

## Mon Life

### Frequently Asked Questions

Monmouthshire County Council are currently exploring options that will enable the sustainability and future longevity of services within Tourism, Leisure and Culture services.

During the autumn of 2016 and 2018, the core team for the proposed new delivery model were invited to attend Community and Town Councils to share information with local councillors and to advise on the processes and proposals presented to MCC elected Members. Local councillors will be able to ask questions to the team members present.

Questions were verbally taken at each meeting. To ensure transparency and to share the questions asked, a list of frequently asked questions are hereby presented under themed headings.

#### Resource and Finances

1.	LA could save money in other areas before looking to spin out these services?	<i>The authority is committed, rightly so, to supporting Education and Vulnerable people as 2 of its priorities. The budget sits substantially in these two areas leaving little resource for other services to continue and thrive. To ensure that local services are sustainable we need to explore alternative models.</i>
2.	How will this save money for the local authority?	<i>The new delivery model will be able to access alternative funding/income from several sources which will enable the authority to reduce subsidy over a period of time therefore saving money.</i>
3.	Will the LA still continue to fund the ADM when budgets are getting smaller?	<i>The local authority and the new delivery model will have a Service Level agreement in place with a Business Plan demonstrating the reduction of subsidy over a period of time from the LA, against the increasing income sourced by the new delivery model</i>
4.	Timescales are unrealistic and putting pressure on current administration	<i>The process has been ongoing for over a 24 month period and has involved the current administration. The current</i>

		<i>administration are supportive of looking at new models and want to ensure that services are sustainable as soon as possible. The timeline fits with the processes required for completion once approval is given through the current and future administration.</i>
5.	What will happen to the assets – will they remain the property of MCC?	<i>Currently we are exploring options around the assets. It is anticipated that assets will remain the property of MCC with a lease in place with the new delivery model for a set period of time</i>
6.	Can you give an example on how you will generate more income that you cannot currently do in house?	<i>Having Charitable status will enable access to grants that we cannot currently access as a statutory body.</i>
7.	What about the implications of Brexit?	<i>There are no foreseeable implications of Brexit within the current timescales.</i>

#### **Community and Community Council role with new model**

8. Will CC's be asked to contribute or precept monies to assist with new model?	<i>We will not be asking for Community councils or Town councils for precept to assist with this new model. We would welcome future collaboration on funding applications to benefit our local communities</i>
9. Why ask CC's as our views are not taken into account as CC make the decisions and local, rural areas suffer as a result	<i>We value all views on this decision as local communities are the main users of these services. We value the close working relationship we have now and wish to develop this in the future so services are provided that meet local need</i>
10. How will we benefit from this new model in a rural community?	<i>Through partnership working we will aspire to develop and grow services to ensure rural areas have access to services that meet local need</i>
11. How will this involve the Community?	<i>We are keen to involve all community service users old and new, to assist us in developing services that are fit for purpose and meet evolving needs</i>
12. How will Community Councils be involved in the future model as have vested interest in local services?	<i>We will regularly engage with local community councils to seek views and opinions on local services and through</i>

	<i>partnership develop and grow local services for the benefit of local communities</i>
13. Would welcome further opportunity to discuss with LA this programme	<i>Visits will be made again in the spring to give local councillors an update on progress and to seek views</i>

### Staffing concerns

14. Will staff be protected and carried over to the new model?	<i>The pay, terms and conditions of employees transferring to the ADM are protected by TUPE legislation which will be adhered to</i>
15. What are the implications for staff?	<i>Staff are the biggest asset we have and are fully engaged in the process to date. It is the intention that all staff will transfer over to the new model with limited disruption to services and posts</i>
16. How involved have the Trade Unions been in the process so far?	<i>Trade Unions have been involved in conversations with HR and the core team for the last 24 months and will continue to do so throughout the transition period</i>

### Services in scope for options presented

17. What services are we talking about here?	<i>Leisure and sports development Youth service Outdoor Education Countryside Tourism Attractions Events Museums</i>
18. Who decided on the services in scope for this new organisation?	<i>The services that are highlighted to move into a proposed alternative delivery model and to secure future sustainability, were proposed through the budget mandate consultations in 2015/16 with the public and senior officers. These services do not have statutory responsibilities through local authority delivery.</i>

<p>19. What would these services look like if you walked in, in the future?</p>	<p><i>Apart from a new logo and branding, we anticipate that the same great service will be available to our community and service users. We will be able to grow our offer and increase services available to communities. We anticipate reinvesting into the assets so our services are fit-for-purpose and offer the optimum service to our communities</i></p>
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### **Models currently being explored**

<p>20. As we are only one of a few in Wales not to have looked at other models, what have you learnt from their processes?</p>	<p><i>We have talked to neighbouring authorities and gathered intelligence from further afield. They have all shared a wealth of knowledge with the team. As well as gathering intelligence on processes they have gone through, we were keen to find out what they would have done differently; what went wrong and what they have had to change since their inceptions. All were keen to express the importance of having the scope to grow services and having more than one model available. Consultation is crucial with users, staff and stakeholders to ensure we have the right model that will accommodate our services and offer longevity.</i></p>
<p>21. Would this model apply to other local authority services– will they be able to join the new model or will they be cut?</p>	<p><i>The new delivery model will be set up to ensure that in the future additional services can be transferred across should the need arise.</i></p>
<p>22. Has the authority got the business skills to deliver a more commercial model?</p>	<p><i>We believe that we have the skills required in many aspects of running a new model using many of our existing staff. Many of the services identified in this new model already operate under a business acumen. When we recognise areas where additional expertise is required we will ensure that this is addressed.</i></p>
<p>23. Will Welsh Government be involved in this decision for an alternative delivery model?</p>	<p><i>Welsh Government have issued guidance to all LA's on setting up of alternative delivery models and are supportive of this approach locally. The decision is that of</i></p>

	<i>the local authority to make rather than WG</i>
24. How will the governance work – what will be the make-up of your members?	<i>The Charity will be serviced by 9 appointed Trustees (2 will be MCC elected members). We will ensure a wide scope of professionals to assist in the running of this new entity. The Teckal as a company of MCC will be overseen by the Chief Officer for Enterprise along with other senior officers and report to Cabinet.</i>
25. The private sector should be an option to run some of the services rather than the LA – have you approached anyone to do this?	<i>If this is an option chosen through the political process then we will investigate further. – No longer applicable.</i>
26. Have all of the options being given the same due process for a decision to be made on which model will be given approval?	<i>Yes all options have gone through the same due process to ensure transparency and fairness on the 4 options presented</i>
27. What is a TECKAL and can you explain the grouping again?	<p><i>The preferred delivery option for the services associated with the Tourism, Culture and Leisure assets is through an Alternative Delivery Model. The model is structured in 3 parts;</i></p> <ul style="list-style-type: none"> <li><i>• Teckal company. – MCC would retain control over services but would allow some limited flexibility for commercial operation</i></li> <li><i>• Charitable trust – this offers financial savings; allows access to funding; is a not for profit organisation as is seen as “ non-commercial” – addresses council key concern</i></li> <li><i>• Trading Company to enable Charitable Trust to take advantage of trading opportunities and reinvest profits back into the Charity</i></li> </ul>
28. What would transforming in house mean?	<i>Transforming in house would mean a remodelling of services identified to realise efficiencies and operate in a streamlined way. This option would also limit access for both capital and revenue</i>

	<i>streams so could potentially see services in the same position in the future and managing decline.</i>
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**Miscellaneous**

<p>29. How will you be able to promote what we do in Monmouthshire?</p>	<p><i>We will aspire to have a dedicated Marketing team with the new delivery model that will put Monmouthshire on the map for local residents and tourists. We value the importance of the wider Monmouthshire tourism offer and will ensure this is enhanced at every opportunity.</i></p>
<p>30. How does this tie in with the work being undertaken as part of the RDP study of non-statutory services in rural areas?</p>	<p><i>The project team will meet with the consultant who is leading on this research to create synergies and share ways of working</i></p>
<p>31. How will you continue to work with Social Care to support our increasing aging population and social care needs?</p>	<p><i>We continue to work with our colleagues in Social Care and Health to assist in the early intervention and prevention agenda which will ultimately lessen the burden on said statutory service in the future.</i></p>