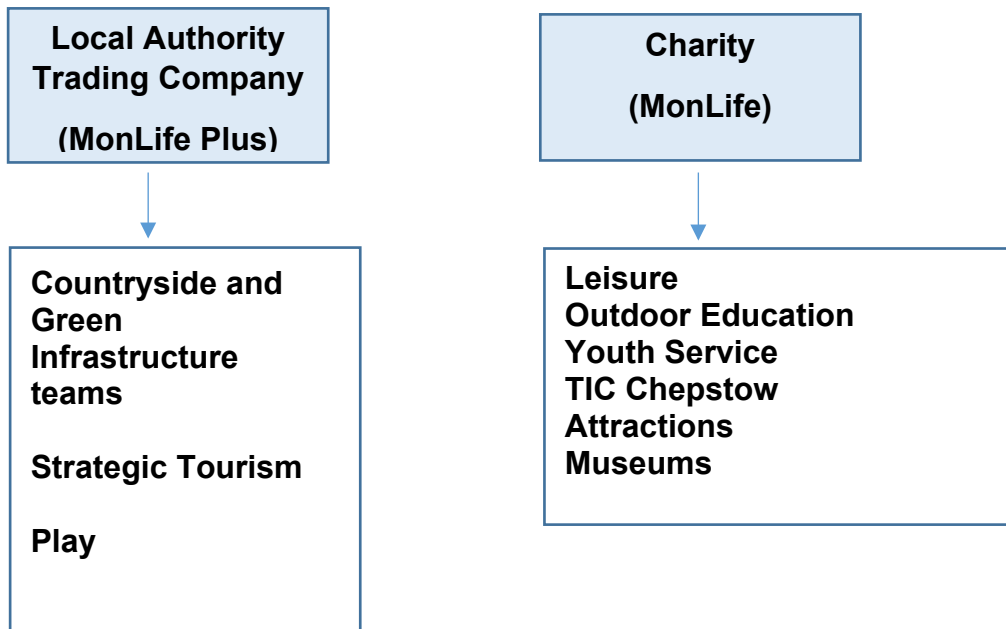
- 3.1 On 15th February 2018, [Council](#) agreed that £155,000 be drawn from the priority investment reserve to fund start-up activity for MonLife, and to recognise the need to make provision within the MTFP as part of the budget setting process for the next five year period of £388,000.
- 3.2 On 6th June 2018, [Cabinet](#) approved the process stages required, ahead of the final decision to enact company operation, in order to inform, shape and develop the arrangements and agreements. This includes recruitment of Shadow Company Boards and operation, in line with Audit Committee governance recommendations. Shadow structures to remain internal advisory bodies until such time as the final Council decision is taken.
- 3.3 In preparation for trading, the MonLife group companies will need to be established in order to protect the potential trading name of MonLife and to avoid delays once final decisions are made. Cabinet have agreed 'to approve the submission of legal incorporation documents in order to secure trading names, website, domains, etc. Companies to be established as shell companies at this stage and will therefore

will remain dormant until such time that the Council makes the decision to enact company operation' .

3.4 The relationship between the Monlife group companies are detailed below, both the Local Authority owned Teckal company and the Charitable company will need to be limited companies; the Teckal company limited by shares and the Charity limited by Guarantee:



3.5 The services being delivered within these companies are as below:



3.6 Teckal - Local Authority Trading Company – (MonLife Plus Ltd)

- 3.6.1 MonLife Plus Ltd is a separate legal entity. It is wholly owned by the Council, and is set up as a Teckal Vehicle, which means that it is funded by public money to deliver services on behalf of the Council. It is important that the Council has sufficient control over its activities to ensure that the Council is able to protect the asset whilst enabling the Teckal to take advantage of its company status in the way it operates. It is a limited Company which has a Board and a Shareholder Committee.
- 3.6.2 Control is exercised through two documents. The first is the Articles of Association (appendix 9), which acts like the Teckal's constitution in that they govern the way in which the Teckal behaves, what it is set up to do etc. The second document is the Shareholder Agreement (appendix 10). This takes priority over the Articles; and sets out the relationship between the Council and the Teckal and the way in which the Council, through the Shareholder Committee, controls the activities of the Teckal.
- 3.6.3 There are two sets of appointments to be made. The Teckal needs to have a Board consisting of one Council representative, namely the Chief Officer for Enterprise (also the Chair) and the CEO and Finance Director of MonLife. The Shareholder Committee will be administered through Cabinet to avoid any conflict of interest. There needs to be a different membership serving on the Board and on the Shareholder Committee, as there is a clear danger of conflict if this was not the case. Please see appendix 11 for a more detailed description on recruitment to the Local Authority Trading Company.

3.7 Charity – (MonLife)

- 3.7.1 Monlife will be a Charity. This means that it is outside the Council and is independent from it, existing to fulfil its charitable aims and objectives. The charity will be grant funded by the Council to continue to deliver services on its behalf. The Charity is outside the Council's control however it will be monitored through an agreed performance management framework and provide appropriate reports back to Council.
- 3.7.2 It is anticipated in the process of setting up the charity that the Council will retain the right to appoint two of the Charity's Trustees. As this will amount to an appointment to an outside body, the Council will make these two appointments. It is envisaged that the remaining seven Trustees including the Chair will be recruited from outside the Council by directors of the Charity.
- 3.7.3 The Charity is governed by the Articles of Association and a Grant agreement with the Council. The Charity must abide by charities law which regulate their activities.

3.8 Trading subsidiaries

- 3.8.1 Both the Teckal and Charity will have Trading subsidiaries. Initially these companies will remain dormant. Both Trading subsidiaries will report to their

respective company (Teckal and Charity) and will be governed by the Articles of Association.

3.9 Recruitment of Shadow Boards

3.9.1 To ensure robust, transparent processes for recruitment to the Shadow Boards, it is the intention to place adverts in local papers and promote via the Council's communication channels. All appointments will comply with Nolan's Seven Principles of Public Life (appendix 12), whilst making sure the wide range of skills and expertise required to lead the MonLife group companies will be attracted. It is anticipated that the advertising for Shadow Board members for the Charity, will take place in July with recruitment and selection being undertaken during August and September.

3.9.2 There will be two Boards and one Committee formed. One Board and a Shareholder Committee for the Teckal Company and a board of Trustees for the Charity. Both Trading companies will be represented by directors/trustees from their respective Teckal and Charity boards.

3.9.3 The role of the Council as shareholder is an Executive function. This means that the Shareholder Committee will be the Cabinet, which can only have Cabinet members as voting members.

3.9.4 The board members for the Teckal will be appointed by the Chief Officer for Enterprise. The Shareholder Committee will comprise of Cabinet members. It is anticipated that the following appointments will be made:

Teckal – Shadow Board of Directors – suggested one Council representative, namely the Chief Officer for Enterprise (also the Chair) and the CEO and Finance Director of MonLife.

Shadow Shareholder Committee – this executive function will be undertaken by Cabinet.

Charity - Shadow Board of Trustees – suggested nine Trustees of which, one will be appointed as Chair. There will be two allocated places for Members.

Trading

Subsidiaries Both Boards of the Trading subsidiaries will be selected from a combination of existing directors/trustees from the Teckal and Charity, and new appointments. It is anticipated that there will be two Board members on each Trading subsidiary.

3.10 Governance Documentation

- 3.10.1 The attached draft documentation (appendices 1-12) sets out the Governance arrangements for the MonLife group companies; Draft Articles of Association for Teckal and Charity, Governance framework and Membership of Teckal and Charity Boards; Shadow Boards recruitment process. The Articles of Association and Governance has also been subject to independent professional assurance.
- 3.10.2 Initial discussion will need to be considered and agreement made around the financial remuneration for some board members. There is the intention to pay appropriate travelling expenses.

4. OPTIONS APPRAISAL:

- 4.1 The scale of the future challenge was first recognised in 13/14, when work was commissioned to consider options for future delivery of Cultural Services. Soon after, the scope of this work was widened to include all TLCY services. The whole process has been facilitated by an in-house team following the Welsh Government's five Case Business Model, and informed closely and tested by independent advisors and legal experts. The process has also included full open scrutiny with Members through Seminars, Select committees, Cabinet and Council.

5. REASONS:

- Reassurance has been sought from Members at Audit Committee on the 5th July that the draft Governance arrangements for MonLife are as expected and they are satisfied with the process to date. Reassurance has been given accepting that the documentation will be subject to further clarification and amendment, for example asset leasing arrangements and Council scrutiny process which will ensure that effective governance is in place, providing transparency on the way future decisions are made and evaluated. The final transfer documentation will be subsequently be submitted to Audit Committee and Economy and Development Select Committee, for further scrutiny in September, ahead of final Council consideration in October.
- 5.1 The recruitment of the Shadow Board members will be critical to the establishment of the Heads of Terms agreements, and provide expert, professional support to the interim project lead and MCC Client Officer to ensure that all companies are ready for enactment in the autumn this year.

6. RESOURCE IMPLICATIONS

- 6.1 No specific resource implications to accompany this report.

7. SAFEGUARDING IMPLICATIONS

- 7.1 The ADM will be as committed to ensuring that people living within the County are safe and protected. The workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from

harm. Within the ADM, services will continue to prioritise safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. Employees, volunteers and contractors who come into contact with children or adults at risk in the course of their duties will be expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people. The ADM would seek to continue its representation on the Monmouthshire County Council Whole Authority Safeguarding Group and will ensure compliance with all policies and procedures.

8. CONSULTEES

Audit Committee
Senior Leadership Team
Cabinet

9. BACKGROUND PAPERS

- Appendix 1 Shadow Boards Recruitment process flowchart
- Appendix 2 Draft job description for Shadow Board Director for Teckal
- Appendix 3 Draft job description for Shadow Board Trustees for Charity
- Appendix 4 Draft person specification for Chair of Shadow Board of Trustees for Charity
- Appendix 5 Skills matrix for Shadow Board members
- Appendix 6 Draft Accountability and Governance arrangements for MonLife companies and MCC
- Appendix 7 Draft Articles of Association for MonLife (Charity)
- Appendix 8 Draft Articles of Association of MonLife Trading Ltd
- Appendix 9 Draft Articles of Association of MonLife Plus Ltd
- Appendix 10 Draft Shareholder Agreement
- Appendix 11 Advice re membership of the Board of MonLife Plus Ltd and of the Shareholder Committee relating to MonLife Plus Ltd
- Appendix 12 Nolan's Seven Principles of Public Life

10. FUTURE GENERATIONS IMPLICATIONS

- 10.1 The Future Generations Evaluation for MonLife can be found in Appendix B, the main positive and negative impacts of the proposal are as follows:

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 proposed Alternative Delivery Model 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.

11. AUTHORS:

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**Appendix A
Council**

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	GOVERNANCE ARRANGEMENTS FOR PROPOSED ALTERNATIVE DELIVERY MODEL FOR TOURISM, CULTURE, LEISURE AND YOUTH
Date decision was made:	5th July 2018
Report Author:	Peter Davies / Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?
As a result of this decision a new entity will be established which will deliver Tourism, Leisure, Cultural and Youth Services on behalf of MCC. A new organisation will be formed with new management structure and a shadow board will be appointed to deliver the first year of a business case/plan approved by MCC. Further to this agreed governance and service level agreements will be developed dependant on the nature of the various business and service relationships with MCC and partners. The go live date is currently planned to be December 1 st 2018 so if this decision is reviewed in 12 months the new entity should be fully operational.
12 month appraisal
Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
The set-up and establishment of the organisation and charity, the recruitment of the shadow boards – there is an evaluation framework included in the business plan. The decision to establish a new entity will be measured against timescales suggested for implementation of December 1 st 2018, HR and legal frameworks, performance over the coming years by annual reports where finance, core KPI's and the evaluation/outcome framework will be scrutinised.
12 month appraisal

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

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

There are no specific resource implications associated with this report.

12 month appraisal

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

Any other comments

Appendix B



monmouthshire
sir fynwy

Future Generations Evaluation (Includes Equalities and Sustainability)

<p>Name of the Officer Ian Saunders</p> <p>Phone no: 07876545793 E-mail: iansaunders@monmouthshire.gov.uk</p>	<p>To receive an update and associated draft documents on the ADM</p>
<p>Name of Service: Enterprise including Tourism, Leisure, Culture and Youth</p>	<p>Date Future Generations Evaluation 18th May 2018</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>A prosperous Wales 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>



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>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>
<p>A resilient Wales 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>The Alternative Delivery Model will 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>A healthier Wales 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</p>



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?
		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>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The approval for the formation of an Alternative Delivery Model will ensure the sustainability and growth in these service areas. 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>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The 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>


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>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</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>A more equal Wales 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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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>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 & Art Wales, Visit Wales, Town & Community Council, Youth Offer partnership, Creating Active & 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 ADM 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?
 <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>Engagement is an ongoing continual process. 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>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 ADM along with the Shadow Board 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?
 <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, equality, 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 Performance Evaluation 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

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 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.	n/a	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.
Disability	Any new re-design and development will conform with the Equalities Act.	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

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?
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>

	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	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?

Throughout this process the following documents have underpinned the agreed move to an ADM:

- 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
- Draft Heads of Terms for Teckal and Charity
- Draft Articles of Association for Teckal and Charity
- Shadow Board Paper
- Governance note for Teckal and Charity from Anthony Collins

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.

What are you going to do	When are you going to do it?	Who is responsible	Progress
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Produce and present Strategic Outline Case to Joint Select (SOC)	5 th October 2016	Ian Saunders & Working Group	Complete
Subject to approval Draft Outline Business Case will be developed	October – February 2017	Ian Saunders & Working Group	Complete
Presentation for Senior Leadership Team around the Draft Outline Business Case	26 th January 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Senior Leadership Team	February 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Joint Select	27 th February 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Full Council for approval to progress to full Business Case	20 th March 2017	Ian Saunders & Working Group	Complete
Complete full business case and first draft of Business Plan to present to Cabinet	March – December 2017	Ian Saunders & Working Group	Complete
Subject to approval the ADM group structure will be established	June – August 2018	Ian Saunders & Working Group	
Subject to approval the ADM will go live	1 st October 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.

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>	
4	<i>Completion of update report and associated draft legal and governing documents</i>	<i>June 2018</i>	