monmouthshire
sir fynwy

County Hall
The Rhadyr
Usk
NP15 1GA

24th February 2015

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Wednesday, 4th March 2015,** at **2.00 p.m.**

AGENDA

1.   Apologies for Absence

2.   Declarations of Interest

3.   Consideration of reports from Select Committees (none).

4.   Wales Audit Office – Financial Position Assessment Monmouthshire County Council (deferred from the meeting held on 4th February 2015-attached)

5.   To consider the following reports (copies attached):

(i)   **CAPITAL BUDGET MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT**
         Division/Wards Affected: All Authority
         Purpose: The purpose of this report is to provide Members with information on the capital forecast outturn position of the Authority at the end of month 9 for the 2014/15 financial year.
         Author: Mark Howcroft – Assistant Head of Finance
         Contact Details: markhowcroft@monmouthshire.gov.uk

(ii)   **WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT**
         Division/Wards Affected: All
         Purpose: 1. To provide Cabinet with an overview of the current strategic risks facing the authority; 2. To seek Cabinet approval of the whole authority risk assessment; 3. To seek approval for the revisions to the risk assessment process.
         Author: Matthew Gatehouse
         Contact Details: matthewgatehouse@monmouthshire.gov.uk

iii) **EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 3 UPDATE**
Division/Wards Affected: All
Purpose: To provide Cabinet with a quarter 3 update on how Council is performing against a set of outcome measures that are important when forming an opinion on the current effectiveness of Council services and the likely year end position.
Authors: Matthew Gatehouse
Contact Details: matthewgatehouse@monmouthshire.gov.uk

(iv) **BUDGET MANDATE 2015/16 – PREPAREDNESS ASSESSMENT**
Division/Wards Affected: All
Purpose: The purpose of this report is to provide Cabinet with an assessment on the preparedness of services to deliver the 2015/16 budget mandates.
Author: Will McLean – Head of Policy and Engagement
Contact Details: nicolawellington@monmouthshire.gov.uk

(v) **IMPLEMENTATION OF COMMUNITY HUBS AND CONTACT CENTRES**
Division/Wards Affected: All
Purpose: To agree the proposals for the implementation of the Community Hubs and Contact Centre, following Councils approval of the budget mandate.
Author: Debra Hill-Howells/Roger Hoggins/Rachel Jowitt
Contact Details: debrahillhowells@monmouthshire.gov.uk/rogerhoggins@monmouthshire.gov.uk/racheljowitt@monmouthshire.gov.uk

(vi) **WHOLE PLACE STRATEGY**
Division/Wards Affected: All
Purpose: To present on behalf of the Place Programme Board, the Whole Place Strategy. The Strategy provides an integrated single framework in which to develop, guide and support delivery of Whole Place Plans which reflect local distinctiveness. Linked to the need for efficient and effective delivery of Whole Place is a need to commission a review of community governance which should be reported to Council upon its conclusion in June 2015.
Authors: Kellie Beirne – Chief Officer, Enterprise
Contact Details: kelliebeirne@monmouthshire.gov.uk

(vii) **MANAGEMENT REALIGNMENT IN REGULATORY SERVICES**
Division/Wards Affected: All
Purpose: To seek Cabinet approval to the proposed realignment of management responsibilities and accountabilities in Regulatory Services, Enterprise and Operations.
Authors: Tracey Harry – Head of Democracy and Regulatory Services
Contact Details: traceyharry@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2014

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

Outcomes we are working towards

Nobody Is Left Behind
- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved
- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation

Our Values

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

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Financial Position Assessment

Monmouthshire County Council

Audit year: 2014-15

Issued: December 2014

Document reference: 735A2014

Status of report

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The team who delivered the work comprised Steve Wyndham, David Wilson and Non Jenkins.

Contents

The Council has generally adequate financial management arrangements but there are some shortcomings that may impact on its ability to deliver its financial plans.

Summary report

Background

1. Good financial management is essential for the effective stewardship of public money and the delivery of efficient public services, and for ensuring authorities' ability to continue to deliver services to meet statutory obligations and the needs of local communities. It will help authorities take the right decisions for the short, medium and long term. Good financial management:

   - is essential to good corporate governance;
   - is about managing performance and achieving strategic objectives as much as it is about managing money;
   - underpins service quality and improvement;
   - is the basis of accountability to stakeholders for the stewardship and use of resources; and
   - is a key management discipline.

2. Managing for the long term is not about predicting the future; it is about preparing for it. Planning involves understanding future demand, assessing the impact of probable changes, reviewing the gaps between funding needs and possible income and developing appropriate savings strategies.

3. An authority's strategic priorities and its financial health should be the basis for deciding what is practicable. Well-considered and detailed long-term financial strategies and medium-term financial plans can ensure the delivery of strategic priorities by enabling appropriate financial choices. Conversely, short-term annual budget planning encourages an incremental and process-driven approach that is too inflexible in a period of rapid external change.

4. During the period May to August 2014, the Wales Audit Office examined authorities' financial position and how they are budgeting and delivering on required savings. This work considered whether authorities have robust approaches in place to manage the budget reductions that they are facing to secure a stable financial position that will enable them to continue to operate for the foreseeable future. The focus of the work was on the 2014-15 financial planning period. In order to inform views on the planning for and successful delivery of budgets, we also considered the track record for the previous financial years 2011-12 to 2013-14. This report details the findings from this work in relation to Monmouthshire County Council (the Council).

5. The work focussed on answering the following question: **Is the authority managing budget reductions effectively to ensure financial resilience?** In this report we set out our conclusions on both the track record and future prospects:

   - **Track record** – whether the Council successfully identified, planned for, and delivered the savings required in the period 2011-12 to 2013-14; and, if there was a shortfall, how was this addressed.
   - **Future prospects** – whether the Council has an effective corporate framework for financial planning, exercises effective financial management and control, has a robust framework for reviewing and challenging financial performance; and

whether the Council has realistic plans to make the savings required for 2014-15 and is taking appropriate steps to deliver them.

7. We have analysed a range of data produced by the authority from published accounts, performance returns to the Welsh Government and the Local Government Data Unit, completed a review of local reports considered by the Council and interviewed a small number of key staff. Our detailed conclusions are set out in Appendix 1 and are based on the extent to which the Council has put in place, and is operating, effective financial management and controls which are supporting it to secure a stable financial position that enables it to continue to operate going forward.

8. Our overall conclusion is that the Council has generally adequate financial management arrangements but some shortcomings were identified that may impact on its ability to deliver its financial plans.

9. We came to this conclusion because we found that:

- The Council has a good track record of operating within budget but:
  – is unable to demonstrate that savings plans prior to 2013-14 have been met as they have not been subject to specific monitoring and review; and
  – some volatility has been identified in the Council's in-year budget projections compared to the final reported out-turn positions.
- The Council has introduced plans and arrangements to deliver savings but there are some weaknesses that need to be addressed to ensure it delivers the savings it needs to make.

The Council has a good track record of operating within budget but is unable to demonstrate that previous years' individual savings targets have been met because of some weaknesses in the budget monitoring arrangements

10. The Council has a good track record of operating within its budget but as savings plans have not been subject to specific monitoring and review during the 2011-12 and 2012-13 periods, insufficient evidence exists to confirm that previously identified savings plans have been delivered.

11. The fact that there were budget underspends during this period provides some assurance that some of the savings were achieved. But other factors also contributed to the favourable year-end positions, in particular better than expected council tax recovery and treasury management performance.

12. In addition, whilst the Council has been successful in operating within its budget for the 2011-12, 2012-13 and 2013-14 financial years the budget monitoring reports during each of the financial years rarely correctly projected the final underspend achieved at out-turn and often projected an overspend position as late as Month 9.

13. Our detailed findings that have informed this overall conclusion are outlined in Appendix 1.

The Council has introduced plans and arrangements to deliver savings but there are some weaknesses that need to be addressed to ensure it delivers the savings it needs to make

14. The Council is on track to establish an effective corporate framework for financial planning and has arrangements in place to identify and deliver savings. However, we have identified some weaknesses that the Council will need to address to ensure it delivers the savings and meets the significant financial challenges that it, along with other authorities in Wales, must face.

15. These weaknesses mainly relate to some improvement areas we have identified concerning the Council's savings plans and income generation arrangements. We have also noted that, based on the latest Medium Term Financial Plan, there is a risk of general balances falling below the prudent level. Our detailed findings upon these areas, and other issues that have informed this overall conclusion, are outlined in Appendix 1.

Proposals for improvement

P1	The Council will need to consider whether it is being unnecessarily pessimistic or overly prudent in its budget monitoring projections or whether it is not correctly capturing complete information in order for it to make a robust estimate of the year-end position.
P2	The Council should introduce an Income Generation Strategy.
P3	Benchmarking should be undertaken with other local authorities in relation to fees and charges.
P4	The Council should further develop the reporting of financial information in conjunction with performance information.
P5	Monthly or bi-monthly monitoring and reporting of the Council's savings plans should be introduced.
P6	The 2014-15 savings plan should be revised to remove the double-counted savings and also reviewed to ensure that no similar errors exist.
P7	The budget-efficiency targets regarding the challenging income and expenditure inflation assumptions should be treated as a saving target and monitored accordingly.

Appendix 1

Detailed findings

This appendix summarises the detailed findings of our review that support, and have therefore informed, the summary conclusions within the main body of this report.

Conclusions on the Council's track record: 2011-12 to 2013-14

Our review has identified that the Council has a good track record of operating within its budget and savings plans have been subject to specific monitoring and review since 2013-14.

For the period 2011-12 to 2012-13, savings areas were identified and service area budgets were reduced by the savings but no arrangements were in place for the Council to separately track and monitor whether the savings were actually achieved or not. The Council's general budget monitoring arrangements together with the fact that budget underspends were achieved during this period provides assurance that some of the savings were achieved but equally other factors (such as council tax and treasury management performance) contributed to the favourable year-end positions.

In addition, whilst the Council has been successful in operating within its budget for the 2011-12, 2012-13 and 2013-14 financial years (ie, the period subject to review) the budget monitoring reports during each of the financial years did not correctly project the final underspend achieved at out-turn. The monitoring reports often projected an overspend position at Month 9 which was reported to Cabinet during March of the relevant financial year. Exhibit 1 below summarises our findings concerning this.

Exhibit 1 : Summary of Revenue budget projections and out-turns 2011-12 to 2013-14

Period	Budgeted Year end Position	Savings	Projected out-turn at Month 6	Projected out-turn at Month 9	Final year-end out-turn
2011-12	£209,000 underspend	£7.5 million	£1,606,000 underspend	£946,000 underspend	£424,000 underspend
2012-13	Nil (balanced budget)	£4.0 million	£452,000 overspend	£267,000 overspend	£419,000 underspend
2013-14	Nil (balanced budget)	£4.3 million	£821,000 overspend	£336,000 overspend	£877,000 underspend

Based upon on a net budget of some £150 million it is clear that budget projections will never be precise. Whilst the difference between the projected Month 9 figures and the final out-turn do not exceed one per cent of the net budget, the difference between Month 6 and out-turn is at times greater than one per cent. Given the challenges facing the Council and the importance of meeting budgets, it is important that the budget projections are as robust as possible in order to support robust financial planning. It is unclear whether the Council has been unnecessarily pessimistic or overly prudent in its projections or whether it is not correctly capturing complete information in order for it to make a robust estimate, during the financial year, of the year-end position.

We understand however that the Council has conducted its own self-evaluation of the budget monitoring work undertaken in 2103-14 and published this in the first quarter monitoring report for 2014-15 in order to identify where improvements can be made.

Conclusion on future prospects

The Council is on track to establish an effective corporate framework for financial planning and has arrangements in place to identify and deliver savings. However we have identified some weaknesses that the Council will need to address to ensure it delivers the savings and meets the significant financial challenges that it, along with other authorities in Wales, must face.

Our detailed findings that have informed this overall conclusion are outlined below and are summarised across each of the specific areas subject to our review.

Strategic Financial Planning

The Council has an effective corporate framework for financial planning including:

- A sufficiently detailed Medium Term Financial Plan (MTFP) exists that covers a rolling four-year period and is subject to regular update and revision.
- Savings proposals are developed in consultation with service Directorates and for the 2014-15 budget setting round:
    - a series of consultation events were held with residents; and
    - Members were provided with detailed proposals showing the merits and potential drawbacks of each saving proposal.
- There are clear links between the Council's improvement priorities, service plans and the budget savings mandates.

Financial Management and Control

We identified that the Council has well-developed budgetary control arrangements that provide a robust framework for reviewing and challenging financial performance. However, risks have been identified in regard to the Council's level and planned use of general reserves and potential opportunities exist to make improvements to the fees and charges arrangements.

General Fund Balances

A minimum prudent level of general reserves has been set by the Council of between four to six per cent of net budget and whilst the current general reserves balance of £7.079 million is within this threshold (4.7 per cent), given the Council's intended use of general reserves there is a risk that this threshold could be breached in 2016-17.

Exhibit 2 below provides a summary of the planned movements on the Council's general fund reserves and their closing balances per the latest MTFP at the time of our review.

Exhibit 2 : The Council's planned use of General Reserves

Period	Opening Balance	Use of / (contribution to)	Closing Balance
2014-15	£7.079 million	£0.296 million	£6.783 million
2015-16	£6.783 million	(£0.705 million)	£7.488 million
2016-17	£7.488 million	£1.243 million	£6.245 million
2017-18	£6.245 million	£(0.847 million)	£7.092 million

The Council, according to the MTFP, plans to use £834,000 (net) of its general reserves over the period 2014-15 to 2016-17 which will result in a closing general reserves balance of £6.245 million as at 31 March 2017. Given a net budget of £149 million this level of reserves, at 4.2 per cent, is marginally within the prudent level established by the Council and is dependent on the planned £705,000 contribution to the general fund during 2015-16. The probability of this contribution occurring is threatened by the latest settlement figures being proposed by the Welsh Government, which will put even greater strain on the Council balancing its budget over the coming years and therefore being able to operate within its reserve levels.

The MTFP is subject to ongoing review and revision to reflect changing circumstances and the reserves position will need to be closely monitored as part of this exercise.

Income Generation and Charging

We have identified that there is scope to improve the Council's arrangements in relation to income generation and charging:

- The Council does not have an income generation or charging strategy.
- No recent widescale benchmarking has been undertaken in relation to fees and charges with other local authorities. As the last benchmarking exercise identified that the Council was charging comparatively low cemetery fees which resulted in these fees increasing, there appears to be merit in undertaking a similar exercise again.

Financial Governance

Our review has identified that the Council has established a variety of measures to facilitate the effective review and challenge of financial performance, including:

- the Council has completed a significant level of work to assess the funding gap over the MTFP period and has undertaken widespread consultation within service areas, with the public and with Members to assess potential solutions to bridge the gap and to identify and discuss 36 savings areas;

- budget monitoring reports are compiled and reported to the relevant service Select Committees and, in aggregate, to Cabinet regularly during the financial year; and

- the delivery of the savings plans has been subject to monitoring and review since 2013-14 and arrangements are in place to track and report the delivery of the individual/approved saving mandates.

However, although many positive aspects of financial governance are in place, and some output based data is included in the budget monitoring reports, there remains scope to further improve the arrangements by further integrating the reporting of financial information in conjunction with performance information.

Current Savings Plans

In most cases the Council has made realistic plans to make the savings required for 2014-15 and is taking appropriate steps to deliver them. However a number of issues and weaknesses have been identified:

- Whilst monitoring and reporting arrangements regarding the delivery of the Council's Savings Plans are now in place, quarterly monitoring to Members is not considered to be sufficiently regular. The savings plan is only updated and reported on a quarterly basis and as at the start of August 2014 the savings position compiled and reported during May 2014 had not been updated.
  Given that the savings plans are key to the Council's ability to meet its budget and, by their nature, are vulnerable to not being achieved, more regular monitoring and reporting arrangements should be in place. In total, of the 2014-15 savings target of £5.453 million, the early indications as at May 2014 suggest that £124,000 will not be achieved and a further £820,000 is subject to slippage.

- A saving of up to £50,000 has been double-counted in 2014-15 in that HR has budget savings around sickness absence and reduced overtime which have been included as a reduction in service budgets as 'staffing efficiencies'. However, Adult Social Care also has its own sickness absence saving which duplicates the HR savings proposal. Whilst this saving has been double-counted we understand that Directorates are required to work within their budget and where a saving area cannot be delivered then an alternative needs to be identified.

- A number of assumptions have been used in constructing the 2014-15 budget and whilst in most cases these are reasonable the one per cent expenditure and 2.5 per cent income assumptions concerning inflation were not realistic. It is recognised that this was intentional in that these assumptions were essentially being used as

efficiency/savings targets for service areas. Although these savings are monitored through the Council's standard budget monitoring arrangements they are excluded from the savings plans and the associated monitoring arrangements. As a result uncertainty exists as to whether these targets are actually being achieved.

- Various cost pressures have been identified within the Council's MTFP in determining the funding gap of £20.7 million over the 2014-15 to 2017-18 period. Some of the more significant pressures were examined as part of our review, including the pressure relating to 'Pension Auto-enrolment' which had been costed at £931,000 in 2016-17 and £1.005 million in 2017-18. However, it has been identified that the timing of this pressure had been mis-stated and it should have been included within the MTFP from 2017-18 only. No liabilities will arise on the Council during 2016-17 as the Council is not introducing auto-enrolment until the 2017-18 financial year. This timing error has been corrected by the Council.

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SUBJECT	**CAPITAL BUDGET MONITORING 2014/15** **MONTH 9 OUTTURN FORECAST STATEMENT**
DIRECTORATE	**Chief Executive's Unit**
MEETING	**Cabinet**
DATE	**4th March 2015**
DIVISIONS/WARD AFFECTED	**All Authority**

1.   PURPOSE

1.1   The purpose of this report is to provide Members with information on the capital forecast outturn position of the Authority at the end of month 9 for the 2014/15 financial year.

2.   RECOMMENDATION

2.1   That Members consider the position concerning 3rd quarter capital monitoring with a revised budget of £16.1 million, month 9 spending of £8.2 million and forecast spend of a further £7.7million in last 3 months of financial year, to derive an outturn underspend of £187,000.

2.2   That in light of previous concerns about the level of progress with capital projects that Cabinet considers the slippage levels of £9.1 million identified in Appendix 1, and

- accepts slippage proposals totalling £8,159,000 subject to final outturn position being confirmed
- de-prioritises schemes totalling £771,000 whose funding is of a general nature subject to final outturn position being confirmed:

Property Maintenance Schemes	£185k
Infrastructure Schemes	£218k
ESR Access for All	£136k
General Access for All	£200k
RDP	£ 16k
Cemeteries	£ 15k

- Refers ICT schemes totalling £195,000 whose funding is from the IT transformation reserve to the Digital Board for them to consider whether the scheme should be decommitted or slipped as appropriate in the light of other pressures on the IT transformation Reserve

2.3   That Cabinet seek confirmation that practice designed to mitigate the level of slippage going forward in future years will be improved such as:

- Ensuring that capital schemes are planned before the beginning of the financial year so that spend can take place in the better weather rather than risk being deferred due to inclement weather later in the year

- Ensuring that there is clear agreement of interested parties as to what is being delivered, that any other funding streams brought to the project by third parties is confirmed, and that the project can progress significantly in the year the budget is requested to be profiled.
- Ensuring that project managers more carefully consider the plans to complete their schemes and estimate realistic timescales for completion so that budgets can be more accurately profiled

2.4   Utilises in part the £771,000 scheme decommitment above to fund the £395,000 new capital priorities of the 2015-16 budget report as per para 3.2.9 and unfinanced additional expenditure of £87,000 manifest at month 9 as per para 3.4.3 subject to final outturn position.

3.   MONITORING ANALYSIS

3.1   **Capital Position**

3.1.1   The summary Capital position as at month 9 is as follows

Select Portfolio	Annual Forecast	Slippage B/F plus Budget 14-15	Budget Virements & Revisions since last quarter	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	Revised Budget 2014-15	Annual Overspend / (Underspend) Month 9	Annual Overspend / (Underspend) Month 6
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Young people	7,006	13,084	6	13,089	6,082	7,008	(2)	(55)
Adult	274	259	14	273		273	1	29
Economy & Development	280	814		814	517	297	(18)	(92)
Stronger Communities	8,319	14,326	(3,313)	11,013	2,527	8,487	(168)	(140)
Grand Total	**15,878**	**28,483**	**(3,293)**	**25,190**	**9,125**	**16,065**	**(187)**	**(258)**

3.1.2   Revisions to the capital programme during the last quarter reflect combined property maintenance virements of £20,000 in CYP and Adult Select with a compensatory reduction in Stronger Communities select area, and a £106,000 addition to Sc106 Monmouth Development scheme and £34,000 additional Road Traffic Capital Grant scheme and the anticipated realignment of Abergavenny Library budget into alternate scheme in future year, subject to a separate report to Council on 26th February 2015.

3.1.3   The extent of progress and level of spend incurred has been questioned in each of the quarterly monitoring reports. Managers report collectively that they will spend £7.7m in the last 3 months of year, when they only spent slightly more than this over the first 9 months (net £8.2m).   There is a risk that this will not materialise as only £3.8 m was spent between month 6 and 9 and the commonly inclement January to March weather is likely to introduce further risk that schemes have to be delayed.

3.2   Proposed Slippage to 2015-16

3.2.1   The forecast outturn presumes £9.1 m slippage, an increase of £3.5m since month 6 and whilst 21c schools initiative remain more significant aspects of it, there are a number of schemes that evidence limited activity for in excess of 12 months and appear pretty historic in nature.

3.2.2   Examination of requested slippage proposals has focussed on schemes where,

- there has been little or no progress in 12 month,
- the level of expenditure incurred this year has been less that in year budget and slippage brought forward, to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archeological considerations, planning considerations not yet satisfied or where little or no explanation of the reason for the slippage is given.

3.2.3   Appendix 1 indicates slippage requested by managers, alongside progress narratives, spending activity over the year, whether the budget has slipped forward from previous years and an indication of how the particular capital project is financed to recommend whether the slippage should be approved

3.2.4   The analysis indicates £9.1 million slippage proposed by managers, on presumption that Abergavenny Library situation has been confirmed and agreed by Council in the intervening period.

3.2.5   Of this £8.1million reflects schemes of an active nature, and where a use of slippage is recommended.

3.2.6   Conversely £771,000 worth of schemes exhibit limited progress.

In summary this is represented by the following breakdown:

Property Maintenance Schemes   £185k
Infrastructure Schemes   £218k
ESR Access for All   £136k
General Access for All   £200k
RDP   £ 16k
Cemeteries   £ 15k

3.2.7   It is recommended to de-commit these schemes. This will effectively create an underspend on the budget and subject to confirmation at outturn will be used as follows:

- to offset any emerging overspends forecast as £87,000 and subject to confirmation at the year end
- to fund the additional priorities for the 2015-16 capital programme as recently highlighted in the capital budget report,

"These schemes are assessed as being of a higher priority than schemes currently included in the programme. This relates to the following schemes:

- *Community Hubs – £300k capital investment required to achieve revenue budget savings and create the Hubs in Caldicot by creating the Hub in the existing Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating the Hub in the building with the Youth service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the Library.*
- *Rights of way issues – current allocation of £40k to be increased by £30k to enable some mitigation measures to be undertaken*
- *Monmouth sports ground - £25k required to ensure the drainage meets all statutory requirements*
- *Caldicot castle kitchen - £40k to bring kitchen up to date and comply with environmental health requirements to enable income targets to be met*

The schemes above are considered of sufficient priority that they need to be funded, however they are not self-financing. All possible sources of external funding will be explored, however if this is not forthcoming it is proposed that any underspends in 2014/15 are carried forward and used for these priority schemes. In the absence of both of these funding streams it is proposed that the following budgets in 2015/16 are reduced to provide the required funding in order for these schemes to go ahead:

£136k from Property maintenance
£159k from Infrastructure maintenance
£100k from County farms maintenance

The impact on these capital budgets means that refurbishment and maintenance works to highway infrastructure, property and county farms will be curtailed."

3.2.8   The remaining possible headroom created could present a number of options to Members as follows:

- to bank as an underspend, reducing the pressure on the revenue budget.
- to be held as a source of headroom to facilitate any capital investment required to deliver further revenue savings in the MTFP
- to reconsider the issues and pressures previously presented in the attached Appendix 2

3.2.9   There is a further category of de-commitment proposed, which due to the specialist IT nature of funding, isn't readily transferrable to alternate schemes. These schemes need to be reconsidered by the Digital Board once timely spending can be guaranteed, that the nature of the works/costs is explicit, that impediments to progress have been resolved, and agreement confirmed with interested parties. The category of de-commitment totals £194,000 IT transformation reserve funded.

3.3   Outturn

3.3.1   The capital programme for 2014-15 evidences a forecast underspend of £187,000, largely the consequence of,

Children and Young People – underspend in SIMS development costs (£5,000) compensating for overspend in Property Maintenance costs (£3,000)

Adult – overspend in Property Maintenance cost at Mardy Park (£1,000)

Economy & Development – net underspend (£18,000) in development schemes compensating for legal costs incurred in successfully defending the Council practice in Abergavenny regeneration project. Colleagues are exploring whether and to what extent the Council could reclaim our legal expenses.

Stronger Communities – net underspend of £168,000, predominantly the effect of an underspend of £207,000 against an abortive highways scheme which ultimately isn't a net underspend as it's financing will need to be returned to Welsh government, underspends on IT projects totalling £36,000, net savings of £4,000 in property maintenance costs (compensating for property maintenance cost overspends in CYP and E&D), £17,000 underspend on maintenance to County Farm portfolio, which mitigate an overspend to the 3g pitch project and surrounding ground condition issues of combined £83,000 (subject to a separate report to March Cabinet meeting), miscellaneous overspends of circa £9,000, and an overspend of £5,000 in respect of old" County Hall which would be funded 50:50 funded with Torfaen County Borough Council.

Given the return of transport grant and part funding of old County Hall costs by TCBC, Stronger Communities capital schemes more transparently indicate a £37,000 overspend for the reasons described above.

Whilst there are forecast over and underspends in respect of Property maintenance across Select areas, traditionally property maintenance have been viewed collectively and overall exhibits a balanced position.

3.4   Capital Financing and Receipts

3.4.1   Given the anticipated capital spending profile reported in para 3.1.1, the following financing mechanisms are expected to be utilised.

Financing Stream	Annual Forecast Financing	Approved Slippage B/F	Original Budget	Budget Virements & Revisions	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Adjusted Budget	Increased / (Reduced) Financing	Comments
Supported Borrowing	2,420		2,420		2,420		2,420	0	
General Capital Grant	1,473		1,473		1,473		1,473	0	
Grants and Contributions	2,481	53	1,246	4,348	5,647	2,962	2,685	-204	An underspend on specific grant funded schemes of £207,000 offset by an increased contribution due from TCBC in the event that the forecast overspend on County Hall demolition
S106 Contributions	422	556		527	1,083	661	422	0	
Unsupported borrowing	5,036	6,710	3,492	91	10,294	5,257	5,037	-1	
Earmarked reserve & Revenue Funding	407	656	0	231	887	439	448	-41	Underspends on ICT schemes
Capital Receipts	4,400	2,957	1,707	2,095	6,759	2,260	4,499	-99	County Farms maintenance and reinvestment & RDP schemes are forecast to underspend by £17,000 and £75,000 reducing the need to call on capital receipts.
Low cost home ownership receipts	52	60			60	8	52	0	
Unfinanced	158				0		0	158	Overspends on the 3G pitch Caldicot (£71,000), Abergavenny Regeneration (£57,000), Caldicot School Drainage (£11,000), County Hall replacement (£7,000), County Hall demolition (£2,500) and other small scheme variances (£10,000)
Grand Total	**16,849**	**10,992**	**10,338**	**7,292**	**28,623**	**11,587**	**17,036**	**-187**	

3.4.2   The effect of slippage and underspends identified above are anticipated to predominantly delay the need to access unsupported borrowing and capital receipts.

3.4.3 There will be a need to identify funding for £158,000 worth of overspends that are currently unfinanced. The sc106 aspect element on 3g pitch will be subject to a separate report for funding consideration, and whilst the remaining balance (£87,000) would normally involve a recommendation about additional capital receipts usage or borrowing. There would still be an anticipated net surplus resource created by the decommitment of historic schemes identified in para 3.2.6 despite proposing in the first instance to use this capacity to support the new priorities in the 2015-16 totalling £395,000.

3.5   Useable Capital Receipts Available

3.5.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2014/18 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Balance b/f 1st April	7,854	15,423	11,782	21,205
Receipts forecast to be received in year as 2014/18 MTFP	21,165	13,556	4,000	2,000
Increase / (decrease) in forecast receipts forecast at month 9	(10,170)	(2,881)	21,200	0
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	0	(10,452)	0
Less: Receipts to be applied	(3,429)	(1,930)	(76)	(538)
Less :21C Schools programme	(0)	(12,391)	(5,252)	(11,207)
TOTAL Actual / Estimated balance c/f 31st March	**15,423**	**11,782**	**21,205**	**11,464**
TOTAL Estimated balance reported in 2014/18 MTFP Capital Budget proposals	**14,062**	**26,923**	**30,851**	**32,317**
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	**1,361**	**(15,141)**	**(9,645)**	**(20,853)**

3.5.2 The Council has agreed to the inclusion of 21c schools initiative within the capital programme. This relies on utilising £29 million receipts during this next 4 year MTFP window, and a further £600,000 in 2018-19. Consequently the balance of capital receipts available during

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this MTFP window has reduced compared to the original 2014/18 MTFP predictions due to the anticipated resourcing of the 21st Century Schools programme.

3.5.3   Despite changes in the timing of individual receipts, which remains a risk to the Council to ensure it has sufficient receipts to fund its expenditure aspirations in the years necessary and avoid temporary borrowing costs, the balance of capital receipts available to fund capital expenditure, at the end of this next MTFP window has been revised to circa £11 million, as a consequence of additional receipts predominantly LDP related.

4   REASONS

4.1   To identify the progress with capital projects and improve the timely utilisation of resources.

5   RESOURCE IMPLICATIONS

5.1   As contained in the report.

6   EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

6.1   The decisions highlighted in this report are reviewed in the attached EQIA.

7   CONSULTEES

Strategic Leadership Team
All Cabinet Members
All Select Committee Chairman
Head of Legal Services
Head of Finance

8   BACKGROUND PAPERS

8.1   Month 9 monitoring reports, as per the hyperlinks provided in the Select Appendices

9   **AUTHORS**

Mark Howcroft – Assistant Head of Finance

10   **CONTACT DETAILS**

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Appendices

Appendix 1   Slippage analysis
Appendix 2a   Major capital pressures
Appendix 2b   Issues List
Appendix 3   Strong Communities Select Committee portfolio position statement
Appendix 4   Economy and Development Select Committee portfolio position statement
Appendix 5   Adult Select Committee portfolio position statement
Appendix 6   Children and Young People Select Committee portfolio position statement

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Proposed Slippage Analysis and Recommendation   **Appendix 1**

1.1   Managers combined advocate the following budgets to be carried forward into 2015-16.

1.2   The majority of which is sensible to slip forward as it is an extension of existing work that is demonstrable, however there are a minority of schemes, where

- there has been little or no progress in 12 month, and the budget has slipped forward from a previous year
- the level of expenditure incurred this year has been less that in year budget and slippage b/fwd., so I'd propose taking the opportunity to realign the budget to more realistic level,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archeological considerations, planning considerations not yet satisfied or where the manager hasn't evidenced in the progress narrative why this should be slippage rather than an underspend.

1.3   Officers of the Capital Working Group, who act as representatives for their Directorates and services, have been engaged with intentions. To date no adverse feedback has been volunteered to specific proposals and the general reaction is it would be sensible to review historic schemes to consider whether they still exhibit a strategic relevance for the authority, particularly in an environment where new schemes have to demonstrate that they are either self-funding or that new priorities displace existing schemes within the programme.

	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Children & Young People Select Portfolio								
New Monmouth Comp – 21c Schools	511,000	0	2,740,000	2,229,000	2,229,000			
New Caldicot Comp – 21c Schools	478,000	0	3,211,000	2,733,000	2,733,000			
ESR: Access For All	27,380	127,380	177,380	150,000	14,000	136,000		£14k of ESR receipts. General element recyclable
New School Caldicot Green Lane Site	25,000	50,000	50,000	25,000	25,000			
New Thornwell Primary	656,782	598,037	690,037	33,255	33,255			
Monmouth Comp – 21C Feasibility	426,133	839,133	839,133	413,000	413,000			
Caldicot Comp – 21C feasibility	463,063	863,063	863,063	400,000	400,000			
Economy & Development Select Portfolio								
Brewery Yard Development	10,000	12,500	12,500	2,500	2,500			
Replacement Cattle Market	28,325	226,325	226,325	198,000	198,000			
Caerwent House, Major Repairs	0	300,000	300,000	300,000	300,000	0		Self financing CPO
Rural Development Plan for Wales	0	6,430	6,430	16,181		16,181		This usage of slippage is not strictly in the conditions of the RDP grants but is MCC funded so could be recycled

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	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Stronger Communities Select Portfolio								
Proposed New Abergavenny Library	0	3,433,302	3,433,302	0	0			
County Farms Fixed Asset Disposal Costs	7,600	20,899	20,899	7,000	7,000			
Non County Farms Fixed Asset Disposal Costs	60,781	224,116	394,116	335,335	335,335			
Access For All	203,605	223,619	473,619	270,014	70,014	200,000		MCC funding
Ifton Common Sewerage Treatment Plant	0	10,070	10,070	10,070	10,070			
Area Management (Combined)	15,000	15,725	35,725	20,725	20,725			
Cemeteries Investigations	953	15,907	15,907	14,954		14,954		MCC funding
PV Scheme - Usk Primary	0	29,334	29,334	29,334	29,334	0		This is borrowing taken out for specific schemes. Interest/mrp on borrowing is paid for by service from income from panels when in use. Can not be taken for other scheme. If scheme could not go ahead this would have to be removed from program and budget vired back to service.
Car Park Granville St & Wyebridge St	0	200,000	200,000	200,000	200,000	0		This comes from Invest to redesign reserve - as Cabinet report 27/9/2012 so would have to go back to that reserve if not spent. (Although could then reuse reserve)
Signing Upgrades And Disabled Facilities	0	51,250	91,738	91,738		91,738		MCC funding
Implementation & Review Of TRO's	0	10,250	18,348	18,348		18,348		MCC funding
Parking Studies	0	31,779	39,877	39,877		39,877		MCC funding

	Annual Forecast	Approved Slippage B/F	Total Approved Budget	Provisional Slippage identified by managers	Recommended Slippage	Budgets proposed to be de-committed to provide headroom for Cabinet to consider alternate priorities	Budgets proposed to be de-committed, where financing usage is restrictive and not recyclable to alternate general schemes, to be brought back for Cabinet endorsement once scheme, need and cost has been reviewed	Funding aspect
Magor & Undy Community Hall	0	49,846	32,346	32,346	32,346	0	0	S106
Multi Use Games Area Bayfield Open Space	0	70,470	70,470	70,470	70,470	0	0	S106
S106 – Recreation Croesonen	0	40,000	40,000	40,000	40,000	0	0	S106
S106 - Llanfoist and Llanwenarth Ultra	23,000	141,052	141,052	118,052	118,052			
S106 – Church Road Caldicot – Offsite Rec	32,494	70,619	70,619	38,125	38,125			
S106 - Pedestrian Improvement RE Land off Sudbrook Road	0	28,334	28,334	28,334	28,334			
S106 - Croesonen Infants Site, Abergavenny	0	23,374	23,374	23,374	23,374	0	0	S106
S106 – Combined 3 Monmouth Developments	129,250	0	439,574	310,324	310,324			
Slippage excluding Property Services	3,576,276	8,504,031	15,760,999	8,739,715	7,959,015	586,012	194,688	
Property Services Maintenance **Stronger Communities Select Portfolio**								
Penyrhiw - improvements to treatment plant	0	62,335	62,335	62,335		62,335		MCC funding
Passenger Transport - Repair path & resurface yard	0	0	6,810	6,810		6,810		MCC funding
Various - Safety Glazing film works	23,876	0	28,375	4,499	4,499			
Chepstow LC - repair/repl timber cladding to sports hall	0	0	11,350	11,350		11,350		MCC funding
Slaughterhouse Arches - Continue Stonework repairs & repointing	350	0	28,375	28,025	28,025			
Abergavenny LC - Replace CHP Plant	0	0	79,450	79,450		79,450		MCC funding
Chepstow LC - Replace CHP plant, Flues. Heat curtain to entrance	2,153	0	96,475	94,322	94,322			
Property Services								
Thornwell Primary - Re-render panels	188	25,000	25,000	24,812		24,812		MCC funding
Trellech Primary - install biomass boiler	5,970	0	79,450	73,480	73,480	0		MCC funding

Indicative Major Capital Pressures   **Appendix 2**

Strong Communities Select Committee Portfolio Position Statement   **Appendix 3**
Position Statement and Prospective Scrutiny Points

1.   Capital Outturn Forecast

1.1   The capital budget has been revised to £8,487,000 from £10,037,000. This was made up of £6,235,000 2014-15 allocation, £7,192,000 slippage from 2013-14 (although £3,433,000 relates to the new library provision and is anticipated to slip again into 2015-16). The budget has been increased between October and December by £120,000 on the previous revisions reported of £899,000 but does also reflect the proposed realignment (subject to separate report) of Abergavenny Library resource to future years. These latest revisions comprise

	£'000
Monmouth Development Sc106	106
Additional Road Traffic Capital Grant to supplement works	34
Reduction in property maintenance (virements to other Select areas, nil effect overall)	(20)
Total	120

1.2   The budget exhibits a net reduction since month 6 due to the net increase in slippage being higher than increase in revisions. Slippage is proposed to increase by £1,671,000 to £5,960,000 and comprises

	Month 9 £'000	Month 6 £'000
Abergavenny Library (subject to separate report concerning decommitment)	0	3,433
Fixed asset disposal	342	146
Access for all scheme	270	120
Infrastructure repairs	287	30
IT systems	297	92
Section 106 schemes	661	468
Development Schemes	75	
Granville St & Weybridge St Car Parks	200	
County Farms maintenance	100	
Low cost home ownership	8	
Property maintenance	287	

Total	2,527	4,289

1.3 At the start of 2014-15 the Council accrued for £890,000 worth of work completed but not invoiced, as at the end of month 9 it had incurred only £4,493,000. As communicated previously during quarterly monitoring this wouldn't normally be a profile that would indicate full spending by the end of the year, a symptom of which being the need to report increasing slippage as the year progresses.

1.4 The outturn forecast exhibits a net underspend of £168,000, however £207,000 of this relates to a transport grant scheme not progressing which was highlighted at month 6 and for which we will need to repay WG grant so there isn't a saving that can be offset against other schemes in reality. So the more transparent position is an overspend of £39,000, predominantly the effect of overspends to 3g project and related drainage works in vicinity which exhibits a combined pressure of £83,000, which will be subject to a separate report to March Cabinet committee. There are some other minor overspends caused largely by retentions being larger than remaining budget for a minority of schemes which have been offset by savings in IT scheme spend (£34,000), fixed asset disposal costs (£4,000), county farms maintenance (£17,000) and property maintenance (£4,000).

2.   **Supporting Financial Monitoring Workbooks (ctrl click to access)**

Capital monitoring Qtr 2

Economy & Development Select Committee Portfolio **Appendix 4**
Position Statement and Prospective Scrutiny Points

1. **Capital Outturn Forecast**

1.1 The capital budget for the year is £297,000, a reduction on £732,000 budget reported at month 6, caused by £517,000 slippage reported by managers which wasn't evident at month 6. The original budget was made up predominantly from slippage brought forward from 2013-14 and £82,000 worth of in year revisions reported previously in respect legal costs incurred in relation to abergavenny regeneration. These costs have increased by a further £57,000 since month 6. The Council has successfully defended the claim and officers are considering whether, and to what extent such costs could be transferrable to the plaintiff.

1.2 At the start of 2014-15 the Council accrued for £232,000 worth of work completed but not invoiced in respect of cattle market commissioning. As at the end of month 9 it had incurred only £195,000, and only £2,000 related to the cattle market. As communicated previously during quarterly monitoring this wouldn't normally be a profile that would indicate full spending by the end of the year, a symptom of which being the need for managers to report increasing slippage as the year progresses.

The £517,000 slippage relates to

	Month 9 £'000	Month 6 £'000
Cattle market	198	
Brewery Yard retentions	3	
Caerwent House	300	
Regional development plan work	16	
Total	517	

2. **Supporting Financial Monitoring Workbooks (ctrl click to access)**

Capital monitoring Qtr 2

Adult Select Committee Portfolio   **Appendix 5**
Position Statement and Prospective Scrutiny Points

1.   Capital Outturn Forecast

1.1   The capital budget for the year is £273,000. There was no slippage from 2013-14, and is predominantly relates to upfront funding of Swift software replacement of £200,000 which will ultimately be funded from IT licence revenue savings within SCH.

1.2   At the start of 2014-15 the Council accrued for £3,000 worth of work completed but not invoiced. As at the end of month 9 it has incurred £155,000 cost. Managers forecast an outturn spend that exhibits negligible variance to the budget.

2.   Supporting Financial Monitoring Workbooks (ctrl click to access)

Capital monitoring Qtr 2

Children and Young People Select Committee Portfolio   **Appendix 6**
Position Statement and Prospective Scrutiny Points

1. Capital Outturn Forecast

1.1 The capital budget for the year is £7,008,000, a reduction on £12,252,000 reported at month 6. This was made up of £4,044,000 2014/15 allocation and £3,067,000 slippage from 2013/14 and revisions of £5,978,000 (an increase of £6,000 on month 6 levels and due to property maintenance virements).

1.2 The budget exhibits a net reduction since month 6 due to the net increase in slippage being higher than increase in revisions. Slippage is proposed to increase by £1,299,000 to £6,081,000 and comprises

	Month 9 £'000	Month 6 £'000
21 c schools feasibility	813	751
21 c schools build	4,962	3,951
Access for all scheme	150	80
Thornwell school works	33	
Green Lane school works	25	
Property maintenance	98	
Total	6,081	4,782

1.3 At the start of 2014/15 the Council accrued for £509,000 worth of work completed but not invoiced. As at the end of month 9 it had incurred only net £3,571,000. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are confident to predict a forecast outturn that accords with reduced budget but this still necessitates a spend of £3,435,000 in the last 3 months of the year.

2. Supporting Financial Monitoring Workbooks (ctrl click to access)

Capital monitoring Qtr 2

The "Equality Initial Challenge"

Name: Mark Howcroft Service area: Central Finance Date completed: 12th February 2015		Please give a **brief description** of what you are aiming to do. **This proposal seeks to evaluate the effect of decomitting slippage sums totaling £771,000, and reversions to IT funds of £195,000**	
Protected characteristic	Potential **Negative** impact Please give details	Potential **Neutral** impact Please give details	Potential **Positive** Impact Please give details
Age		Neutral	
Disability		Certain schemes pertain to accessibility initiatives. These schemes tend to be generic in nature to be available during the year as the need arises. There is no perceived disadvantage as the resources have remained unused, and where there was activity it has been insufficient even to utilize the in year allocation, so slippage at the end of the year is actually greater than brought forward. Undertaking this housekeeping will allow the capital programme projects to remain at realistic levels and encourage timely spending. The proposal is designed to allow Members a degree of flexibility to consider evolving capital priorities, and it may be that these have a protected characteristic to it, but there is nothing precluding schemes from being refreshed and volunteered for re-introduction by	

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		service managers.	
Marriage + Civil Partnership		Neutral	
Pregnancy and maternity		Neutral	
Race		Neutral	
Religion or Belief		Neutral	
Sex (was Gender)		Neutral	
Sexual Orientation		Neutral	
Transgender		Neutral	
Welsh Language		Neutral	

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Please give details about any potential **negative Impacts.**	How do you propose to **MITIGATE** these **negative impacts**
➢	➢
➢	➢
➢	➢
➢	➢

Signed   Mark Howcroft   Designation   Assistant Head of Finance (Deputy S151 Officer)
Dated   12th February 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Consideration of 2014-15 slippage	Central Finance
Policy author / service lead	**Name of assessor and date**
Mark Howcroft	M. Howcroft, 12/2/15

1.What are you proposing to do?

To review slippage levels volunteered by service managers

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way?   If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Signed **M Howcroft…** **Designation…Asst Head of Finance (Deputy S151 officer)** **Dated** **12/2/15**

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The "Sustainability Challenge"

Name of the Officer completing "the Sustainability challenge" Mark Howcroft	Please give a **brief description** of the **aims** proposed policy or service reconfiguration **Review of slippage proposed by service managers at mth 9.**
Name of the Division or service area **Central Finance**	**Date** "Challenge" form completed **12/2/15**

Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE			
Ensure that more people have access to healthy food		No effect	
Improve housing quality and provision		No effect	
Reduce ill health and improve healthcare provision		No effect	
Promote independence		No effect	
Encourage community participation/action and voluntary work		No effect	
Targets socially excluded		No effect	

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Help reduce crime and fear of crime		No effect	
Improve access to education and training		No effect	
Have a positive impact on people and places in other countries		No effect	
PLANET		No effect	
Reduce, reuse and recycle waste and water		No effect	
Reduce carbon dioxide emissions		No effect	
Prevent or reduce pollution of the air, land and water		No effect	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No effect	
Protect or enhance visual appearance of environment		No effect	
PROFIT			
Protect local shops and services		No effect	
Link local production with local consumption		No effect	

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		No effect	
Improve environmental awareness of local businesses		No effect	
Increase employment for local people		No effect	
Preserve and enhance local identity and culture		No effect	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No effect	
Increase and improve access to leisure, recreation or cultural facilities		No effect	

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➤	➤
➤	➤
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

N/A

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

N/A

Signed   M. Howcroft   Dated   12/2/15

Appendix 2a - Major Capital Pressures

Description of Pressure	Forecast Cost
The major review of the waste Mgt and recycling service is ongoing and will report in late Winter 2014 to Members with a proposal to delay revisions to the service until further analysis has been done. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.	2,100,000
Monmouth Community Amenity site upgrade - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.	2,000,000
Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.	80,000,000
Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.	5,000,000
Backlog on highways structures including old culverts, bridges and retaining walls. With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.	12,700,000
Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Detailed estimates will be available Jan 2015. The bridge is currently under special management measures and inspection. Repair/ reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles.	2,500,000
Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.	25,000,000
Disabled adaptation works to public buildings required under disability discrimination legislation.	7,600,000
Maintenance and H&S works to historic buildings. Little progress has been made to date as the only budget available is the already overstretched capital maintenance programme. Without remedial works, Health and Safety risks become higher, long term maintenance costs become higher and potential revenue is lost from e.g. tourism, bookings, exhibitions, use of the locations for large events i.e. Food festival. CADW and landlords could force authority to carry out emergency repairs.	4,000,000

School Traffic Management Improvements at Castle Park and Durand Primary Schools - based on works carried out on similar buildings.	5i	450,000
Refurbishment of all Public Toilets		250,000
Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals in incurred, possibly causing disruption to the education process.		400,000
Remedial works to deal with Radon gas issues. Once the surveys are completed, where high levels of radon gas are established action has to be taken. Without this action, buildings will need to be closed and costs may be incurred for moving and relocating staff or schools.		250,000
Removal of Asbestos containing materials (ACM's) from buildings		2,000,000
Caldicot Castle remedial works - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball part figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.		3,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement & 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues.		2,200,000
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)		1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year. This year we expect the budget to be fully committed by end October.		500,000
Sub Total Major Pressures		**151,150,000**

Appendix 2b - Issues List			
Area	**Background**	**Forecast Cost if known**	**Recommendation**
Community Hub	The revenue budget proposal to create community hubs will require capital investment to ensure the Hubs have appropriate accommodation in Caldicot by creating the Hub in the Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating a Hub in the building with the Youth Service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the library.	300,000	Being included in Capital Budget for 2015/16
Monmouth Pool	Monmouth Pool – Recent report indicated options for members. Preference was to replace the pool, with a 4 lane 25 metre pool , subject to finalisation of budget costs and funding streams linked to 21st century schools	4,000,000	Requires business case to establish funding
Cycle track	The site at Gilwern wasn't suitable due to ecology issues in the national park and the need to use flood lights etc. Alternative sites will be considered if appropriate. Gilwern report 6/11/13 - was for £150k from Sports Wales, £120k S106 funding, £50k from Leisure budget and £150k Invest to save.	0	Requires business case to establish funding
Energy Efficiency schemes	Solar farm project requires member and Planning support - estimate Nov 14 Cabinet – proposal to be funded initially from borrowing (£5.7m cost), but ultimately self financing from feed in tariff to provide net saving in time.	0	Requires business case to establish funding
Accommodation rationalisation including J block	Rationalisation of property portfolio to include remodelling of J Block, Usk - Lease extension to Coleg Gwent until Dec 2016. Once building empty, 9 month refurbishment before move in (sep 17) which will require capital investment.	0	Need to establish cost for consideration in 2016/17 capital budget
Car parking strategy – Rockfield road £250k	Cabinet report 3/9/14 - proposed that a report go to Council to invest capital budget to include Rockfield Road £250,000 subject to final agreement of charging policy	250,000	Subject to final agreement on charging policy
Outdoor education strategy	A review of the service is ongoing looking at increasing revenue opportunities and also if the current three site approach is suitable for future delivery. If the conclusion of the report is close a facility, capital money will be required to develop facilities on remaining sites. The review is at an early stage. If combined 3 buildings into one, could free up a site and maybe generate a capital receipt; Will have completed review by Dec 14 ;	0	Review to take place

ALN strategy	Mandate 35 of the MTFP 14/15 outlines a review of current ALN service to ensure integration and streamling the current service offer and may require capital investment	0	Review to take place
Depot rationalisation – transport	As it currently stands – Transport will not be requiring any capital monies. Transport Manager is working on a report to rent premises and bring PTU buses in house for servicing which will help cover the additional cost of the premises. A new fitting shop is becoming essential for Caldicot. Presently considering a site which would need around £25k capital set up costs	25,000	To be covered within existing budgets
Cultural services strategy	Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from Cabinet to undertake the review (15/10/14);	1,000,000	Review to take place
Cemeteries	Monmouth Cemetery closed; A new north of county cemetery is regarded as low priority. Cabinet recommended that SCOMM Select look into this further.	0	Select to consider
Business Growth & Enterprise Strategy	The 'draft' strategy is currently out for consultation and we will be looking to bring the final report back through Cabinet. There are potential capital expenditure requirements in the following areas. Investment in digital and web presence – some of this is being secured through existing budget provision. However, there are likely to be business cases put through that will request additional funding. This will ultimately feed through Digital Board. Monmouthshire Crowd funding platform / lottery – a piece of research being done by the University of South Wales. Whether we move forward with a lottery concept and/or a crowdfunding platform there is potential for a request for MCC loan finance to: (a) Provide the initial capital (early estimate of £50k) for an independent organisation to run it; and (b) To provide initial capital (estimate of £1m) to allow loan finance to allow businesses to access low-interest or interest free	1,050,000	Requires business case to establish funding
Business Growth & Enterprise Strategy	Loan finance, potentially as match funding alongside crowdfunding. Business Hubs – working with Estates to identify appropriate space that would allow the Authority to develop Business hubs in our key towns. This will require a business case to come through.	5,000	Requires business case to establish funding
SRS	Similarly there is work ongoing with the SRS. We are putting a commissioning document in place that outlines what we require from the SRS going forward. This is being informed by a market testing exercise that is being done. This will then result in SRS providing clarity on what this means, not just in ongoing revenue terms, but also in terms of medium term capital implications.	0	Requires business case to establish funding

People Strategy	A revised People and Organisational Development Strategy has been taken through Cabinet. There is some work to do on our HR systems and processes. From this it is envisaged that there may well be investment needs that are required which of course would feed through Digital Board.	0	Requires business case to establish funding
Children's Services Contact centres	Capital required for adaptation of buildings for occupation.	0	Being completed in 2014/15
Sewerage treatment plan	**Shirenewton sewerage treatment plant** - Estimate increased from £50k to £75k. Last service /inspection report received in Sept 2014 stated 'very poor general condition and system in desperate need of replacement'.	75,000	To be managed within the current allocation in the budget
Sewerage treatment plan	**Penyrhiw, Llanwenarth Citra sewerage treatment plant** – is being reactively managed and remedially repaired, but is well past economic repair.	75,000	
Sewerage treatment plan	**Itton Common Sewerage treatment plant** - There is currently £10k in the capital programme but anticipated cost of works suggests a requirement for an additional £15k due to the need to acquire an additional area of land.	25,000	
Countryside	**Llanfoist Bridge** - The failure of the stone blockwork on the River Usk by Llanfoist bridge in Castle Meadows, Abergavenny – This continues to get worse and whilst we occasionally fill the resulting voids as it slumps it will eventually fail more fundamentally probably associated with a major flooding event. Given its the likely site for the Eisteddfod this is becoming a much higher corporate risk.	50,000	Capital allocation for countryside to be increased from ££40k to £70k. An additional £30k included in 2015/16 capital budget
Countryside	**Current Rights of Way issues (Whitebrook byway)** - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.	75,000	
Countryside	**Current Rights of Way issues (Wye and Usk Valley Walks)** - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth Viaduct] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500	86,000	
Countryside	**Current Rights of Way issues (Closed Dangerous Bridges)** - part of the wider rights of way bridges pressure (see major pressures) but specifically relating to those bridges in such poor condition that they have been legally closed on health and safety grounds	29,000	
Leisure	**Monmouth Sportsground** - The Monmouth Sports Pavilion is part of the land leased to the Monmouth Sports Association. The drain was diverted direct into the River Monnow when the second Monnow Bridge was constructed. However this needs to be reviewed to ensure it complies with all requirements. Capital costs are likely to be £10,000 for the sewer re-routing and connection works plus fees, the cost of a Section 104 Agreement with Welsh Water (DCWW) and the cost of adopting the sewer	25,000	£25k capital funding being included in 2015/16 to comply with all requirements

	connection once the work is completed.		54
Property services	**Radon Gas Surveys**	30,000	Revenue cost
Property services	**Tree Risk Assessments**	30,000	Revenue cost
Countryside	**Caldicot Castle -** Kitchen Modifications (£40k) to bring up to date and comply with environmental health requirements and to allow banquets to take place and provide additional income to the castle. Consolidation of fire and security alarms (£20k)	60,000	£40k capital investment being included in 2015/16 to achieve the increase income targets in the revenue budget
Property services	**School Kitchen H&S Works** - Gas safe interlock valves are now required to all school kitchens to comply with Gas safe regulations. Also required to these kitchens are replacement cookers as some of the units present do not have gas flame safety devices	36,000	Being funded through property planned maintenance allocation
Leisure	**Caldicot 3G pitch** - Unanticipated ground conditions, electrical connection capacity and retention of original pitch by school are anticipated to increase costs.	55,000	Being addressed in 2014/15

SUBJECT: **Whole Authority Strategic Risk Assessment**
MEETING: **Cabinet**
DATE: **4th March 2015**
DIVISIONS/WARDS AFFECTED: All

1   PURPOSE

1.1   To provide Cabinet with an overview of the current strategic risks facing the authority.

1.2   To seek Cabinet approval of the whole authority risk assessment.

1.3   To seek approval for the revisions to the risk assessment process.

2   RECOMMENDATIONS

2.1   That Cabinet members approve the risk assessment shown at appendix 1 as a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.

2.2   That Cabinet approve the amendments to the risk assessment policy referred to in paragraphs 3.4 to 3.7.

3.   KEY ISSUES

3.1   The risk assessment ensures that:

- Strategic risks are identified and monitored by the authority.
- Risk controls are appropriate and proportionate
- Senior managers and elected members systematically review the strategic risks facing the authority.

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3.2   The risk assessment has been prepared by drawing on a wide range of evidence including service plans, performance measures, regulatory reports, a progress report on the previous risk assessment and the views of select committees.

3.3   It only covers High and Medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These are managed and monitored through teams' service plans which are available for members to view on The Hub.

3.4   Select Committee have already considered the content of the risk assessment at meetings between November and January alongside the emerging budget mandates. The risks were also included alongside the budget mandates when these were considered by council on 22 January.

3.5   Several changes are proposed to the authority's risk assessment policy. These have been tested during the production of the current iteration of the document. They are shown at appendix 2 and referred to in the paragraphs below.

3.6   The risk log needs to be a living document and will now be updated over the course of the year as new information comes to light. This is reflected in the circular diagram given in appendix 2 which shows some of the information that informs the authority's knowledge of risks at different points of the year.

3.7   An up-to-date risk log will be accessible to members on The Hub. This will ensure that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

3.8   The risk assessment matrix featured in the risk assessment policy has been updated to include descriptions of the different levels of consequence and likelihood to make assessments easier.

3.9   Once approved, the new risk assessment will be subject to continuous review as part of the authority's performance management framework.

4.   **REASONS**

To ensure that:

4.1 Strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management.

4.2 Responsibility for strategic risk management is taken on board and that:

- Senior managers are accountable for systematically reviewing and addressing strategic risks facing the authority
- Cabinet as the executive takes responsibility to oversee the risk management function and ensure that decision making takes all identified risks into account
- Audit Committee takes responsibility to scrutinise that a risk management culture and effective risk management arrangements are applied across the authority
- Select Committees challenge officers and members responsible for the risks as an intrinsic part of holding them to account for risk management / mitigation

4.3 An articulate and documented strategic risk management approach is implemented so that the council is not exposed to the potential of poor regulatory assessment. This also takes on board the related issues of:

- protecting the council's assets, resources and staff
- improving business planning and performance and informing calculated risks
- avoiding unnecessary liabilities and costs
- avoiding poor reputation and loss of confidence in the council

5. RESOURCE IMPLICATIONS

5.1 Resource implications are associated with some risks and in implementing actions to manage them. There are no additional resource implications as a result of implementing the strategic risk management process.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 The strategic risk assessment has been screened in line with the requirements of the Equality Act 2010 and the Sustainability checklist.

7. CONSULTEES:

Senior Leadership Team
Select Committees

Views have been sought throughout the process and have been used to inform the development of the paper before Cabinet today.

8. BACKGROUND PAPERS:

Monmouthshire's Risk Management Policy and Guidance

9. AUTHOR:

Matthew Gatehouse, Policy and Performance Manager

10. CONTACT DETAILS:

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Whole Authority Strategic Risk Assessment 2014/15

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
1	Some services may become financially unsustainable as a result of reducing budgets and demographic pressures.	- Year on-year budget reductions of up to 4.3% could potentially make the authority unviable with less staff - An ageing population and complexity of demand in children's services will place increased pressure on services - Decision not to pursue early voluntary merger following Williams Commission recommendation could impact on some funding opportunities - As we move to new models of provision we may have to run two approaches side-by-side in some areas during transition period.	2014/15 2015/16 2016/17	Unlikely Unlikely Possible	Major Major Major	Low Low High	- Assess carefully the impact of the further savings that need to be made post 15/16 - Consider how best to use capacity fund and any external funding sources to supplement the change programme required - Ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed - Undertake quarterly budget monitoring of savings proposals - Review contractual arrangements to balance stability, value for money & risk	Joy Robson	Phil Murphy	All
2	Uncertainty whether income targets within the 2014-17 Medium Term Financial Plan can be achieved and this	- Ambitious plans and new, more commercial, ways of working carry an inherent risk - Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in	2014/15 2015/16 2016/17	Possible Likely Likely	Moderate Substantial Substantial	Low Medium Medium	- Monitor the delivery of budget proposals agreed as part of the 2014/15 budget - Agree proposals to balance the MTFP 2015/16 to 2018/19 taking into account the need to match the expected performance targets with	Joy Robson	Phil Murphy	All

Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
	could lead to unplanned changes in other services to balance the budget	Monmouth as a result of school rebuild					adequate resources. - Develop principles and underpinning guidance on income generation including on marketing services			
3a 3b	Potential that the authority is unable to deliver its new schools capital programme due to capital receipts not generating the required income Pressure on capital budget from 21st Century schools programme will impact on other areas requiring capital investment.	- Capital receipts from disposal of assets are not generating the required income - Reduction in capital budget - Ambitious 21st Century Schools programme and need to provide Welsh medium education - The core programme has been constrained in order to enable the new schools programme to be funded - A number of significant pressures are documented that are not currently funded - In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget - Highways and property surveys highlight significant capital demand which is presently unfunded.	2014/15 2015/16 2016/17	Possible Possible Possible	Major Major Major	Medium Medium Medium	-Implement the Asset Management Plan as the structure to effectively manage property assets that the Council owns or occupies aligned to key corporate priorities and service needs -Ensure resource is available to maintain sale of assets -Development of the strategic use of Community Infrastructure Levy when available - Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked	Deb Hill-Howell	Phil Murphy	Economy and Development Strong Communities
4	Potential that	- Cases considered by CSSIW in	2014/15	Almost Certain	Major	High	- Evaluate and reflect on our practice	Simon	Geoff	Adults

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Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
	negative findings from pending CSSIW and Estyn inspections will divert energy from an ambitious transformation programme.	Spring 2014 identified some concerns about outcomes - Unable to evidence good performance against some key performance indicators in children's social services - Education services currently remain in special measures, although feedback from the Monmouthshire Recovery board is positive	2015/16 2016/17	Possible Unlikely	Major Major	Med Low	to ensure that any problems are identified and acted upon - Manage our actions in response to Estyn and CSSIW via the directorates' service plans and the consolidated action plan led by Children's Services	Burch & Sarah Mc-Guinness Tracey Jelfs	Burrows Liz Hacket-Pain	CYP
5	The authority does not achieve a positive outcome from the corporate assessment	- Self assessment highlighted a number of issues that need to be addressed including: i) Ensuring alignment and planning of resources to deliver priorities and programmes. ii) Ensuring staff are appropriately supported - WAO Annual Improvement report highlighted "It is uncertain whether the Council is likely to make arrangements to secure continuous improvement for 2014-15"	2014/15 2015/16 2016/17	Unlikely Possible Possible	Major Major Major	Low Med Med	- Deliver the action plan emerging from the Self-Evaluation. - Continue to roll-out a new employee performance framework and ensure we have the right people in the right jobs - Continue to improve the way we manage the performance of our services and tie this into continued effective financial management of the organisation.	Tracey Harry Will McLean	Peter Fox	All
6	Potential for significant harm to vulnerable children or adults	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are	2014/15 2015/16	Possible Possible	Major Major	Medium Medium	- Continually monitor and evaluate process and practice - Deliver actions set in service plans for POVA and Safeguarding	Tracy Jelfs/ Julie Boothro	Liz Hacket Pain	CYP Adults

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Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
	due to factors outside our control.	outside our control mean that this will always be a risk	2016/17	Possible	Major	Medium	- Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse	yd	Geoff Burrows	
7	Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do not achieve to their highest potential	- Gap in attainment between 'all pupil' and Free School Meals cohort - Variation in standards across schools - To date we have not in all cases appropriately supported pupils with additional learning needs - poor assessments in some schools due to leadership, management, capacity and performance issues - unsustainable provision to meet the demand for Welsh Medium education provision	2014/15 2015/16 2016/17	Likely Likely Possible	Major Major Major	Medium Medium Medium	- Ensure delivery of the actions identified in the Chief Officers annual report - Continue to self-assess and deliver effective responses to the Estyn inspection recommendations - Ensure that the Additional Learning Needs review delivers a sustainable, adequate and appropriate support to pupils with Additional Learning Needs - Ensure the commissioned arrangements with the EAS address the authority's concerns in challenging and supporting schools - Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities	Sarah Mc-Guinness	Liz Hacket Pain	CYP
8a	Potential that council services, including schools do not have the necessary ICT infrastructure to maximise their offer to service	- The ongoing SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies. - Schools and the EAS depend on reliable equipment and support from the SRS to implement	2014/15 2015/16 2016/17	Likely Likely Possible	Substantial Substantial Substantial	Medium Medium Medium	-Work with the SRS Board to implement the findings of the review specifically around: finance and the core service, governance and cultural and identity -Produce a 'commissioning document' that informs the nature, cost and	Peter Davies	Phil Murphy Bob Green-land	Economy and Development

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Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
8b	users Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	systems for pupil tracking and to meet curriculum needs - Broadband notspots remain in the county and despite Monmouthshire being in the next tranche for roll-out of Superfast Cymru; around 4-6% of our most rural areas, which are already more isolated, will not be impacted. - Welfare reform increases requirements for internet access and suitable digital skills for some of the most vulnerable in our society					schedule of services MCC wishes to procure from SRS. Keep the relationship business focussed and reinforce the client-contractor split. - Revise the ICT programme board as the digital programme board to improve and strengthen governance arrangements -Deliver the I County digital road map which has three main areas of focus: 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation			
9	Our workforce do not have sufficient development opportunities to drive change, spur innovation and improve performance	- Our people are central to the success of our council and county. - Continued economic constraint and local government reform can impact on staff morale and service objectives. - Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it.	2014/15 2015/16 2016/17	Possible Possible Unlikely	Substantial Substantial Substantial	Medium Medium Low	- Engage with staff and communities to finalise the People and Organisational Development Strategy. This will ensure the strategy is focussed on addressing identified needs. - Once finalised, take forward the activities in the programme plan of the strategy which will bring together the many facets of people and organisational development we run to	Peter Davies	Phil Murphy	Strong Communities

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Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
		- Corporate self-evaluation identified we need to do more to support staff and at the staff conference people indicated that the values of the authority are not always practiced.					provide support and development for people whether they are inside or outside of our organisation			
10a	Not all volunteers we engage and work with align their contributions closely enough to achieving our shared objectives for communities	To respond to the challenges we face we need to fully utilise and support the talent that exists inside our organisation and out, which includes volunteers, community organisations and social capital. This will require new ways of working which in themselves carry an inherent risk.	2014/15 2015/16 2016/17	Possible Possible Possible	Substantial Substantial Substantial	Medium Medium Medium	To develop a means to clarify the council's key objectives to volunteers engaged in community work, to help them to understand their contribution so we can achieve a higher potential for joined up success, for instance introducing a volunteer co-ordinator	Kellie Beirne / Will McLean	Phil Murphy	Strong Communities
10b	We do not have a clear strategy for drawing on the social capital in communities and this poses risk in overloading the same volunteers						To provide a community governance review that will enable clarity to both the council and the community on delivering a localised set of shared aims and objectives, including a shared understanding of governance structures, effective participation and robust decision making			
11	Potential that Monmouthshire will not have a	Average gross weekly wage levels have declined in the County in the three previous	2014/15 2015/	Possible Possible	Substantial Substan	Medium Medium	- Implement the Monmouthshire Business Growth and Enterprise Strategy action plan which has a	Peter Davies	Bob Greenland	Economy and Develop

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Ref	Risk (Effect and Event)	Reason why the risk has been identified (evidence) (Cause)	Risk Level				Actions proposed to mitigate risk	Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likeli-hood	Impact	Risk Level				
	prosperous economy that supports enterprise and sustainable growth	years up to 2013 to £427, the fifth lowest in Wales. In 2014, wage levels have increased to £466, equal 9th in Wales. A large element of the Monmouthshire workforce are out commuting. Whilst there is action we can take to help mitigate some of the risk, the economy in Monmouthshire will be impacted on by external market conditions that are outside of our control which increases the likelihood of the risk. Availability of assets which enhance the tourism offer, an important part of the Monmouthshire economy, is a risk with continuing financial constraint Lack of funding for investment in public transport in Monmouthshire	16 2016/17	Possible	tial Substantial	Medium	specific focus to support business growth, encourage inward investment and growing entrepreneurs. - Complete the Vale of Usk Local Development Strategy, following consultation with wider partners, which will inform how the Rural Development Plan funding for the 2014-2020 period will be spent to coordinate action to maximise results across the Vale of Usk rural areas. - Preparation of Local Transport plan and bid in to Welsh Government for funding. -Make representations to Welsh Government on the national transport plan.			ment

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<div align="right">**Appendix 2**</div>

Revisions to the Risk Assessment Policy and Guidance

This section identifies changes to the Risk Management Policy and Guidance previously agreed by Cabinet

Risk Management Policy – Section 3

The policy states that:

> "Cabinet has an executive responsibility to assess the strategic risk log at least annually. The Audit Committee has a responsibility to assure that a risk management framework is in place, in line with its responsibility for independent scrutiny of the authority's financial and non-financial performance."

No changes are proposed to the frequency of decisions or scrutiny of the risk assessment. However the risk log will now be made available electronically on The Hub. It is therefore proposed to ad the following section to the guidance:

> "The Risk Register is a living document and must be regularly reviewed and updated. It will be signed off by Cabinet on an annual basis – alongside the medium term financial plan. It will be timetabled for scrutiny 6 months into every business year but can be examined by select committee at any point in time at the determination of the chair and committee members.
>
> Our approach to risk management is informed by a range of information that flows into and within the organisation throughout the year (see diagram below). The risk log will be updated throughout the year using the latest intelligence, including reports from all regulators including CSSIW and Estyn. It will be made available on the Hub."

<div align="center">12</div>

Risk Management Guidance – Section 4

The Following section will be added to the guidance to improve the clarity on the language used to describe risks.

Risk need to be recorded in a structured format covering the cause, event and effect. Some examples are below:

Event	Cause	Effect
Risk of…Failure to…Lack of…Loss of…Uncertainty of…Inability to…Delay in…	Because of…Due to…As a result of…	Leads to…and/or…result in…

Cause	Event	Effect
Because of…As a result of…Due to…	An uncertain event may occur	Which would lead to [effect on objective]

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Risk Management Guidance - Section 5.1

The Risk matrix shown at paragraph 5.1 of the Guidance will be amended by adding text descriptions of the likelihood and impact/severity axis to replace the numerical ratings of 1-4 previously shown. This is intended to make the basis for the assessment of particular risks more explicit. The traffic light rating system will be continued and will be supplemented by explicit reference to the consequence and likelihood domains.

Impact/Severity	Unlikely	possible	Likely	Almost certain
major	Low	Medium	High	High
substantial	Low	Medium	Medium	High
moderate	Low	Low	Medium	Medium
minor	Low	Low	Low	Low

Likelihood

14
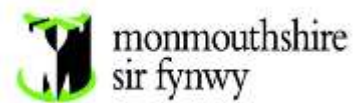
SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 3 UPDATE

MEETING: Cabinet
DATE: 4 March 2015
DIVISION/WARDS AFFECTED: All

1.   PURPOSE:

1.1   To provide Cabinet with a quarter 3 update on how Council is performing against a set of outcome measures that are important when forming an opinion on the current effectiveness of Council services and the likely year end position.

2.   RECOMMENDATIONS:

2.1   That Cabinet use this report to help their continuous monitoring and evaluation of the effectiveness of services and the extent to which they are contributing to the council's priorities of the education of children, support for vulnerable people and enterprise and job creation.

2.2   That Cabinet use this report as an opportunity to identify any action that may need to be taken to drive improvement, ensuring that services are as effective and efficient as possible in the context of current resources.

3.   KEY ISSUES:

3.1   The Council is delivering a wide-range of services with a reducing budget with a reducing budget. Against this backdrop Monmouthshire remains committed to an ambitious transformation programme. 91% of the savings identified for the current year have already been achieved and an overview of measures in the national performance framework shows a positive improvement trajectory for the third consecutive year with 74% of indicators improving since March 2014. Around 55% of measures are forecast to be in the top quartile based on the latest available data.

3.2   This picture of improving services is consistent with findings from the National Survey for Wales which reported that 63% of Monmouthshire residents surveyed believed their council provided good quality services. A ten percentage point increase on the previous year and well above the average for Wales despite Monmouthshire having one of the lowest funding settlements per head of population.

3.5   Data for the full set national performance indicators is shown at appendix 1. Members are reminded that this is a mid-year position and will continue to be scrutinised by select committees throughout the year in line with their work programmes. An overview of performance against PIs in the national framework is shown below:
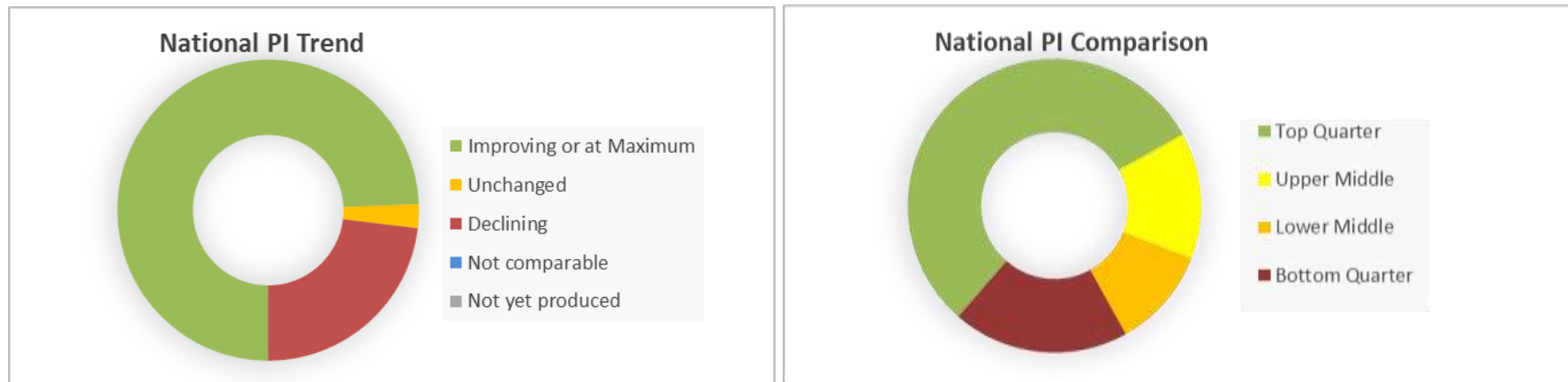
3.4   A substantial range of on-demand performance information is available at all times to members and officers via the Council's intranet site - The Hub. Reports cards covering all areas of council business, including trend data and comparisons with similar organisations continue to be updated regularly and can be accessed as and when needed to evaluate the effectiveness and impact of services, support Chief Officer one-to-ones with their Executive Member and inform policy development and evaluation. A screenshot of the cabinet level dashboard is shown below. The Cabinet dashboard is also published on the council's website at www.monmouthshire.gov.uk/improvement :

Monmouthshire Summary - Cabinet							Dec 14 / Q3
Indicator Name	Reported	2012/13	2013/14	Current	Target	RAG	Yearly Trend
Education							
% Pupils Achieving KS4 Level 2 inc Eng/Welsh & Maths	Ac Year	56.30	57.30	65.58	67.00		
KS4 L2T Inc. E/W & M Attainment Gap (FSM:Non FSM)	Ac Year	34.85	34.97	46.01	N/A		
% Attendance: Primary Schools	Ac Year	94.70	94.40	95.80	95.00		
% Attendance: Secondary Schools	Ac Year	93.20	93.40	94.60	94.00		
% Pupils Achieving Foundation Phase Indicator	Ac Year	86.80	89.53	91.17	92.60		
Foundation Phase Indicator Attainment Gap (FSM:Non FSM)	Ac Year	16.01	17.28	9.51	N/A		
% Pupils Achieving KS2 Core Subject Indicator	Ac Year	86.30	89.34	89.53	91.00		
KS2 CSI Attainment Gap (FSM:Non FSM)	Ac Year	26.58	15.47	22.20	N/A		
% Pupils Achieving KS3 Core Subject Indicator	Ac Year	77.70	80.35	84.16	87.60		
KS3 CSI Attainment Gap (FSM:Non FSM)	Ac Year	31.43	24.08	20.63	N/A		
Vulnerable People							
Cost Avoidance Against Forecast Expenditure Associated with Ageing Population	Yearly	N/A	27352	27,352	22,000		
% Adults who are Satisfied with Their Service (Regular Users)	Monthly	96.00	90.00	92.30	90.00		
% Initial Assessments Where Child is Seen Alone	Monthly	22.38	33.21	58.80	42.90		
% Statutory Visits to LAC Completed in Time	Monthly	66.90	65.30	81.90	90.60		
% Placements of LAC Beginning with Care Plan in Place	Monthly	79.10	83.00	100.00	100.00		
% Children & Young People with a Current Pathway Plan	Monthly	68.40	73.30	100.00	90.00		
% CIN Reviews Completed on Time	Monthly	19.50	57.50	92.60	80.00		
Enterprise & Job Creation							
# New Jobs Created Where Assistance Given by Mon Enterprise	Quarterly	331	124	129.00	150.00		
% Unemployment Among the Economically Active	Quarterly	5.80	5.30	N/A	5.10		
Average Wage Level in the County	Yearly	438.3	427	427.00	454.00		
% 18-24 Year Olds Claiming JSA	Quarterly	7.12	5.47	3.50	N/A		
% Planning Apps Approved	Yearly	93.70	93.70	93.70	N/A		
Core Services							
% Households Whom Homelessness Prevented for 6 Months +	Quarterly	21.40	24.20	N/A	35.00		
% Municipal Waste Prepared for Reuse/Recycled	Quarterly	55.52	62.94	63.00	63.00		
% Reported Flytipping Incidents Cleared in 5 Working Days	Quarterly	82.12	95.98	97.73	96.00		
% Roads in Poor Condition	Yearly	7.80	9.80	9.80	N/A		
Council Effectiveness							
# Days/Shifts Lost Due to Sickness Absence - MCC	Yearly	11.90	11.00	11.00	11.90		
Revenue Outturn Expenditure Against Budget (£000's)	Yearly	-419	-1227	-1,227.00	0.00		
% Budget Savings in MTFP Delivered	Quarterly	N/A	N/A	90.80	N/A		
% New Housing Benefit Claims Decided Within 14 Days	Yearly	87.00	94.00	94.00	N/A		
% People Agree They Can Influence Decisions Affecting Local Area	Yearly	22.00	26.00	26.00	N/A		

4.   REASONS:

4.1   To provide Cabinet with timely information to ensure that the authority is well-run and able to maximise its contribution to achieving the vision of building sustainable and resilient communities.

5.   RESOURCE IMPLICATIONS:

None

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

None - This report does not propose a change of policy or service delivery.

7.   CONSULTEES:

Senior Leadership Team
Cabinet

8.   BACKGROUND PAPERS:

None

9.   AUTHOR:

Matthew Gatehouse, Policy and Performance Manager

10.   CONTACT DETAILS:

Tel: 01633 644397
E-mail: matthewgatehouse@monmoutshire.gov.uk

National Performance Measures – Quarter 2 Update

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population	2.42	1.77	1.83	2.26	0.74 (in 9 months)	Better	4.68	Upper Middle
SCA/002a	The rate of older people supported in the community per 1,000 population aged 65 or over	67.3	60.28	56.56	56.59	53.98	Better	74.48	Upper Middle
SCA/002b	The rate of older people supported in care homes per 1,000 population aged 65 or over	12.9	13.21	11.33	11.33	10.11	Better	19.84	Top
SCA/007	The percentage of clients whose care plans were reviewed during the year	65.33	54.4	82.1	82	65.6	Declined	81.1	Lower Middle
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs	23	74.2	97.3	100	96.4	Declined	85.8	Upper Middle
SCA/0019	The percentage of adult protection referrals completed where the risk has been managed	77.86	80.37	81.2	92	100	Improved	94.45	Bottom

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
SCA/020	The percentage of adult clients who are supported in the community during the year.	87.55	86.85	86.34	not set	85.6	Declined	86.33	Upper Middle
SCC/001a	The percentage of first placements of looked after children that began with a care plan in place	100	89	83	100	100%	Better	90.9	Bottom
SCC/002	The percentage of children looked after who have experienced one or more changes of school	10.5	10.2	11.0	<10	18.75	Declined	13.2	Top
SCC/004	The percentage of children looked after who have had three or more placements during the year	9.43	2.7	10.7	<9.4	0%	Better	8.3	lower Middle
SCC/011a	The percentage of initial assessments where there is evidence that the child has been seen by the Social Worker	97.2	85.6	95.7	95	97.7	Better	78.9	Top
SCC/011b	The percentage of initial assessments where there is evidence that the child has been seen alone by the Social worker	25.2	22.38	33.21	48	58.8	Better	42.9	Bottom

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	84.69	66.9	66.3	90.6	82.4	Better	85.3	Bottom
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	88.9	88.9	92.3	100	88.9	Declining	93.4	lower Middle
SCC/033e	The percentage of young people formerly looked after who are known to be in suitable, non-emergency accommodation at the age of 19	93.8	100	91.7	88.9	85.5	Declined	92.7	lower Middle
SCC/033f	The percentage of young people formerly looked after who are in education, training or employment at age19	62.5	25	58.3	66.7	25.0	Declined	54.8	Upper Middle
SCC/037	The average external qualifications point score for 16 year old looked after children	139	269	222	>165	308	Better	262	Bottom
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	not available	68.4	73.3	100	100	Better	89.2	Bottom

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	61.49	59.5	86.1	94	97.0	Better	89.6	Bottom
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	30.4	21.4	24.2	35	47	Better	66.4	Not comparable
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	311	236	186	230	151	Better	239	Top
PSR/004	The percentage of private sector homes that were returned to occupation through direct action by the local authority	0.23	Not published	4.66	>4.66	0%	Declined	9.23	lower Middle
EDU/002i	The percentage of all pupils that leave compulsory education, training or work based learning without a qualification	0.1	0.1	0.4	0	0.1	Better	0.3	lower Middle

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
EDU/002ii	The percentage of pupils in local authority care, that leave compulsory education, training or work based learning without a qualification.	0	0	0	0	2.9	Declined	2	Top
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, achieving the Core Subject Indicator	82.48	86.3	89.3	91.0-	89.5	Better	84.6	Top
EDU/004	The percentage of pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator	71.54	77.7	80.3	87.6-EAS	84.2	Better	77	Top
EDU/006ii	The percentage of pupils, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0	0	0	Un-changed	17	Bottom
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	438	463.7	472.6	Not set	526	Better	505.3	Bottom

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
EDU/015a	The percentage of final statements of special education need issued within 26 weeks incl. exceptions	42.86	55.6	57.1	Not set	64.5	Better	69.6	Lower Middle
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excl. exceptions	93.8	100	100	100	100	Maintain	96.6	Top
EDU/016a	Percentage of pupil attendance in primary schools	94.4	94.7	94.4	95	95.8	Better	93.7	Top
EDU/016b	Percentage of pupil attendance in secondary schools	92.3	93.2	93.5	93.9	94.6	Better	92.6	Top
EDU/017	The percentage of pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh and mathematics	51.3	56.3	57.3	67	65.6	Better	52.5	Top
WMT/009	The percentage of municipal waste collected and prepared for reuse and/or recycled that are composted or treated biologically in another way	54.97	55.5	62.94	63	67	Better	54.33	Top

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
WMT/ 004	The percentage of municipal waste collected by local authorities sent to landfill	43.29	42.81	34.23	35	20	Better	37.72	Upper Middle
STS/005b	The percentage of highways and land inspected of a high or acceptable standard of cleanliness	95.71	98.4	99	99	99.5	Better	96.8	Top
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	81.09	82.12	95.98	96	97.78	Better	95.03	lower Middle
THS/007	The percentage of adults aged 60 or over who hold a bus pass	77.9	76.6	77.5	Not Set	80	Better	77.5	Bottom
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.44	7.8	9.8 A-3; B-5.3; C-14.2	A-3; B-5; C-15;	Produced Annually	-	13.2	lower Middle
LCS/002	The number of visits to leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	5962	6852	8099	7130	Not yet available	-	8954	lower Middle

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Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q3)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7,293	7,279	7,270	7,280	3,685 (after 6 months)	Better	5851	Top
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	84.3	88.1	91.2	>91.2	91.8	Better	90.33	Upper Middle
CHR/002	Average sickness days per employee (FTE)	13.3	11.9	11	11	11.2	Declined	n/a	n/a

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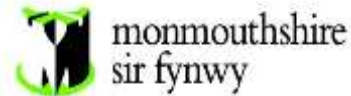
SUBJECT:	Budget Mandate 2015/16 – Preparedness Assessment
MEETING:	**Cabinet**
DATE:	**4th March 2015**
DIVISION/WARDS AFFECTED:	**All**

1. **PURPOSE:**

1.1 The purpose of this report is to provide Cabinet with an assessment on the preparedness of services to deliver the 2015/16 budget mandates.

2. **RECOMMENDATIONS:**

It is recommended that Cabinet:

2.1 Receive the report setting out the preparedness of services to deliver the 2015/16 budget mandates and

2.2 note any areas of potential risk will be subject to intervention by senior managers to mitigate the risk and progress captured in future quarterly reports;

2.3 Accept the format of the status review going forward for future reporting of the business mandates.

3. **KEY ISSUES:**

This highlight report contains the progress prior to the start of the financial year 2015/16; as such, it assess service areas' readiness to deliver their projected savings. It highlights the progress up to January 2015, detailing both the positive benefits to date and any risks that are presenting. It will track both the income stream and the projected cost savings against each individual mandate. It also includes a RAG status and a risk trend indicator.

The attached review report will be used as a management tool to enable appropriate action to be taken to mitigate risks and maximise the levels of income or reductions in costs required in each approved mandate. Further progress reports will be presented alongside budget

forecast monitoring reports, at which point the progress against the financial targets will be included to ensure a complete assessment of the whole budget is provided to Members.
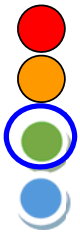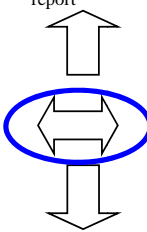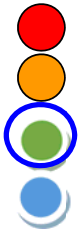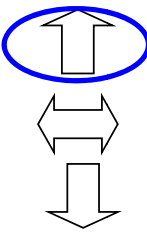
4.   **REASONS:** It is important that the council effectively manages and tracks the delivery of the mandates. This framework will provide an accurate picture of the status of each individual mandate.

5.   **RESOURCE IMPLICATIONS:**
        The costs associated with the monitoring of the mandates will be met within existing budgets.

6.   **SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**
        All sustainability and equality implications have been addressed in the individual mandates. Any implications will be reviewed as implementation of the mandates are progressed.

7.   **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**
        Not applicable.

8.   **CONSULTEES:**
        SLT & SMT
        Cabinet

9.   **BACKGROUND PAPERS: Budget report to Council 22nd January 2015**

10.   **AUTHOR: Will McLean – Head Of Policy and Engagement**

11.   **CONTACT DETAILS:**
        Email: willmclean@monmouthshire.gov.uk

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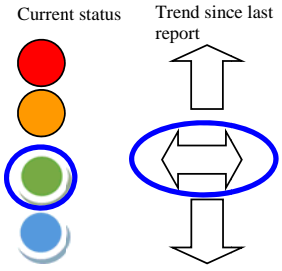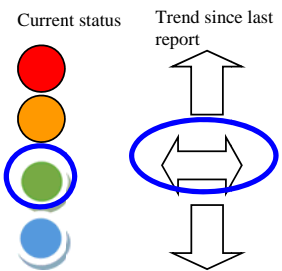
Budget Mandate Status Review - 2015/16

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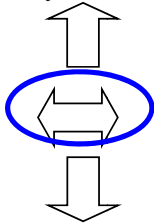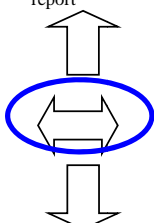
Report Number	Date of Report	Period (From – To)
1	4/2/2015	Status period : from 1st December 2014 to 31st January 2015

Programme Name: Mandates 2015/16
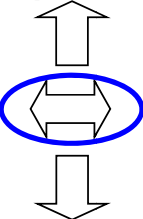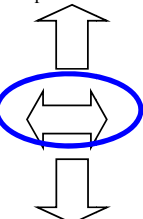
Mandate	1		2		5		6		14		15		16		18		20		24		25		26		28	
Target V's Actual	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A
Income generation	155000		25,000				81,000																20,000			
Budget Savings	265,983		30,000		33000		109,000		115,000		100000		1124000		20,000		50000		14000		62000		80000		250000	
Total	420,983	0	55,000	0	33,000	0	190,000	0	115,000	0	100,000	0	1,124,000	0	20,000	0	50,000	0	14,000	0	62,000	0	100,000	0	250,000	0
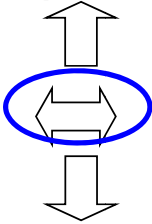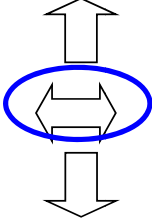
Mandate	31		33		35		36		37a		37b		37c		40a		41		41a		42		Total	
Target V's Actual	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A
Income generation											40,000				24,000		5,000		70,000		200,000		620,000	0
Budget Savings	250000		260000		120000		270,000		250,000		50,000		180000		85,000		445,000						4,162,983	0
Total	250,000	0	260,000	0	120,000	0	270,000	0	250,000	0	90,000	0	180,000	0	109,000	0	450,000	0	70,000	0	200,000	0	4,782,983	0

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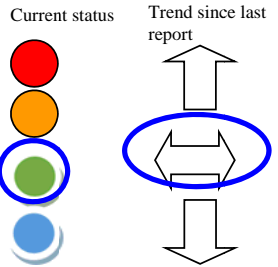| Progress this period and Next Steps				
Mandate RAG	**Progress this Period**	**Next Steps**	**Due**	**Owner**
Mandate 1 Leisure &Tourism Current status Trend since last report	**B's** Recruitment now underway for management team. Increase in aquatics offer & increased direct debits lined up and on target. Fitness offer all lined up and on target. Sport and Physical activity lined up and on target. Training courses & qualifications on target. Reductions in core funding & contributions plans in place to implement. **C's** Caldicot 3G pitch. Operational considerations in relation to technical issues require resolution in order to reach full potential.	- Continue to review all business plans. - Regular budget monitoring. - Complete restructure process in April 2015. - Establish the value in 'Mon-academy Training' partnering up within marketing for the Monmouthshire inclusive training offer. - Quality check the individual business plans and RAG with finance.		Ian Saunders
Mandate 2 Housing Trend since last report Current status	**B's** Radio marketing campaign in place to support care line. Leaflet drop in place in partnership with Monmouthshire Meals via chemists, GP surgeries etc Establishment of new Housing Solutions Service & restructure in place. Resource & re-structure implemented. All non-financial benefits Green (eg. Homeless prevention, homeless determinations, reduction of B&B) (Care line being the exception) Current care line service is preventative and supports people to stay in their own homes this supports independence. Care line team motivated to market service. **C's** Timing of marketing campaign for care line. Care line web pages development in order to be prepared for increasing customers. Opportunities to develop marketing skills in order to support to marketing plan Is the care line market saturated?	- Marketing plan owned by the management team and fully driven by the service. - MOU to be agreed between MCC and TCBC.(joint housing solutions service). - Consider further work with Social care to explore the validity of a care line referral at assessment. - Scope the value of implementing an on line assessment tool for both residents / customers and social care workers inc social workers, home care, OT's etc… - Integration of 2 cultures and organisations policies. Continue to develop one team ethos. - Consider the opportunities to be more proactive by targeting the younger age profile in order to be more preventative.	Report pending for 11th March On going	Ian Bakewell
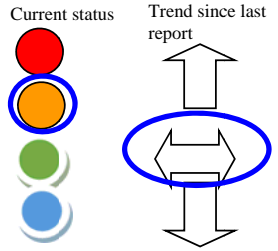
Mandate 5 * **Sustainable Energy Initiatives** Current status Trend since last report	**2014/15 & 2015/16 - savings** **B's** Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget covered by previous years mandate. 50 % savings in 14//15 with 25% in 2015/16 & 25% in 16/17 **C'**	- Continue to track and monitor.		Ben Winstanley
Mandate 6 **Museums & Castles** Current status Trend since last report	**B's** Commission exercise complete in order to carry out a review of the cultural services throughout the county. Ambassadors identified to support current teams. Fundraiser – Green Learning Role – Green. Green Screen – Plans in place to achieve targets income. Red Square window – Green Review of commercial wedding opportunities completed. **C's** Weddings & beyond – Plan to be put in place to co-ordinate a site approach in place.	- Business delivery plan detailed Marketing plan required and to achieve not only the income generation target but also meet the income growth potential as identified in the 'Wedding review' paper. - Green Screens. Allocate income generation targets to each screen and monitor their value both financially and indirectly. - Monitor all business plans. - Regular budget monitoring. - Ensure the review of cultural services is completed on time.		Ian Saunders

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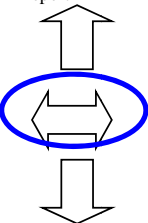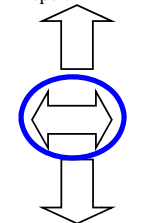
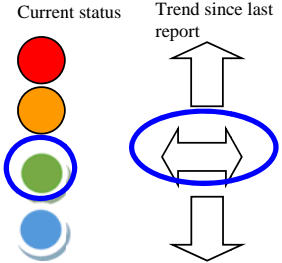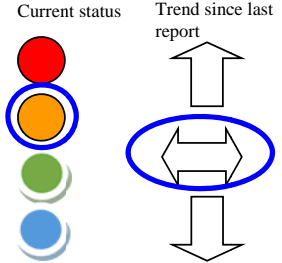| Mandate 14
Home to School Transport

Current status   Trend since last report | 2013/14 mandate :-
Cabinet agreed
Post 16 travel grant removed - complete
Increase in statutory distances from 2 to 3 miles for secondary schools. – on going.
Removing the non-statutory element of travel grants to post 16 students by July 15.
Increase in charging post 16. – green.
CYP providing data to the PTU in postcode of pupils likely to be affected by potential catchment changes.

C's
Potential for conflict between catchment review and impact upon home to school transport policies and budgets. | - Full detailed analysis required in order to write the new school transport policy.
- Full engagement with all stakeholder required.
- Timescales to be mapped out and agreed in line with publication deadline of 1st October 2015 for the policy to come into effect on the 1st September 2016.
- All future communication and consultation to be co-ordinated and further collaborated between CYP and PTU. | | Roger Hoggins/ Richard Cope (working in partnership with Deb Mountfield) |
| **Mandate 15 ***
Facilities - transfer functions to other providers

Current status   Trend since last report | **B's**

Engaging with town and community councils, friends clubs to take on service related costs –
Considerable work has already taken place e.g. Linda Vista, Bailey Park, Public Conveniences
Activities will continue from the 2014/15 mandate and this will continue with vigour.
5 Town councils have already made commitments.
Flexible approach to how this mandate is delivered.
Transfer options give Town council flexibility and control.

C's

- Continue to work with town council however outstanding work will carry over due to precepting deadlines | - Continue to adopt the flexible options approach to the transfer of services or contribution of budgets.
- Establish the maximum savings for 2015.
- Establish potential for further savings for 2016/17. | | Roger Hoggins |

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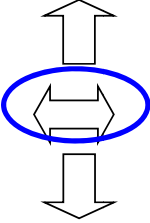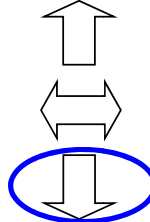|				
Mandate 16 **schools delegated budgets** Current status / Trend since last report (Status: green) (Trend: steady)	**B's** Cluster led meetings taking place. Meetings objectives are to generate ideas, support schools, share knowledge and experience across the schools in the clusters. Schools are being supported to seek opportunities. Supporting schools with performance management. **C's** Foundation phase – schools managing the resource implications. Grants being distributed via EAS. Schools could decide to stop engaging.	- Ensure the support plan for head teachers is appropriate and suitably available. - HR to continue to support schools with any redundancies that are necessary. (it is not anticipated to be of any significant increase on last year). - Identify any potential training needs for Head Teachers in order to address any skill gaps when managing their budgets and dealing with the leadership issues associated with decision making, in order to maintain high morale in schools.(e.g EQIA training for HT and governors) - Ensure the identified 'quick wins' are developed and continue to be published, shared & evaluated throughout all schools. - Highlight early on schools who needs more significant support and agree action to mitigate financial issues.		Deb Mountfield / Nikki Wellington
Mandate 18 * **School library service - combine with general library service** Current status / Trend since last report (Status: green) (Trend: steady)	**B's** This service has now been closed as per budget mandate 2014/15.		2014/15 mandate with 2015/16 savings.	Sharon Randall - Smith

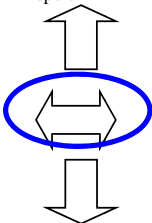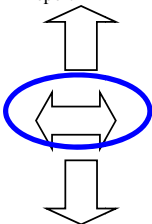| Mandate 20 Gwent Music	**B's** Instrument charging will now be in line with all other LA's. All schools are aware of the changes and the business need. There is currently a vacant post that potentially will remain vacant. **C's** Schools impact may vary. The drop off impact is still unknown. Ensure plans to measure and mitigate any potential impact identified as changes are implemented.	- Gwent Music to monitor the number of pupils accessing services from the implementation date. - Monitor the impact on Gwent Music service. - Going to Select in May with Gwent Music in attendance. - Communicate to friends of Gwent - Ensure that all schools communicate the change to pupils / families		Deb Mountfield
Mandate 24 * Transition - Bright New Futures (SC&H)	B's Combining our Transition Project Team within Bright new futures Project. This has established a shared service model This has now been completed and we continue to deliver savings.	- Review outcomes of the project to measure its effectiveness. - Consider the contractual arrangements in line with the agreement. - Make plan for the end of the project when appropriate.		Julie Boothroyd

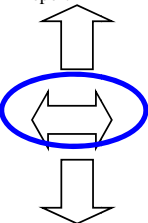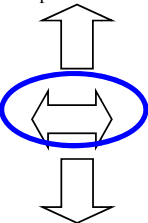Current status — Trend since last report

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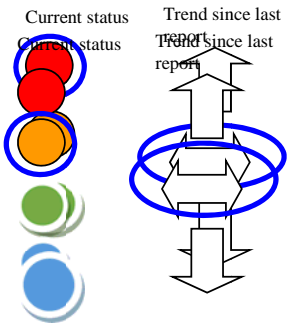| Mandate 25 Fleet Rationalisation	B's ICT project 22 currently with SRS (on line pool car booking system)- this will result in greater transparency with regards to pool cars and potentially a reduction in pool cars. ICT project 13. under review with SA (Fleet management system) Fleet rationalisation – on Target – Green. C's ICT Project 22 -Awaiting meeting to understand how this will be implemented and what is outstanding. ICT Project 13 – as above.	- Meet with SRS to establish details on the accurate status of both projects. - Ensure fleet rationalisation is on target and report regularly on any issues.		Debbie Jackson
Mandate 26 Property rationalisation	B' This is ongoing work for property rationalisation. Operating plan – Green. Finance – Green. C's Ongoing engagement with community groups required.	- Continue to consult and work with the community groups. - Support available from the engagement team. - Permissions for any disposal will need to be sought through the usual process. - Detailed plan to be followed in order to achieve the financial benefits for 2015/16. - Work alongside agile working policy owner to explore further opportunities for greater agile working.		Ben Winstanley

Current status   Trend since last report

Current status   Trend since last report

7

Mandate 28 Community Hubs	B's	- Structure and accommodation going back to cabinet for approval on the 4th March.		Deborah Hill-Howells
Current status Trend since last report	Community and employee consultation underway. The messages reinforcing that the hub is not just a new desk in the library. Colleagues appear heavily involved with the shaping of the future. Structures being consulted on with colleagues. Accommodation feasibility currently underway. Colleagues are encouraged to participate in ideas on the new name of the service. Selection plan in place for March. (following protection of employment policy) Opportunities for staff development and training has been identified early on. **C's** Staff in Abergavenny feel they are being disadvantaged with the contact centre being located in Chepstow. Location of Abergavenny Hub 12 months behind the opening of the others. (staff will not be disadvantaged due to this). Workload required implementing protection of employment policy. (at risk interviews for all staff) The potential operational impact of the community hubs and the contract centre sitting in different directorates?	- Support from HR required to implement the protection of employment policy. - Implement the new structures. (reduction of 13 establishment posts) - Role profiles are required for all new posts. - Establish approval of opening hours for all locations inc contact centre. - Continue to monitor development of software. - Project plan requires continuous monitoring in order to keep on tract. - Develop volunteer programme. - Plan training for new roles in prep for new service opening. (opportunities to deliver fresh, meaningful customer service skills to teams) - Report on redundancy costs once realised. - Continue to review the reporting lines of both the community hubs and the contact centre.		
Mandate 31 ICT Savings (SRS & custom built software solutions)	B's	- Project pipeline will outline the implementation costs, estimated savings and the potential for future income generation for each project.		Peter Davies
Current status Trend since last report	SRS savings are fully identified and are either achievable or have already been achieved / exercised. Recently commissioned an independent review of software development. Findings of the review will feed into a business case that will go to cabinet. Business case will outline recommendation options for taking software development forward. **C's** Monitor and review the suitable resources required, capacity and expertise in place to deliver. Timescales to meet the business expectations. Effective and efficient processes in place to govern and expediate delivery.	- Each Development project will have a business case that will be signed off by the Digital Board (and Cabinet where reserve finding required). - Continue to track the SRS savings.		

Mandate 33&34 **Adult Social Care** Current status Trend since last report 	**B's** Strengths based practice training underway and currently being rolled out. Training re-enforces Monmouthshire's values and supports 'Helping People Live their own Lives', Admin review has commenced and has a project team. Mardy park – review and development continues in the context of a health and wellbeing pathway. Practice change plan is underway and is evolving. LTS – Reviewing plan in place that supports policy. Monmouthshire Meals marketing is taking shape. The financial plan has been modelled and the impact on individual cost centre budgets. The plan has been shared with all cost centre managers. (on 27th January 2015). Managers are now planning to share the financial impact with their teams. IT new build – on line timescale. **C's** The size of the saving is challenging. So this is a concern in itself. Change in practice for teams will be significant and will take time. Uncertain if following re-assessment savings will be realised due to dependency and acceptance of different solutions available. Mardy park review – will the outcome support the projected savings targets in year 3.	- Continue to review structures and workforce to establish what is needed moving forward to hold the transformation and budget reduction work. - Service transformation will continue to evolve and approval sought as the programme develops. - Evaluate the training. - Continue to review IT new build. - Continue to review all projects and track all budgets in order to flag any concerns with delivering savings. - Ensure all managers share the financial impact with their teams.	Once it is rolled out.	Julie Boothroyd
Mandate 35 **Transformation of ALN** Current status Trend since last report 	**B's** Stage one is complete & robust. Community consultation considered to be robust and well evidenced. Detailed project plan and complete review timetable currently finalised. On agenda at CYP DMT on 6th February. **C's** Continue to review this once the plan takes shape and is in place. Difficulty in predicting the outcome of consultation until full consultation is complete. However all options present opportunities for delivering the target savings.	- All timescales of delivery of this mandate to stay in line with the 'complete review' timetable. - Engagement, communication and consultation both internally and externally involving all stakeholders continues. - Finance milestones to be built into delivery plan. - Ensure the 3 stage plan is monitored and on track		Sarah McGuiness

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Mandate 36 * **Route Optimisation** Current status Trend since last report	Route optimisation as per 2014/15 mandate. Continuation of savings from previous mandate	- Continue to review as 2014/15 mandate.		Rachel Jowitt
Mandate 37a **Waste Services** Current status Trend since last report	**B's** Merger of 2 key departments waste/cleansing and grounds provide the opportunity to remove duplication and ensure more efficient and effective delivery of the core service Approval to proceed in place. Opportunities to harmonise working practices in the 2 teams to meet the needs of the service. Plan in development stage. Staff have been fully engaged in the changes via the 'dept. engagement groups'. **C's** Opportunities to harmonise working practices. Some uncertainly if savings will be realised as at an early stage.	- Full consultation to continue during the change both internally and externally. - Need to continue to ensure the statutory requirements are being met. - Scheduling the 2 teams in order to maintain service delivery with less staff. - Deletion of 2 posts planned. - Protection of employment policy to be implemented. -		Rachel Jowitt

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Mandate 37b **Trade Waste** Current status Trend since last report 🔴 🟠 🟢 🔵	**B's** The benefit of a distinct trade recycling service will allow us to understand the contribution of trade recycling and help business communicate their environmental performance. Timescales and capacity plan in place. Invest to save is required in order to generate the income. **C's** Capacity of IT to undertake work required to allow modernisation of the on line registration system. Internal staff resources and budget for communication of the changes.	- Communication and engagement plan implementation. - Cabinet approval for overall design of service and charging regime. (on cabinet planner). - Implementation plan of service. - New service plans to commence July 2015.	Jan onwards March 2015 April to July	Rachel Jowitt
Mandate 37c **Grey bag & nappy collection.** Current status Trend since last report 🔴 🟠 🟢 🔵	**B's** Full engagement with the team have taken place. Action plan in place. Agreement to progress in cabinet received on the 7th January. This mandate is linked to the optimisation programme. There are currently 8 agency staff within waste and street services, therefore mitigating the impact on established staff impact of the post reductions.. **C's** The change will also result in a collection day change.	- HR to continue to work with management team to implement protection of employment policy where appropriate for the deletion of 3 establishment posts. - In Select on 13th April. - Continue to progress with delivery plan.		Rachel Jowitt

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Mandate 40a **Democracy** Current status Trend since last report	**B's** Recommendations proposed and Consultation with regards to management re-structure under way with relevant individuals. Unions consulted. Removal of half vacant post complete. Reduction of budgets – Green Income budget planning green. Legal services review commenced. **C's**	- Management restructure report to cabinet in February. - Protection of employment policy to be implemented if appropriate. - Continue to monitor income in line with targets. - Re-align budgets and monitor progress. - Ensure legal services review meets its overall scope and objectives.	Feb Once cabinet approval ongoing ongoing	Tracy Harry
Mandate 41 **Highways** Current status Trend since last report	**B's** The flexibility of utilizing all resources from all operations sections will enable the highway service provision to be maintained to at least current standard. The highways trading areas should be able to hold their own in a difficult trading environment. **C's** Resource implications will result in maintenance taking longer that will potentially affect KPI's, increase insurance claims and potentially attract bad publicity. SRS did not meet deadline for system development work. Commercial advertising provision.	- HR to support the management team with regards to the deletion of five establishment posts. - Employee consultation. - Union consultation. - Protection of employment policy to be implemented. - Redundancy costs to be reported if relevant. - Continue to measure and evaluate the impact of the mandate.	All by 1st April 2015	Tony Wallen

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Mandate 41a Youth Service Markets	B's	- Specialist marketing skills required	Ben Winstanley

Mandate 41a
Aligning Service Markets

Current status

Trend since last report

B's

This team has established, motivated, passionate team is required dedicated to additional youth sector markets development for growing the market offer.

Research indicates/skilled viewing is feeding and take responsibility for their own self development.

Propel Training Academy 'Trees Respite' to develop the market offer, teaching qualifications and assessing qualifications.

Propel training being supported by Lisa Knight Explore licence Plan process.

Website develop to offer required outlets for traders and retail customers learning and physical needs, wellbeing, therapy and creative alternative therapies.

Wellbeing is developing but taking a little more time due to the complexity and specialisation of the services being offered.

3 year budget forecasting in place.

Skill audit has been completed.

Inset meetings and team days have been used to shape the future of the Youth offer.

C's

Further grant funding cuts.

Continue to support the wellbeing of team as they strive to develop their income streams.

Decisions outstanding with regards to future plans of land and accommodation. Uncertainty restricts decision making and future focus on direction.

Mandate focus is on commercial element of business therefore is the service sitting in the most appropriate directorate.

Need for clarity on the capital investment required / available to reach the income targets.

- Specialist marketing skills required
- Campaign for all MCC marketised by
- Explore the options around 'click &
- Pay for a exploration of the reporting opportunities for commercial hand of the services (taking into account the
- Explore all options review commercial gateways support market or education and youth service that share the
- Site / set aside by side / consideration review is on track.
- Develop website.

Ben Winstanley

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Summary

Current status	Trend since last report
2 (red)	⬆
5 (orange)	⬌
17 (green)	⬇
0 (blue)	

Key

🔴 Concerns identified with delivery of target. Actions required.

🟠 Monitoring & required to keep on track

🟢 On target to achieve budget

🔵 On target and over achieving.

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Milestones Overdue

Mandate	Milestone Description	Expected End Date	Revised End Date	Dependant tasks / milestones? Y/N	Owner

1.	Escalated Issues (including those from the last highlight report not yet resolved)		
Item	**Issue**	**Recommended Action (s)**	**Owner**
4.1			

2.	Escalated Risks			
Item	**Risk**	**H,M,L**	**Recommended Action (s)**	**Owner**
5.1				

Document Version Control

14

Version	Date	Status	Author	Period of status update
1	4/2/2015	Green 17, Red 2 , Amber 5	Claire Robins	1st December 2014 to 31st January 2015

Distribution List		
SLT		
SMT		

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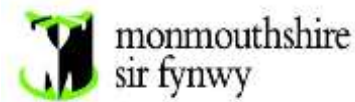
SUBJECT:	**Implementation of Community Hubs and Contact Centres**
MEETING:	**Cabinet**
DATE:	**4th March 2015**
DIVISION/WARDS AFFECTED: All	

1. **PURPOSE:**

   To agree the proposals for the implementation of the Community Hubs and Contact Centre, following Councils approval of the budget mandate.

2. **RECOMMENDATIONS:**

   Community Hubs & Strategic Library Service

2.1   That Cabinet agree to the proposed Community Hub Staffing Structures

2.2   That Cabinet agree to the proposed Strategic Library Service staffing structures

2.3   To approve the hub venues as Caldicot library, Chepstow library, Rolls Hall Monmouth and 35 Maryport Street.

2.4   To agree to the on-going review of accommodation options in Abergavenny, the outcome of which is to be reported back to Cabinet at a future date.

2.5   To delegate the decision regarding opening hours and the community hub names and branding to the Head of Community Delivery in consultation with the Cabinet Members for Innovation, Enterprise and Leisure and Community Development.

2.6   That the Caldicot one stop shop building is declared surplus following the creation of the hub within the existing library.

Contact Centre

2.7   To approve the location of the Contact Centre as 1st floor Chepstow Library;

2.8   To approve the proposed staffing and structure associated staffing costs

2.9   A review of the service demand will be undertaken 12 months after commencing operation. Should the staffing structure exceed demand, any staffing savings accruing will be transferred to the Community Hubs budget to maintain front line service delivery.

2.10   To approve the transfer of staff/budget in from the Highways and Property Services departments to support the Contact Centre

2.11   To approve the strategy for dealing with Welsh Language standards and compliance

2.12   To approve the move to a single Monmouthshire number in due course and delegation given to the Head of Service in consultation with the relevant Cabinet Member to determine what the number will be

2.13   To approve the opening hours and allow delegation to managers to extend opening hours should budget and staffing levels permit in due course

3.   **KEY ISSUES:**

3.1 On the 22nd January, Council approved budget mandate 28, which proposed a revenue saving of £250,000 in 15/16. This is to be achieved through staff reductions as a result of the integration of the existing library and one stop shop teams within a single venue in each town and a centralised contact centre.

3.2 There will be a significant reduction in staffing numbers within the existing teams as the proposal is to reduce the hubs and contact centres from 43 full time equivalents (FTE) to 30. The proposed creation of the Strategic Library Service will also involve the loss of 3 full time equivalent posts, therefore an overall net loss of 16 FTE posts.

3.3 The impact of these proposals has had a significant impact on staff. There is great dismay that these proposals have been necessary, but if agreed, they will enable the Council to reduce revenue costs in line with the Medium Term Financial Plan, whilst maintaining service delivery. The report authors wish to acknowledge the key contributions that the staff have made through the consultation process and the manner in which they continue to deliver high quality services at such a time of personal uncertainty.

3.4 There has been extensive consultation undertaken with staff, unions, friends of library groups, CAIR, town teams and through the budget consultation events. The feedback from these meetings, correspondence and social media has been used to re-define the original proposals submitted in November.

Staffing Structures

3.5 As a result of the views and feedback received the proposal for the staffing structures in the hubs is as outlined in Appendix 1. Feedback consistently expressed the need to protect frontline delivery, ensuring that there were sufficient numbers of staff to meet local demand. As a result the structures have been varied from what was originally proposed, reducing the number of Hub Managers from 4 to 2, (responsible for the north and south respectively) and the creation of a Senior Information Assistant in each venue, who will deputise when the Hub Manager is absent. The staffing structures in each venue will be as follows:

North – Hub Manager

Abergavenny: 6 FTE's
Monmouth   5 FTE's
Usk   1.5 FTE's

South – Hub Manager
Chepstow   6FTE's
Caldicot   5 FTE's

3.6   The Strategic Library Service will provide the strategic lead, digital and resources support for the frontline library service. Due to the change in the model of service delivery, roles and responsibilities have been consolidated, resulting in the loss of 2 Library Mangers roles and the amalgamation of the Admin Support Officer and Libraries ICT support Officer posts. Both the Prisons Service Librarian and the Macmillan Support Information Co-ordinator are funded externally so will remain unaffected by these proposals.

3.7   The Contact Centre will initially be a team of 9 officers, made up of a Contact Centre Manager, Senior Information Officer, 6 Information Officers and an Administrative Support Officer. The team will be formed on the basis of 7 officers transferring from either the existing one stop shops or library teams (with a budget of £175,000), 1 officer (or budget) from Highways and 1 officer (or budget) from Property Services. Should demand exceed initial capacity a further officer will transfer from Property Services following the closure of Magor reception. Further detail is included in Appendix 3.

Venues

3.8   The proposed and future location for the hub venues has stimulated a variety of debates and concern amongst members, staff and communities. These concerns and suggestions have been taken into consideration in determining the preferred venues. At the aforementioned meeting of the 22nd January, Council agreed to the inclusion of £300,000 to undertake the adaptation works required to host the hubs within Chepstow, Monmouth, Caldicot and Usk. The potential costs associated with the preferred Abergavenny model have been reported separately to Full Council on 26th February. Further details on the accommodation proposals and feedback are included in Appendix 2.

3.9 **Chepstow** - Both the One Stop Shop and Library services currently occupy the same building in Chepstow. It is intended that the hub service will be delivered from the existing library floorspace, with minor adaptations being required to accommodate private meeting space and layout configuration.

3.10 **Caldicot** – It is proposed that the hub is delivered from the existing library building and the current one stop shop building is declared surplus. Minor adaptations will be required to the existing layout.

3.11 **Monmouth** – There are two buildings considered suitable as hub venues, Rolls Hall (the existing Library building) and Market Hall (the existing One Stop Shop and Museum). Staff have undertaken work to identify how either venue could operate as a hub, however their preferred venue is the Market Hall. In order to accommodate the hub on the ground floor, we would need to amend the existing layout which would impact on the existing museum provision. In addition there is an on-going review of the future of Cultural Services which may impact on the accommodation needs of the Monmouth Museum. It is therefore proposed that the Rolls Hall be used to accommodate the hub, until the outcome of the Cultural Services review is known. Further studies will be undertaken to establish the options for the hub to be situated within the Market Hall, pending the aforementioned review.

3.12 **Abergavenny** – This has generated the highest amount of feedback and remains the most complex in terms of satisfying service needs and communities aspirations. Two clear schools of thought have emerged from the community and from colleagues.

Option 1 – Situate the hub within the existing Town Hall. This will undoubtedly be the most complex option given that the building is listed, has multiple occupiers and the accommodation is spread over a number of floors with poor disabled access. Architects have been commissioned to undertake a feasibility exercise to establish if the building could be adapted to accommodate the proposed use. Should it be concluded that this is possible, this is likely to impact on other users and will require their co-operation. The available floorspace will be determined by the feasibility study, but it is anticipated that it will be less than that available in option 2.

Option 2 – The Friends of Abergavenny Library are promoting the acquisition of 46 – 48 Frogmore Street (former Richards building) on the basis that this will provide greater floorspace for the library element of the hub service. There is concern that Abergavenny has been disadvantaged due to the reduced floorspace currently available within the Baker Street Library. The

Frogmore building will require refurbishment and improved disabled access facilities. The property is privately owned although the owner has indicated that he would be prepared to dispose of the freehold interest to the Council.

Both options are being considered and a report will be presented to Cabinet at a later date when the feasibility and costs of both options are known.

3.13 **Usk –** The hub venue will be located at 35 Maryport Street (currently occupied by Youth Services). This building is in the ownership of the Council, but will require adaptations to accommodate the library, community learning and youth services and tenders are currently being sought. The library and Community Learning service will transfer from 18 Maryport Street, which is currently leased from the Roger Edwards Trust.

3.14 **Contact Centre** – The preferred location is the first floor of Chepstow library as there is available space and facilities which would meet the needs of the service with no additional costs or adaptation works. Concern has been expressed by colleagues and Unison over this location as they consider that this proposal will disadvantage colleagues who live in the north of the County due to existing travelling costs and the time incurred in commuting. The Councils policies will enable colleagues to claim travelling costs over and above their existing commute for a period of two years, but we recognise that we will not be able to compensate for the time lost travelling.

Given the financial constraints and the availability of this venue, this remains the preferred location.

Opening Hours

3.15 The existing libraries currently have varied opening hours, with Usk open 30 hours a week Abergavenny, Caldicot and Monmouth 40 hours (albeit on two different opening patterns) and Chepstow 44 hours. Gilwern library is open over 3 days for 17 hours. All libraries have a minimum of one evening opening and a Saturday morning. One Stop Shops are open 39.5 hours a week, but without Saturday or evening opening.

3.16   It is proposed that each hub agrees its opening times locally in consultation with users, but reflecting staff capacity. However each hub will be required to open 40 hours a week on the basis of one evening opening and a Saturday Morning. Opening hours will be reviewed after 6 months to establish if they are in accord with demand and amendments made if necessary.

3.17   It is proposed that the hours of the Contact Centre will initially be 9 – 5 Monday to Thursday and 9 – 4.30 on a Friday. There will be no Saturday opening. However, the new telephony system will enable the provision of accurate demand data which will allow managers to determine whether a more flexible work pattern can be employed – particularly extended opening into evenings and importantly Saturday mornings to complement the provision being proposed in the Hubs.

The Hub Name

3.18   Feedback has suggested that the name Community Hub does not provide a brand that users will identify as being the integrated library and one stop shop services. In addition some concern has been expressed that the loss of the library name will have a negative impact as it is a recognised brand which users identify with. An opposing view is that this is a new model of service delivery and should be branded as such to reflect the service being provided i.e. information and advice and to avoid confusion amongst non-library users.

3.19   Suggestions have been sought, detailed in Appendix 2. It is proposed that the Head of Community Delivery in consultation with the Cabinet Member for Innovation, Enterprise and Leisure produce a shortlist which will then be consulted upon with staff and users of both services before a preferred name and brand is agreed.

Contact Centre – Welsh Language Compliance

3.20   The proposed Welsh Language Standards Measure (2015) requires that all public bodies Contact Centres must have Welsh language provision. At this present moment in time MCC is not compliant with the proposed legislation as none of the staff

impacted by the process are fluent Welsh speakers. In the longer term this will be managed by making the ability to speak fluent welsh an essential requirement for the next two vacancies recruited to the Contact Centre.

3.21 For Welsh calls in the short term it is proposed that all calls will be handled through the medium of English, but the greeting will be bi-lingual as per our Welsh Language Scheme requirements. However if someone asks to speak in Welsh we will where possible arrange for one of the Welsh speakers within the Council to handle the call. When the Contact Centre has Welsh speaking capacity as per the para above then the system will be altered to handle the call in Welsh in its entirety.

4.   REASONS:

4.1   Staff have been faced with the proposed changes to service delivery and resulting job cuts since last November, approval of the staffing structures contained within this report will remove any further uncertainties and allow the implementation of the hubs and contact centre to be commenced.

4.2   The budget approved on the 22nd January included the allocation of £250,000 savings in 2015/16 arising as a result of staff savings through the implementation of the new service delivery model.

4.3   The proposals enable the Council to continue to provide valued local services within a context of reducing financial resources and provide a model and venues that enable other Council services or partner agencies to provide services in a more cohesive, joined up manner whilst securing operating efficiencies.

5.   RESOURCE IMPLICATIONS:

5.1   Mandate 28 requires recurrent revenue savings of £250,000 in 2015/16 and a further £50,000 in 2016/17. It is anticipated that the proposed changes will generate sufficient savings to cover these amounts, as illustrated below.

Existing	OSS	Libraries	Total	Saving
Monmouth	156,649	114,679	271,328	
Abergavenny	213,637	118,555	332,192	
Caldicot	179,192	103,344	282,536	
Chepstow	177,020	127,378	304,398	
Usk		52,131	52,131	
Gilwern			12,895	
	726,497	**516,087**	**1,255,479**	
Proposed				
Monmouth			165,134	
Abergavenny			194,010	
Caldicot			169,274	
Chepstow			198,150	
Usk			55,790	
Gilwern			14,726	
Contact Centre			210,457	
			1,007,541	
				247,938

5.2   Capital expenditure of £300,000 to enable layout alterations and adaptations to Rolls Hall, Caldicot Library, Chepstow Library and 35 Maryport Street.

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1   The significant equality impacts identified in the assessment (Appendix 1) are summarised below   for members' consideration:

6.2 The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications arising from this report.

8. CONSULTEES:
All Cabinet Members
Leadership team
Head of Legal Services

9. BACKGROUND PAPERS:

Budget Mandate 28, (15/16 MTFP)

10. AUTHOR:

Debra Hill-Howells   Head of Community Delivery
Roger Hoggins   Head of Operations
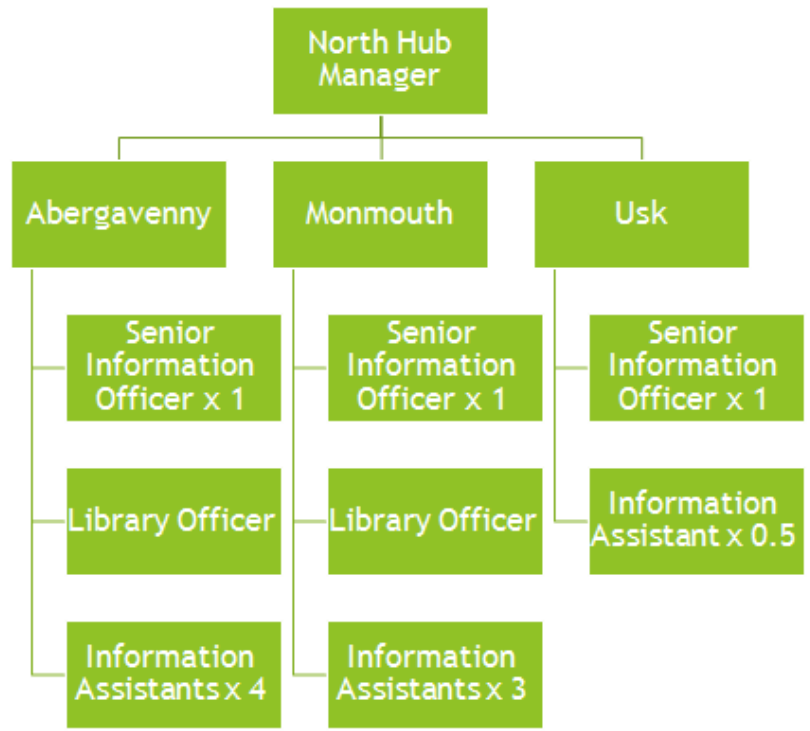
Rachel Jowitt   Head of Waste and Street Services

11. CONTACT DETAILS:

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racheljowitt@monmouthshire.gov.uk

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Appendix 1 - Hubs & Strategic Library Service Proposed Staffing Structures

Proposed Hub Structure - North

Proposed Hub Structure - South
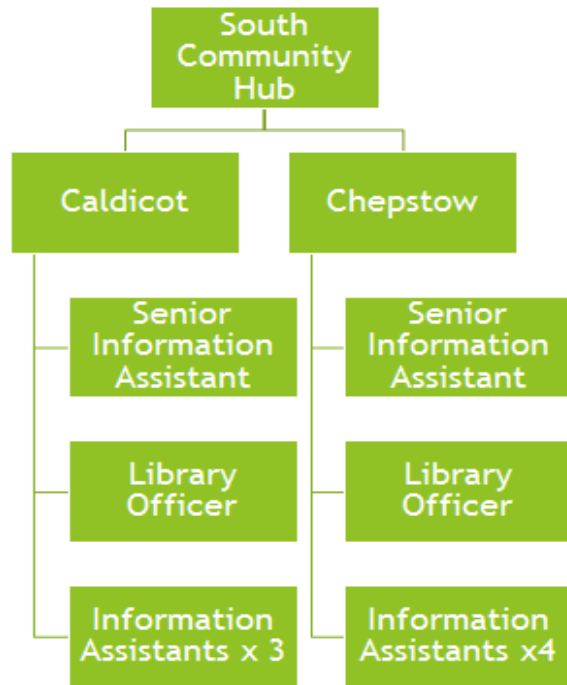
Proposed Service Costs

Abergavenny	Band	FTE %	Salary	On Costs @ 30%	Total Cost
Hub Manager North	I	40	12,738	3,822	16,560
Senior Information Assistant	F	100	22,212	6,664	28,876
Library Officer	F	100	25,440	7,632	33,072
Information Asssistant	E	100	22,212	6,664	28,876
Information Asssistant	E	100	22,212	6,664	28,876
Information Asssistant	E	100	22,212	6,664	28,876
Information Asssistant	E	50	11,106	3,332	14,438
Information Asssistant	E	50	11,106	3,332	14,438
					194,010
Monmouth					
Hub Manager North	I	40	12,738	3,822	16,560
Senior Information Assistant	F	100	22,212	6,664	28,876
Library Officer	F	100	25,440	7,632	33,072
Information Assistant	E	100	22,212	6,664	28,876
Information Assistant	E	100	22,212	6,664	28,876
Information Assistant	E	50	11,106	3,332	14,438
Information Assistant	E	50	11,106	3,332	14,438
					165,134
Usk					
Hub Manager North	I	20	6,369	1,911	8,280
Library Officer	F	100	25,440	7,632	33,072
Information Assistant	E	50	11,106	3,332	14,438
					55,790
Chepstow Hub					
Hub Manager South	I	50	15,923	4,777	20,700
Senior Information Assistant	F	100	22,212	6,664	28,876
Library Officer	F	100	25,440	7,632	33,072
Information Assistant	E	100	22,212	6,664	28,876
Information Assistant	E	100	22,212	6,664	28,876
Information Assistant	E	100	22,212	6,664	28,876
Information Assistant	E	50	11,106	3,332	14,438
Information Assistant	E	50	11,106	3,332	14,438
					198,150

1.3 Existing Service Costs

Job Title	Hours	Hours	Salary	On Costs 30%	Salary & On Costs
Customer Services Team Leader Job Share	22.2	22.5	18,949		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	18.5	18.5	10,867		
Customer Service Advisor	18.5	18.5	10,867		
Customer Service Advisor	37	37	19,817		
Customer Service Advisor	37	37	21,734		
Receptionist	37	37	19,317		
Admin	37	37	19,317		
			164,336	**49,300.80**	**213,637**
Team Leader	14.8	14.5	12,211		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	18.25	18.25	10,720		
Customer Service Advisor	33.5	33.5	19,678		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	21.5	21.5	12,629		
Customer Service Advisor	37	37	19,817		
Admin	37	37	19,317		
			137,840	**41,352**	**179,192**
Team Manager	37	18.5	15,580		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	22.2	22.2	13,040		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	29.6	29.6	17,387		
Customer Service Advisor	22.2	22.25	13,070		
Customer Service Advisor	22.2	22.2	11,890		
			136,169	**40,851**	**177,020**
Team Manager	37	18.5	15,580		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	37	37	21,734		
Customer Service Advisor	37	37	21,734		

	Grade	Hours	Salary 14/ 15	On Costs @30%	Total
Abergavenny					
Library & Information Assistant	17-21	35	18,273		
Library & Information Assistant	17-21	22	11,486		
Library Assistant	17-21	17.5	9,136		
Library Assistant	17-21	17.5	9,136		
Library & Information Assistant	17-21	35	18,273		
Senior Library Assistant	25-29	37	24,892		
			91,196	27,359	**118,555**
Caldicot					
Senior Library Assistant	25-29	37	24,892		
Library & Information Assistant	17-21	19	9,233		
Library & Information Assistant	17-21	21	10,964		
Library Assistant	17-21	20	10,442		
Library Assistant	17-21	29.5	15,401		
Library Assistant	17-21	17	8,563		
			79,495	23,849	**103,344**
Chepstow					
Library & Information Assistant	17-21	35	18,273		
Senior Library Assistant	25-29	37	24,892		
Library & Information Assistant	17-21	35	18,273		
Library & Information Assistant	17-21	25	13,052		
Library & Information Assistant	17-21	21	10,964		
Library & Information Assistant	17-21	13	6,787		
Library & Information Assistant	17-21	11	5,743		
			97,983	29,395	**127,378**
Monmouth					
Library & Information Assistant	17-21	35	18,273		
Library & Information Assistant	17-21	35	18,273		
Library & Information Assistant	17-21	17.5	8,504		
Library & Information Assistant	17-21	17.5	9,136		
Library Assistant	17-21	17.5	9,136		
Senior Library Assistant	25-29	37	24,892		
			88,215	26,464	**114,679**

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The current staffing cost of running the one stop shops and front line library services   is £1,255,479. The proposed new model of delivery will incur staffing costs of £1,007,541, therefore accruing savings of £247,938. The shortfall will be funded through the strategic library service re-structure (£40,805) and utilizing existing one stop shop supplies and services budgets (£11,257)

Job descriptions have been drafted and consulted upon and are now being evaluated through the job evaluation process.

The posts will be filled by existing colleagues within the one stop shop and library services.

1.4   Proposed Strategic Library Service
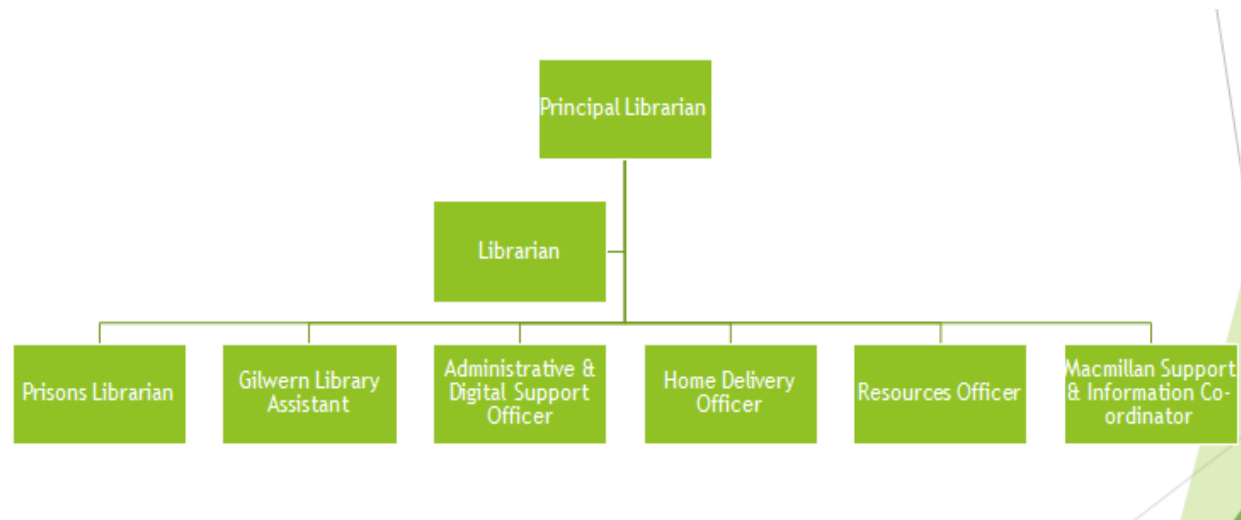
Proposed Structure

Post	Band	SCP	Salary	On Costs	Salary @ 30% on costs
Place Manager	L		42597	12779.1	55,376
Principal Librarian	J	41 - 45	35,662	11,888	51,515
Librarian	I	37 - 41	34,746	10,424	45,170
Prisons Librarian	H	33 - 37	22,611	6,783	29,394
Business & Digital Support Officer	F	25 - 29	25,440	7,632	33,072
Resources Officer	F	25 - 29	25,440	7,632	33,072
Home Delivery Officer	E	21 - 25	19,742	6,664	28,876
Gilwern library assistant	E	21 - 25	9,931	2,979	12,910
Macmillan Support & Information	E	21-25	25,440	7,632	33,072
					322,457

Existing Service Costs

Strategic Library Management	Band	Salary	On costs @30%	Total
Abergavenny Library Manager	I	34,894	10,468	45,362
Caldicot Library Manager	I	34,894	10,468	45,362
Chepstow LM (J/S)	I	34,894	10,468	45,362
Monmouth LM (J/S)	I	34,894	10,468	45,362
Prisons Librarian	H	23,581	7,074	30,655
Libraries ICT support officer	E	21,734	6,520	28,254
SLA - resources mgt	F	24,892	7,468	32,360
Admin & Support Oficer	F	24,892	7,468	32,360
Home Delivery Officer	D	19,317	5,795	25,112
Macmillan Officer	E	25,440	7,632	33,072
				363,262

Savings from the Strategic Library Service re-structure have been used to fund the Community Delivery re-structure agreed by Cabinet in December 2014.

Appendix 2 – Hubs proposals

2.1   Venues

The proposed locations of the hub venues has stimulated debate in all of our communities. Currently the services are located in separate venues in each of the towns. The proposed model will enable the creation of a single venue which will enable the Council to make efficiencies in both staffing and accommodation costs.

Officers have met with staff in all of the existing locations, Friends of groups, Town Teams, Area Committees and the local communities. We have reflected on the feedback, both concerns and suggestions before arriving at the proposals contained within the report.

A general concern expressed was the need for privacy for confidential meetings and for the design of the layout to enable library activities to continue without impacting on the needs of those accessing traditional one stop services and vice versa. It is agreed that both issues are important and will be addressed in the design of the layout of the new venues. Each building will contain

interview rooms that will be used for confidential meetings or for those needing privacy for emotional support. Property Services have been commissioned to review the layouts in the preferred venues so that they reflect the needs of both services. Examples of existing hub locations are being reviewed to understand current practice and operating needs.

2.1.2   Chepstow

It is widely accepted that the existing location is both accessible for those travelling by public transport or car. It is well known to the local community and a modern and accessible building, which currently houses both services. It is intended that the existing one stop shop office will be vacated and incorporated within the main library floor area. Internal configuration will be necessary to provide private meeting rooms and to reflect the changed service model.

2.1.3   Caldicot

The existing services are delivered from separate buildings adjacent to each other. The Library is a modern purpose built building with separate meeting and office accommodation. It is proposed that the one stop shop building is closed and declared surplus and that the new service model is delivered from the library building. The existing office accommodation can be used to provide private meeting areas, however adaptation works will be required to the existing layout.

At the time the budget mandate was prepared it suggested that we would consider an additional option which would involve the relocation of the service into the town centre to generate footfall for the retailers. This has led to both concern and opposition from the Friends of group and the Town Team. This report therefore does not recommend this proposal, however it is acknowledged that this may an appropriate course of action at some point in the future subject to the production of an evidenced business plan which outlines the benefits that will accrue as a result of such a proposal.

Currently the local food bank occupies storage at the rear of the one stop shop, it is proposed that this continues on a month by month basis until the future of the one stop shop building is known.

2.1.4   Monmouth

The existing library occupies the Rolls Hall which was recently refurbishment through a CyMAL grant scheme. The existing one stop shop occupies the Market Hall with the museum service and two commercial tenants. There is vacant ground and first floor space, however there is no disabled access to the first floor.

Staff have undertaken considerable work to establish their preferred location for the new hub. Their preference is the market hall on the basis that it is on a bus route, is within the existing town centre and has ability to accommodate other service providers. The preferred delivery method given the staffing numbers would be to accommodate the service on the ground floor, which would be feasible subject to imposing alterations to the museum service layout. Rolls Hall is not on a bus route, but is able to provide a small number of car parking spaces adjacent to the building. Colleagues have established that the hub could be accommodated within the building, albeit that the existing book stock would need to be reduced and the computers would need to be re-located to enable the provision of private meeting rooms.

The considerations are complicated by the ongoing review of Cultural Services. This is considering a number of options one of which is transferring the service into a trust delivery model which may require the provision of accommodation to support the service. Until the outcome of this review is known it is not considered appropriate to undertake any adjustments to the Monmouth Museum and potentially incur abortive expenditure.

It is therefore proposed to deliver the new service from the Rolls Hall with minimal alterations and costs. This position will be reviewed when the outcome of the Cultural Services review is known. The vacant accommodation in the market hall will be considered for short term lets or internal usage which would not prejudice any future proposals.

2.1.5   Usk

The budget proposals in 14/15 proposed alterations or closure to the Usk library service. This prompted a local campaign which manifested into the Save Usk Library group, which has been working with the Council to ensure that the library service remains in Usk. The library service is currently delivered from a portacabin situated at the rear of 18 Maryport Street, which is part of a wider lease from the Roger Edwards Trust. The Community Learning Service manage the lease and meet the running costs for the site

(in the region of £47,000 14/15). The Community Learning Service receives no core funding from the Council and need to reduce their overheads and had therefore identified the need to re-locate to 35 Maryport Street which is in the Council's ownership and currently occupied by the Youth Service.

Discussions were undertaken between the Save Usk Library group and the respective services which culminated in community consultation in the summer of last year. This identified the need to re-locate both the Community Learning and Library Services to meet the increasing financial constraints and maximize the efficiency of the Council owned building. This proposal does potentially disadvantage local groups who have used the youth building free of charge for a number of years. It is intended that we will still accommodate community groups where possible, but that they would need to pay a small charge for their use to offset the running costs. It is true however, that we will not be able to accommodate the level of community groups currently accessing the building if Community Learning and the Library service are to maintain their existing level of provision.

A scheme has been prepared by Property Services which is currently being tendered and the Council has served notice on its landlord bringing the lease to an end on the 24th June 2015.

2.1.6   Abergavenny

The existing library is located within a building in Baker Street and has a library footprint of 264sqm (2,840sq ft). The site was acquired in 1905 and the title contains a restrictive covenant limiting the use to

"Public Library, public Museum, School for Science, Art Gallery or School of Art only except that if so desired lectures or classes may be held in the building for technical or secondary education but not for elementary education".

The one stop shop is located within the ground floor of the Town Hall, which is owned by the Council and also occupied by the Town Council and the Borough Theatre Trust. As part of the Borough Theatre trust arrangements it was agreed that the ground floor accommodation occupied by the facilities team would be transferred to them as part of the lease agreement in the event that they were able to secure funding to adapt it to a café / refreshments use.

Consultations have resulted in two clear views emerging. There is strong support for the notion that the Town Hall forms a focal point for the community and as such the hub service should be located within the building to safeguard its future and maximize its usage. Given the complex nature of the building, its listed status and multiple occupiers the Council has commissioned a firm of specialist architects who are currently working on proposals to improve the Borough Theatre accommodation. Their brief is to establish if it would be feasible to provide the hub service within the building and proposed staffing levels, providing equality of access and providing equivalent or greater floorspace for the library element. The architects are due to complete their initial conclusions shortly.

The Friends of group have presented at alternative scheme to the Bryn y Cwm Area Committee. Their vision involves the Council acquiring 46 – 48 Frogmore Street and converting the building into a largely library provision over the two floors. The sales details indicate that it has a gross internal floor area of 1,309 sq m (14,803sq ft), spread over 3 floors. Clearly this would be a significant enhancement on the existing floorspace, however there would be substantial refurbishment works and the cost of improved disabled access. Agents have been appointed to ascertain the potential acquisition and conversion costs.

At the point that sufficient information is available on both schemes to evaluate the suitability of the proposals from both an operational and financial perspective a further report will be presented to Cabinet to select the preferred option.

2.1.7   Satellite venues

To provide support and information outside hub hours we are exploring opportunities to work alongside Leisure Centre colleagues. The extended opening hours and customer focused service will enable essential support and advice to be provided if crisis support is needed. Alongside this users will be able to access basic resources e.g. food bags as well as the potential to collect or return library books.

2.2   Self-service machines

It is intended to provide self-service machines in the hubs to enable library users to return or loan library resources. These facilities are currently provided in Chepstow and Monmouth and are well used by library members. There will be acquisition costs for this

equipment which where possible will be funded from the 300k allocation. Should there be a shortfall in funding this will be secured through existing service budgets, therefore a phased implementation approach may be necessary.

There will be a lead in time to the use of the equipment as all the books held within each venue will need to be adapted to enable compatibility with the technology (this involves placing a label with built in digital data within each book).

There is the ability to increase the software held on the machines to enable access to other council services such as automated payment. This will be explored further when the delivery model has been implemented and embedded.

2.3   The Hub Name

This has elicited a number of responses, largely from colleagues and users of the library service. There is general accord that the name Community Hub does not reflect the services being provided within the venue and therefore an alternative should be sought. It is at this point that the views diverge. Friends of groups and colleagues in the library service have expressed a strong desire to retain the term library within the name as it is a universally recognised brand. Conversely there is a concern that retaining the brand library diminishes the value of the integrated service, does not reflect the changes in service delivery and may be confusing for non-library users trying to access information services.

A number of suggestions have now been put forward which are listed below:

Library at the hub
Ask at the Library
Monmouth's - Information Centre/hub/point/Zone
Monmouth's - Information and Advice Centre/hub/point/zone
Monmouth's - First Point
Monmouthshire's Information Zone
Monmouthshire Information and Library Services
One Stop Shop @ the Library
Ask Me! @ The Library

One Stop @ the Library
Community Hub @ the Library
Customer Services Hub
Abergavenny Library and One-Stop Shop
Library Plus
I centre
LIFE Centre
Library & info centre
Books & more
Mon info Centre
Mon i
I Lab
Life & Leisure
Life & learning centre
Info @Library
Find Out @the Library
People Services
Community Resource Centre
Community Information Service (and Library)
Monmouthshire Resources Centre
The Network – Information and Library Service
Library and Council Services Centre
Library and Information Centre

It is proposed that a shortlist of names is prepared and then consulted upon to determine which has the most support. The preferred name then be adopted as the brand for the new service delivery model.

2.4   Timescales and Training

Clearly it will be essential for all Community hub team members to be able to provide comprehensive information services (both library and one stop shop) for the new delivery model to be effective. We will work with existing managers and the corporate training team to identify a programme of training which will be undertaken by all team members prior to the new service being launched. This may require the closure of both services for a period of time to enable the training to be undertaken and any building adaptations to be completed. We will explore alternative delivery methods during this period so that users can still access information but through an alternative venue.

Should this report be agreed and is not subject to a call in, we would commence the at risk and recruitment process from the middle of March. It is anticipated that recruitment to the new roles will commence in early April with all teams being appointed by the end of that month. Given that the venues will need accommodation works and training will need to be undertaken it is anticipated that the existing teams will remain in place until the end of the summer, with the exception of Abergavenny which will take substantially longer to deliver. It is anticipated that the hubs will be available from the 1st September, however this is to be confirmed dependent on the decision making process, timescales for accommodation works and training needs.

2.5   Expansion of the Service

It is intended that the new delivery model will be capable of expansion to enable additional service providers or Council services to be incorporated within the venue. These options however will not be explored until this phase of delivery has been completed to ensure that we meet the financial savings.

A key priority of the service will be to encourage users to access either digital and telephone services where appropriate to reduce the demand for face to face access for information. This will enable staff to focus their attention on issues such as housing needs, benefit advice etc. which is normally time consuming and required at the point of crisis or need.

Appendix 3 – A Monmouthshire Customer Contact Centre

Currently telephony services for MCC residents are split between the main reception (01633 644644) and the four numbers of the One Stop Shops. The reception service is primarily a pass on service whereas the OSS will deal with certain service areas but not all e.g. highways/waste calls are dealt with by the OSS primarily where as social services queries are dealt with by the department.

However due to staff to priorities and pressures it is by no means guaranteed that if a resident phones the Abergavenny number they are speaking to a member of staff from Abergavenny. More often than not, due to staff pressures for face to face in the One Stop Shops the OSS phone system is on a hunt group and phone calls will be handled anywhere within the system. Importantly if the OSS are unable to manage demand then there is an automatic transfer to the main switchboard number for the operative to then pass back to the OSS or pass to the relevant department.

Whilst we know that for 2013-14 29,903 calls were managed by the OSSs the same information cannot be supplied from the current corporate reception function (01633 644644). Importantly though the OSS system does not give us management information on:

- Number of missed calls
- Number of calls passed to reception and then onto relevant services
- Number of calls dealt with at first point of contact
- Length of time of each call

The Proposed Benefits of a Centralised Contact Centre

The previous Customer Manager purchased telephony software to replace the two systems to ensure MCC had a robust, information driven telephony system fit for delivering better outcomes to our residents. Therefore the primary capital investment required has been incurred and sits outside the financial profile of this proposal.

A review of current demand within the OSS has shown that the number of calls could increase by as much as 100%. A lot of the face to face transactions can be undertaken by telephone, or indeed web (when systems are more established). Therefore as part of the implementation strategy of the changes with the creation of the Hubs and the Contact Centre a concerted effort to ensure

that the Contact Centre is utilised to its full capacity, and thereby releasing demand on the Hubs to manage the value face to face contact will be undertaken.

As stated above the number that is dialled (switch or OSS) determines the level of service that is received. A switchboard element will still be retained with the creation of the Contact Centre but where possible the Contact Centre will try to deal with as many of the calls as possible to release service pressures and importantly give our customers a direct service with limited pass-ons.

The Contact Centre staff will also be charged to ensure that responses are provided to residents. We know there is concern that messages can be taken and passed-on and there is little evidence to demonstrate the service requests/complaints have been acted upon. The Contact Centre will be empowered to ensure that service requests are closed down so that the Council has a truer record on the responsiveness of the service it provides. This aspiration is dependent on the implementation of a replacement to HEAT which is currently being investigated and scoped at present.

By centralising staff the Council will have increased capacity to respond to the calls immediately. Currently members of the public can be passed around departments as resources are prioritised to face to face contact.

It is also intended that where possible the Centre will also lead on the social media corporate accounts of the Council thereby once more reducing demand on already stretched departments. Individual service accounts will still be retained by the services, but a large volume of demand comes through the generic MCC twitter and facebook accounts and centralising it will allow the demand to be managed through the developing customer management system.

Location

Through the consultation process it is recognised that concerns have been raised about the proposed location of the Contact Centre. Assessments have been undertaken of looking at alternative venues however none have been able to offer the space and suitability that the preferred location of 1st floor Chepstow Library offers.

The telephony system does allow for a more agile way of working, but consideration of the benefits of all staff being in the same place must be emphasised. If staff are working in the same place then common themes can be identified, knowledge shared and

support can easily be managed. For example if somebody was agile working and received an abusive phone call then there would be nobody present as a witness or management there to take over the handling off that call. A flexible approach to work will be investigated as much as possible but recognising that the needs of the service and our residents take priority.

The Telephone Number

It is proposed that in the short term the 5 main numbers (01633 644644 & 4 One Stop Shops numbers) which are in the public domain be the main publicised numbers for the Contact Centre.

With the creation of the Contact Centre some public facing service numbers will also be transferred in – these being highways 01633 644625 and waste 01633 6444126 as these services have either offered budget or made efficiency savings on the premise of the creation of the Contact Centre.

In the long term it is proposed that MCC have one public facing contact number. It is acknowledged that there has been a stated aim for the Contact Centre staff to have "local" knowledge pertinent to the residence of the caller. However this is not guaranteed currently and given work-home patterns cannot be guaranteed in the future. Nor can it be stipulated in recruitment processes. Approval is sought for the principle of one number and delegation given to the Head of Service in consultation with the relevant Cabinet Member to determine what the number will be.

Opening Hours

It is proposed that on opening the hours of operation will be:

9am – 5pm   Monday – Thursday

9am – 4.30   Fridays

However with the new telephony system accurate demand data will be available and the managers will determine whether a more flexible work pattern can be employed – particularly extended opening into evenings and importantly Saturday mornings to complement the provision being proposed in the Hubs.

Any changes to hours and therefore staff contracts will be made through the appropriate consultation and employment policy processes.

Proposed Staffing Structure & Costs

It is proposed that the staffing structure will look like:
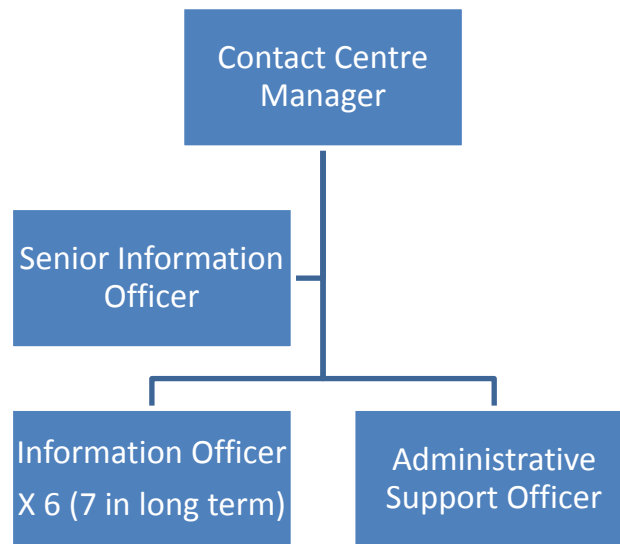
The staffing compliment it is proposed will be made up from:

- 7 FTE transfer in from One Stop Shop/Library process. The original proposal was 8 but due to concerns raised about the face to face demand it has been reduced to 7.
- 1 FTE transfer in of person/budget from highways as outlined in the Operations Restructure Approval given in March 2014. It is proposed that this will be a transfer in for an Information Officer post.

- 1 FTE transfer in of person/budget from Property Services in the short term. The exact nature of the transfer from Property Services has yet to be determined. If it is budget (given efficiencies from their operations) then this may reduce the "at risk" number from the OSS/library pool. It is proposed that this will be a transfer in for an Information Officer post
- 1 FTE future proposed transfer in from Property Services on the basis of:
    a) The CC evidencing the need for additional resources
    b) Reception closing at Magor to free up capacity

The Job Descriptions have been circulated to staff and have been job evaluated. Therefore the proposed staff cost including on-costs for the annual running of the Contact Centre comes to £269,194. Of this £58,737 will be transferred from highways and property services and the remaining £210,457 from the OSS-library re-structure.

Contact Centre Budget Build				
Post	Grade	SCP	Salary	Total Cost (salary + 30%)
Contact Centre Manager	I	37-41	£31,846	£41,400.00
Senior Information Officer	F	25 - 29	£22,212	£28,876.00
Contact Centre Information Officer x	E	21 - 25	£133,272	£173,253.60
Administrative Support Officer	D	13 - 17	£19,742	£25,664.60
TOTAL			£207,072	£269,194.20

Welsh Language Compliance

Under the proposed Welsh Language Standards Measure (2015) there are proposals that all public bodies Contact Centres must have Welsh language provision. The specific proposed standards are:

When you receive a telephone call to your main telephone number(s), or to any helplines or call centres:-

- *Standard 8* you must greet the caller in Welsh
- *Standard 9* you must inform the caller that a Welsh language service is available
- *Standard 10*   you must deal with the call in Welsh in its entirety if it is the caller's wish (where necessary by transferring the call to a member of staff who is able to deal with the call in Welsh)
- *Standard 11*   you must deal with the call in Welsh if its entirety is the caller's wish until such point as it is necessary to transfer the call to a person who can provide a service on a specific subject matter to the caller that no Welsh language speaker is available to provide
- *Standard 12*   where you advertise telephone numbers…..you must not treat the Welsh language less favourably than the English language
- *Standard 13*   you must provide the same telephone number for your main telephone number that offer a Welsh language service as you provide for the equivalent English language service
- *Standard 14*   when you publish your main telephone number….you must state (in Welsh) that you welcome calls in Welsh
- *Standard 15*   if you have performance indicators for dealing with telephone calls in English you must have corresponding performance indicators for dealing with telephone calls in Welsh
- *Standard 16*   your main telephone call answering service must inform callers, in Welsh that they can leave a message in Welsh
- *Standard 17*   when there is no Welsh language service available to deal with calls….you must inform the callers, in Welsh (by way of an automated message or otherwise) when a Welsh language service will be available

As can be seen the nature of all telephony services for all public services in Wales is to change drastically with this measure and increased burdens placed on it. No additional budget is being provided to Council's to assist compliance. At this present moment in time MCC is not compliant with the proposed legislation as none of the staff impacted by the process are fluent Welsh speakers. However a strategy for ensuring compliance in the long term is being proposed with this paper.

In the short term it is proposed that when someone calls MCC with the installation of the new software they will be greeted bilingually but the call will be managed in English only.

The English calls will then be sub-divided into areas for call prioritisation. It is not proposed that a long list of options be provided but an example could be:

1) For highway queries
2) Council tax
3) All other services

The strength of the new system is that it allows the managers to change the prioritisation so during busy periods of flooding for example specific lines can be put to answering those calls only.

If someone then requests to speak in Welsh from that initial greeting the proposal is to offer to get that initial call handled by one of the Welsh speakers within the Council. However Standard 17 does allow the Council to have a message given to that caller in Welsh that there is no service in Welsh and they will be returned to the English options.

To ensure long term compliance it is proposed that as a minimum the next 2 vacancies arising within the Contact Centre will be recruited on the basis that Welsh speaking is an essential requirement to allow full compliance with the legislation and promote the use of Welsh as a medium for accessing services more widely within Monmouthshire.

Appendix B   **The "Equality Challenge" (Screening document)**

Name of the Officer completing "the Equality challenge" Debra Hill-Howells	Please give a **brief description** of the **aims** proposed policy or service reconfiguration Proposed re-alignment of the Community Delivery Service to achieve budget mandate savings and achieve a continuation of the services provided albeit through a reduced staff base which may result in reduced opening hours or activities		
Name of the Division or service area Community Learning	**Date** "Challenge" form completed 21.10.14		
0Protected characteristic affected	**Negative impact** **Please give details**	Neutral impact Please give details	**Positive Impact** **Please give details**
Age	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Disability	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Marriage + Civil Partnership	Reduced / changed opening hours within the hubs may		Improved telephony and IT media

	result in reduced service provision		contact service by centralising staff resources to offer greater resilience.
Pregnancy and maternity	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Race	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Religion or Belief	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Sex (was Gender)	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater

			resilience.
Sexual Orientation	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Transgender	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Welsh Language			

What are the potential negative Impacts.	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments or engagement with affected parties).
➢ *The development of the hub model may result in reduced operating hours which may impact on access to library and one stop services*	➢ Opening hours of the proposed hubs are not yet determined however we will seek to minimize any impact on service delivery by developing a volunteer programme and identifying opportunities for opportunities to access services from other locations e.g. leisure centres.
➢	➢

➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

The existing telephony response service is devolved and feedback suggests that the service to customers becomes unreliable during heavy demand. The combined service improves staff management and ensures that staff are multi skilled thereby offering a more effective service using the staff available. Training, leave, and prioritisation of staff resources is much better through a combined team when resources are limited so a more effective and reliable service can be provided to callers and correspondents by email and IT media etc.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

We will work with colleagues to offer satellite services from other locations e.g. Leisure Centres when the hub model is implemented. Customers will also be encouraged to access Council services through other mediums e.g. telephone or digital services.

Signed   **Designation**   **Dated**

SUBJECT: **Whole Place Strategy**

MEETING: **CABINET**
DATE: **4 March 2015**
DIVISION/WARDS AFFECTED: All

1.   **PURPOSE:**

1.1   To present on behalf of the Place Programme Board, the Whole Place Strategy. The Strategy provides an integrated single framework in which to develop, guide and support delivery of Whole Place Plans which reflect local distinctiveness. Linked to the need for efficient and effective delivery of Whole Place is a need to commission a review of community governance which should be reported to Council upon its conclusion in June 2015.

2.   **RECOMMENDATIONS:**

2.1   To approve the Whole Place Strategy and its aim of creating a single framework to advance the development and delivery of unique and locally-led Whole Place Plans;

2.2   To note the appended 'self-evaluation' of Whole Place; and, the wider update on progress against the Proposals for Improvement set out by WAO in 2014, recognizing the contribution they both make to the Whole Place Strategy; and,

2.3   To commission a review of community governance through which to support the efficient and effective local delivery of Whole Place and to report the findings of this to Council in June 2015.

3.   **KEY ISSUES:**

3.1 In spring 2014, the Wales Audit Office (WAO) undertook a review of the progress to date in the delivery of the Council's Whole Place agenda. One aspect of the conclusion referenced the 'lack of a single agreed purpose'.

3.2 WAO's report made three main recommendations as to how the approach could be improved and these are outlined (along with an up-to-date progress report) in Appendix 4. One of the main findings was that a 'single strategy' for Whole Place would allow for a more consistent approach and provide an overall framework in which to position the approach as a key policy plank.

3.3 In the short intervening period, key progress has been made. In particular, a comprehensive self-evaluation has been undertaken which has informed the Whole Place Strategy. This is attached at Appendix 2 and shows that even though we continue to make improvements, we remain in the early stages of our journey and acknowledge there will always be more to do. Working with communities to enable them to build their own resilience is not a quick fix and many of the strategic outcomes sought can only be achieved in the medium to long-term. In the short-term, the strategy enables the identification of outputs that demonstrate we are on the right track.

3.4 The Whole Place Strategy comes at a time when the first two of four Whole Place Plans are in their infancy in Severnside and Bryn-y-cwm. Drawing on the evidence from the self-evaluation that highlights the importance of difference and diversity – but positioned within one consistent framework, it sets out key purpose; core principles, governance structures and the measurable benefits to the council and communities. As public funding continues its decline and yet, the need for local public services grows, we continue to believe this approach provides the best chance for communities to become sustainable and resilient.

3.5 A further Proposal for Improvement focused on 'reviewing area governance arrangements; and in particular, the relationship between Area Committees and Programme Boards. The need for clarity of purpose around some of the existing structures that are either part of, or on the fringes of Whole Place, is also emphasized in the self-evaluation. Whilst in some respects, 'over-participation' is a great problem to have, we recognize the need for clear lines of accountability; to ensure duplication does not occur and that we harness involvement in meaningful and constructive ways. It is therefore recommended that a review of community governance is commissioned via our in-house experts within our Business and Enterprise Team with a view to reporting back to Council in June 2015. The brief for this work is provided at Appendix 3.

3.6 It is not intended to develop the Whole Place approach into the Lower Wye and Central Monmouthshire areas until the programme is sufficiently embedded within Severnside and Bryn y Cwm. We plan to review this position at the end of September 2015. The attached Evaluation, 'Single Strategy' and proposal to review Community Governance structures are key steps on our journey to scaling up the approach.

4.   REASONS:

4.1   Within the context of reducing financial and staff resources, the Whole Place agenda is the one of the key delivery agents for fulfilling the Council's core purpose around building sustainable and resilient communities.

4.2   A single strategy enables 'consistency within diversity' and provides a framework for anchoring our interventions – different though they will be.

4.3   Demonstrating continuing progress against the Proposals for Improvement and embedding an approach to self-evaluation ensures that we sustain momentum and enhance self-awareness.

4.4   Undertaking a review of community governance will enable us to play a role in working with communities to develop fit for purpose structures that maximize the efficiency and effectiveness of local delivery of Whole Place.

5.   RESOURCE IMPLICATIONS:

5.1   There are no resource implications outside of existing budgets associated with this report.

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7.   SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

Whole Place seeks to enable communities to invest in building their own resilience. Achieving more efficient and effective services with a focus on prevention and demand avoidance will enable the council and community to make a positive and sustained contribution to safeguarding the interests of children and young people. Moreover, establishing a vision around sense of place; connecting and aligning roles, functions and services and delivering on 'what matters' to local people – provides a framework in which we can collectively provide the best opportunities for our young people.

8. CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Place Programme Board
Local Partnership Programme Boards

9. BACKGROUND PAPERS:

1. Draft Whole Place Strategy
2. Draft Whole Place Self-Evaluaton
3. Proposed brief for Review of Community Governance
4. Update on Proposals for Improvement – attached to main report

10. AUTHORS:

Kellie Beirne, Chief Officer, Enterprise (for Place Programme Board)

11. CONTACT DETAILS:

Tel: 01633 664041 or 07826 919286
Email: Kelliebeirne@monmouthshire.gov.uk

Appendix 4 – WAO recommendations and progress made to address them.

R1 The Council should clarify its approach to area regeneration by:
• Establishing and agreeing the aims of Whole Place, what the programme
consists of and plans for the future.
• Establishing and agreeing the role and aims of area plans as part of the overall
Whole Place approach.
• Simplifying and agreeing terminology used to describe Whole Place.
• Outlining roles and responsibility in some detail, to include lead officers, select
committees, area managers, town teams and corporate performance and
improvement teams.
• Reviewing governance arrangements and clarifying and agreeing the relationship
between Programme Boards and Area Committees if they are to continue.
• Communicating the approach so that there is a common understanding amongst
all Council staff, members and local people.

In order to respond to the above the following actions have been undertaken:
• A draft Single Strategy has been developed – see attached
• An underpinning service 'Business Plan' has been written by the Whole Place team that clearly identifies the intended programme of implementation, outcomes and outputs, actions and responsibilities over the next 3 years.
• To date Whole Place Plans have been created for Severnside and Bryn y Cwm. No further plans will be undertaken until the existing Plans have been embedded within the local communities and local capacity is developed sufficiently to enable the delivery of local priorities with minimal support from Whole Place Officers.
• It is accepted that there was a change in the terminology from Total Place to Whole Place, which initially resulted in confusion. It was agreed as part of the Business Planning process that the terminology Whole Place would be adopted as the long term branding for the Councils approach to area planning and regeneration and all work on this agenda is consistently branded as such.
• There is now a consistency in the nature of the documentation being produced to facilitate the Programme Boards with agenda items being reported against workstreams within the respective Whole Place plan.
• The aforementioned Cabinet report will lead to the formal creation of a Whole Place team whose responsibility is to develop local capacity and engagement to enable the delivery of the existing and future Whole Place plans. The team will be made up of a Whole Place Manager and 3 Whole Place officers.
• The Head of Community Delivery has responsibility for the delivery of Whole Place with Chief Officer, Enterprise holding strategic responsibility within the Councils Senior Leadership Team.

- The deputy leader, Councillor Phylip Hobson has Cabinet responsibility for the Whole Place agenda with Strong Communities undertaking the scrutiny role.
- Town Teams are autonomous constituted companies who have responsibility for the delivery of various aspects of the Severnside and Bryn y Cwm Plans. There are clear governance arrangements in place for the allocation of public funds to these bodies and both teams provide progress updates into their respective Programme Boards. At present both Town Teams receive support from Whole Place Officers, albeit that this will be reduced as their capacity develops.
- There are clear terms of reference for the operation of both Partnership Programme Boards, however a further piece of work needs to be undertaken to clarify the relationship between the Partnership Programme Boards and Area Committees and the issue of Community governance. A review is to be commenced shortly and a proposed brief is to be presented to this Scrutiny Committee – see attached
- Web pages have been developed to provide consistent and up to date information.
- Whole Place officers are currently developing a short animation to convey the purpose of Whole Place, how it is delivered and its intended outcomes.

R2 The Council should build on the new momentum that exists by:

• Reviewing and evaluating progress to date, identifying and addressing barriers to progress.

• Clarifying leadership and management arrangements for Whole Place, including detailed roles and responsibilities.

• Developing clear and agreed arrangements for the future of the programme in the two pilot areas and the remainder of the Borough if the approach is to be rolled out..

- An evaluation has been undertaken on the work undertaken to date, which is being reported to this meeting – see attached
- The lessons learnt from this evaluation will be applied to the implementation of Whole Place within Lower Wye and Central Monmouthshire.
- The Whole Place team is in the process of being appointed with clear reporting lines and accountability.
- The Whole Place Business Plan outlines the teams priorities in terms of actions, outputs and outcome.
- Further refinement is required in terms of the generation of additional outcome measures and other areas of practice are being reviewed.

R3 The Council should put mechanisms in place to assess the added value that the Council is getting from Whole Place by:

- Developing measures of success for the Whole Place approach and two area plans that include broad outcomes, added value and community wellbeing.
- Improving programme management arrangements, to include performance, project progress, finances and risk.
- Developing an approach to systematic review and evaluation to inform the future of the programme.

- Measures have been incorporated within the Whole Place Business Plan, however further outcome measures need to be agreed to reflect local outcomes and the added value of this approach.
- The Whole Place Business Plan considers the wider issues of risk, finance and project progress. Individual Partnership Programme Boards undertake progress reviews of the priorities / workstreams within their respective plans.
- Place Programme Board has overarching responsibility for overseeing the delivery of the Whole Place agenda within its widest context, including implantation of the Asset Management Plan, 21st Century Schools, Town Teams and Community developments.
- Governance arrangements have been discussed and agreed at both Partnership Programme Boards.
- Data is collected by Whole Place officers regarding their consultations, interactions and any local capacity building that is undertaken to ensure that we have quantitate data which can be used to assess local impact and value added.

MCC Equality Impact Assessment process guidance document

1. When do you carry out an Equality Impact Assessment (EQIA)

The Equality Act 2010 specifies in its **general duties** that when exercising its functions the Council must have due regard to:

- **eliminate** unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by the Act;

- **advance** equality of opportunity between people who share a relevant protected characteristic and those who do not;

- **foster** good relations between people who share a protected characteristic and those who do not;

It also requires public bodies to carry out an equality impact assessment (EQIA) if they propose to do any of the following:

- **developing** or reviewing policies strategies and services.
- **assessing** the impact of a new project or proposal.
- **procuring** products or services.
- **preparing** service delivery plans.
- **scoring** or assessing grant applications.
- **considering** making financial savings (annual financial savings proposal process).

2. The Protected Characteristics in Monmouthshire

The EQIA process enables organisations such as this Council to gather and consider data and other evidence to assess whether what is proposed could have a negative or positive impact on the people or groups of people from Monmouthshire from one or more of the protected characteristics (below). (The process should also look for opportunities to promote equality of opportunity and foster good relations).

- Age – (50-64) **19,726**, (65-84) **16,602**, (85-89) **1,701**, (90+) **925**.
- Race – **3,541** from black minority ethnic backgrounds.
- Disability – **8,820** have considerable day to day activity limitations and **8,325** have some day to day activity limitations.
- Sex - Males **44,922** Females **46,401.**
- Religion and belief – **62.5%** Christian, **1.4%** other, No religion or belief **28.5%,** Not stated **7.6%.**
- Sexual orientation - (No figures collected in the 2011 Census).
- Pregnancy and maternity – **812** births in 2012.
- Transgender status - (No figures collected in the 2011 Census).
- Marriage and civil partnership - **450** marriages and **12** civil partnerships over the last 12 months.
- Welsh Language (covered under the Welsh Language Act 1993) – **8,780 or 9.9%** of population on the County are Welsh speakers according to the Census of 2011.

3. The EQIA process

All officers who are proposing to do any of the actions listed in section 1 above are required to complete the **Equality Challenge form** (appendices A and B) at the earliest possible stage and this will enable them to assess whether the proposal/s will have a potential negative or positive impact on one or more of the above protected characteristics. Carrying out this assessment at this point in the process will allow time for officers to gather data, and to consider possible mitigations or changes to be made to the proposals to try and lessen or remove any assessed negative impact.

If ultimately it is assessed that there is still going to be a **significant negative impact** on one or more of the protected characteristics then there is a legal requirement under the Equality Act 2010 to carry out an **engagement exercise** with interested parties **(details in 4 below).**

It is important to remember that the EQIA process does not prevent organisations from making difficult decisions and indeed decisions can be made despite an assessment of negative impact. The EQIA process requires them to evidence and demonstrate that they are making these difficult decisions in a fair, transparent and accountable way taking into consideration the different needs and requirements of their communities. It is recommended that any options or mitigations that have been considered in forming the proposal are recorded in detail.

4. Engagement for Equality Impact Assessments

Who do we need to engage with?

This very much depends on what outcomes you need and what issue you are engaging on. It can be a countywide initiative or something very local. Decide on what outcomes you want and then decide who your target audience needs to be. The community like to know that they can help influence decisions but you must always be honest with them and tell them whether you are engaging just to share information, give advice or to gain their views before making a decision. In terms of the equality impact assessment

process, you may already know certain groups of people or communities that are more likely to be affected by the proposed policy or decision and wish to engage in a more targeted way.

How do we engage?

There are many ways of engaging with our communities (communities include local citizens, tourist and partners) and it is vital that you are aware of your audience and ensure that the list of options below are all accessible.

The list below defines some of the ways and is not exhaustive but you can do many things as long as you can obtain the outcomes you want:

- Poster campaign
- Leaflet drop
- Displays in Council buildings
- Information stall
- Newsletter
- Radio
- Council Website
- Facebook
- Twitter
- E mail
- Newspaper
- Booklet
- Programmed meetings
- Area forums
- Focus groups
- User panels
- Public meetings
- Workshops

For more information on **engagement** please contact Alan Burkitt at alanburkitt@monmouthshire.gov.uk for a copy of the MCC Engagement Toolkit.

When you are looking to Engage:

- **Don't think you are alone**; there are so many people out there with expertise in this field who are engaging on a day to day basis.

- The **Partnership and Engagement team** can help signpost you to engagements that have taken place before and departments to ask. There may already be a relevant engagement event arranged that you may be able to join in with. Using existing events is far cheaper and you already have a footfall of people going to the event. This works well for wider engagement issues. There is a health warning with using event. Make sure you know who the event is attracting. It needs to be the right audience or the information you require may be flawed. (Bridget Barnet 01633 644883 or Rhian Cook on 01633 644364).

- **Local knowledge** about the area, the diverse make up of our communities and an understanding of how local groups if they are to be used is essential. Local contacts will also be aware of any conflict which will help you prepare answers if needed for your engagement.

5. Presentation of proposal to Cabinet

Once an engagement has been carried out you should have gathered the information that will allow you to either justify going ahead as proposed, amend the original proposals, or develop mitigations to lessen or eradicate any negative impact. As a result of the completion of this process you should be in a very strong and informed position and will be able to take the proposal through the Cabinet process for formal approval thereby demonstrating fully that you have paid due regard.

When taking a policy or proposal to Cabinet an **EQIA form and Sustainable Development Checklist** (Appendix C) will need to be completed to accompany the Cabinet report that will detail the process so far, thus enabling Cabinet to make a decision informed with the aid of a very strong evidence base.

6. Conclusion

It is vitally important that officers adhere to the process laid down in this guidance note as case law has quite clearly shown that when EQIA's are either not done, or not done with enough rigor, organisations that do not demonstrate **"due regard"** are being challenged in the courts. As well as suffering financial penalties they also suffer reputational damage.

For examples of case law please click on the links below:

http://www.ecu.ac.uk/inclusive-practice/equality-impact-assessment

http://www.equalityhumanrights.com/relevant-case-law/

http://www.thompsons.law.co.uk/ltext/127-case-law-public-sector-equality-duty.htm

http://publicsector.practicallaw.com/blog/publicsector/plc/?p=386

Appendix A   "Equality Challenge" – guidance notes

The following are a list of the challenges/thought processes that have been evident in producing equality challenges to date. The list is not meant to be exhaustive, just indicative of the approach:

Is there any form of Discrimination? Direct Indirect Association: Positive Action:	Discrimination directly related to the protected characteristic/s. Where an action has, for other reasons, an impact eg: actions involving increased costs to service users could affect those with disabilities more than others as they are 3 times more likely to live in a family where no one is employed. People, such as carers, who are associated with people with a protected characteristic have the right to be given the same due regard. Positive action can be an action that addresses a pre-existing disadvantage or can be action that adversely affects one characteristic for the benefit of others – ie a saving in one area that protects the interests/services of others
Where the proposal concerns one protected characteristic, does it unintentionally disadvantage any sub-groups?	For example, a proposal for a cross-authority partnership to address **Adult** Learning Disability service users might be seen to disadvantage **younger** people if similar arrangements were not put in place for them.
The 'significance' of impacts will need to be assessed. What constitutes 'significant'?	There are a number of elements – the number of service users affected; the degree of impact, the financial implications, health, access to key services, impact on employment, human rights etc.

Is the proposal creating a post code lottery within the County?	Do we as a result of certain proposals create a disadvantage for people from different regions of Monmouthshire.
Have positive impacts been optimized?	The Equality Act 2010 is as strong on ensuring that effort is put into maximising positive benefits as it does into mitigating negative impacts.
Have all reasonable steps been taken to mitigate negative impacts (including making reasonable adjustments)?	Note: some decisions (normally financial) have to be made even though they have obvious negative impacts – this is lawful. However, how the impacts can be minimised has to have been thought through very carefully and mitigations need to be considered.
Does the proposal evidence an understanding of the current (baseline) situation with respect to the protected characteristics?	You can't assess impact without knowing where you are starting from! You need to know your service users – gathering relevant data! Where possible consider future changes and also future service users prevented from accessing services. If you lack data on specific on particular groups then you need to consider other ways of gathering information through **engagement** eg focus groups, face to face meetings etc.
Is this proposal associated with any others – is there a cumulative impact to be assessed?	Individual proposals can be appropriate and well considered, but when cumulative impacts are considered a protected characteristic can be affected disproportionately.

Appendix B   **The "Equality Challenge" (Screening document)**

Name of the Officer completing "the Equality challenge" **Kellie Beirne**	Please give a **brief description** of the **aims** proposed policy or service reconfiguration **To endorse the Whole Place single strategy; informed by the self-evaluation and in accordance with WAO Proposals for Improvement**
Name of the Division or service area Enterprise	**Date** "Challenge" form completed 23 February 2015

0Protected characteristic affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
Age		Will not impact specific groups at this formative stage.	However all of these categories should see an indirect positive impact if social and economic benefits can be achieved through enabling communities to have a greater say in the leadership of their place.
Disability		As above	
Marriage + Civil Partnership		As above	
Pregnancy and maternity		As above	
Race		As above	
Religion or Belief		As above	

Sex (was Gender)		As above	
Sexual Orientation		As above	
Transgender		As above	
Welsh Language		As above	

What are the potential negative Impacts.	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments or engagement with affected parties).
➢ *At this initial stage, no negative impacts are anticipated.*	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

Developing a more strategic and co-ordinated approach to Whole Place will make it easier for people to have their say; ensure people feel more connected to their place and able to influence local decision-making.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   Kellie Beirne   **Designation Chief Officer Enterprise**

Dated 23. 02. 2015

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Endorsing the Whole Place Strategy; evaluation and progress against proposals for improvement	Enterprise	Enterprise
Policy author / service lead	**Name of assessor**	**Date of assessment:**
Kellie Beirne	Kellie Beirne	23 February 2015

1. Have you completed the Equality Challenge form?   **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To develop a single integrated framework for Whole Place development that is underpinned by a comprehensive evaluation and is linked with the Proposals for Improvement as recommended by WAO.

3. From your findings from the "Equality Challenge" form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way?   Please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

-Partnership Programme boards

-Place Programme board

-Town Teams

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

As per the Whole place Plans

6. As a result did you take any actions to mitigate your proposal? Please give details below.

N/A

7. Final stage – What was decided?

- **No change made to proposal/s – please give details**

N/A

- **Slight changes made to proposal/s – please give details**

N/A

- **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed………Kellie Beirne……………………………………**Designation…Chief Officer** **……………………………………………Dated**……………23 February 2015………….

Forthcoming document consideration

We always welcome any feedback or contributions anyone has to this document and our work towards equality. A database of completed equality impact assessments and the schedule of assessments by directorate and department will be available to review on our website.

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Alan Burkitt Tel: 01633 644010.

Contact Email: Equality@monmouthshire.gov.uk or alanburkitt@monmouthshire.gov.uk

Post: Democracy and Performance, Monmouthshire County Council, County Hall, Y Rhadyr, Usk, NP15 1XJ

monmouthshire
sir fynwy

MCC Sustainability Challenge guidance document

7. When do you carry out a Sustainability Challenge?

The forthcoming Future Generations Bill will require all public bodies, including local authorities, to make sustainable development their central organizing principle. This means that we will have to demonstrate that every significant decision we make has taken sustainable development into account.   One way that we can do this is to make sure that all decisions that go to committee, Cabinet, Council or Single Member decision have been through the Sustainability Challenge.

The Sustainability Challenge would also be useful when doing any of the following:

- **developing** or reviewing policies strategies and services
- **assessing** the impact of a new project or proposal
- **procuring** products or services
- **preparing** service delivery plans
- **scoring** or assessing grant applications
- **considering** making financial savings (annual financial savings proposal process)

The best time to use the Sustainable Development Checklist is at the development stage of a project, so that sustainability can be built in and considered from the very beginning. However, it can also be used once a project is underway.

8. What is Sustainability?

Sustainability or Sustainable development is about making sure that what we do today isn't at the expense of the world which we pass on to our children and grandchildren. Another way of describing this is the "triple context" or the 3 Ps where People, Planet and Profits are all in balance. This could look like this:
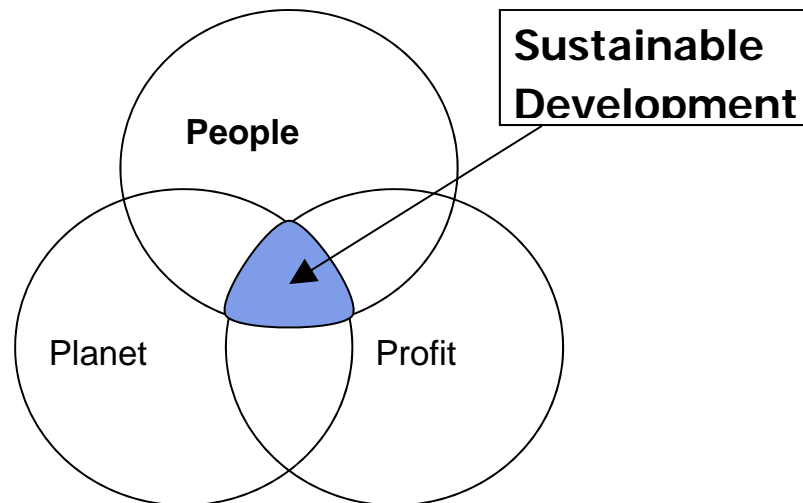
9. The Sustainability Challenge process

All officers who are proposing to do any of the actions listed in section 1 above are required to complete the **Sustainability Challenge Form** (appendix A) at the earliest possible stage and this will enable them to assess whether the proposal/s will have a potential negative or positive impact on one or more aspects of sustainability. Carrying out this assessment at this point in the process will allow time for officers to consider possible mitigations or changes to be made to the proposals to try and lessen or remove any assessed negative impact.

It is important to remember that the Sustainability Challenge process does not prevent organisations from making difficult decisions and indeed decisions can be made despite an assessment of negative impact. The Sustainability Challenge process requires them to evidence and demonstrate that they are making these decisions in a fair, transparent and accountable way and will provide evidence that Sustainability has been considered as part of the decision making process.

Once the Sustainability Challenge has been completed, any mitigations or changes to the proposal that need to be carried out to reduce the negative impact should be documented on the form.

10.   Presentation of proposal to Cabinet, Council, Committee or Single Member Decision

Once the Sustainbility Challenge has been carried out you should have enough information that will allow you to either justify going ahead as proposed, amend the original proposals, or develop mitigations to lessen or eradicate any negative impact. As a result of the completion of this process you should be in a very strong and informed position and will be able to take the proposal through the Committee process for formal approval thereby demonstrating fully that you have paid due regard to sustainable development. When taking a policy or proposal to Cabinet an **EQIA form and Sustainable Development Checklist** will need to be completed to accompany the committee report that will detail the process so far, thus enabling Elected Members to make an informed decision.

The main positive and negative impacts will need to be summarized in the "Sustainability and Equalities Implications" paragraph on the report.

Appendix A   **The "Sustainability Challenge"**

Name of the Officer completing "the Sustainability challenge" **Kellie Beirne**		Please give a **brief description** of the **aims** proposed policy or service reconfiguration **Whole Place Single Strategy**	
Name of the Division or service area Enterprise		**Date** "Challenge" form completed 23/02/15	
Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE			
Ensure that more people have access to healthy food			Y – Incredible Edibles
Improve housing quality and provision			Y – e.g. Better Homes for Severnside
Reduce ill health and improve healthcare provision		Y	
Promote independence		Y	Links with Community Co-ordination
Encourage community		Y	

participation/action and voluntary work			
Targets socially excluded			Y – encourages and supports more people to become involved in leadership of place
Help reduce crime and fear of crime			Y – involvement of Police partners on the Programme Partnership Boards
Improve access to education and training			Y – Education to Enterprise is a theme of both plans
Have a positive impact on people and places in other countries		Y	
PLANET		Y	Relates to sustainable environments theme
Reduce, reuse and recycle waste and water		Y	
Reduce carbon dioxide emissions		Y	
Prevent or reduce pollution of the air, land and water		Y	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Y	Y – links to Incredible Edibles
Protect or enhance visual		Y	

appearance of environment			
PROFIT		Y	
Protect local shops and services			Y – via roles of Town Teams and Town Centre Partnerships like the BID
Link local production with local consumption		Y	
Improve environmental awareness of local businesses			Y
Increase employment for local people			Y – e.g. Enterprising Severnside
Preserve and enhance local identity and culture			Y - local plans for local places led by local people
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		Y	
Increase and improve access to leisure, recreation or cultural facilities			Y – events strategy is supported and in cases, led by community.

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)

➢	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   **Kellie Beirne**   **Dated 23 February 2015**

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

<u>Draft Whole Place Strategy v1.0</u>

Introduction and the context

'Whole Place' planning and delivery provides our view into and connection with our communities, shaping new priorities, local relationships and services.

We favour a 'local' approach because our county is large, predominantly rural and very diverse. This means our ways of delivering services, regeneration and planning should look and feel different in different places because communities' needs and aspirations *are* different. Whole Place therefore enables a focus on what matters locally; acknowledging and embracing the diversity and distinctiveness across our towns and villages, guiding the way in which we must flex and adapt to meet changing community needs and expectations **in order to deliver improvement.** It is about unlocking; the passion, enthusiasm and qualities we know exist in abundance within our communities - the ideas, assets, skills and social capital.

Effective and sustainable local approaches rely on meaningful community leadership; marking a new way of working for the council and community, creating a culture of genuine shared endeavour. Not just developing policies that are fit for the county, but making decisions from the bottom up, that address fine grain local issues.

We believe 'Whole Place' relies on genuine partnership between Council and communities. It relies upon transparency; breaking the monolith, encouraging local roles and responsibilities and promoting the need to share risk, responsibility and reward. Within the Council, it requires us to ensure fairness, allocate resources and invest in capacity building. Within communities it needs local leaders to rise to the challenge and opportunities; to be enterprising and engage their wider communities and other stakeholders. The aim in all of our towns and communities in which Whole Place operates is to maximise community wellbeing through maximising the value of public expenditure; leveraging the impact of other strategic investments and, energising local communities and their inherent but sometimes latent human and physical assets.

We are in a period of severe austerity. For us, this provides a greater drive to take our place-shaping responsibility to the next level. Working differently and together is our best way of keeping the most valued local services going through reducing their cost and driving down demand for them before it is created. This means reaching out to communities and the wider public, business and voluntary sector; using our enabling and interventionist role to create social and added value outcomes. We want to ensure through influence, alignment, persuasion and leverage, we encourage everyone to contribute to their local improvement agenda.

This short strategy provides a simple framework to guide how we will go about investing in our communities in order to enable them to build their own resourcefulness. It comes at a time when we have two Whole Place 'pilot' plans in their infancy in Severnside and Bryn-y-Cwm with the first review and evaluation supporting and highlighting the importance of difference and diversity– and yet the need to position it within a consistent strategic framework. It therefore sets out the key purpose; core principles and potential benefits to the Council and local communities. As public funding continues its decline and yet the need for local public services grows, we continue to believe this approach provides the best chance for communities to become capable, sustainable and resilient.

The ambition and purpose

Work that has taken place under the 'Total Place' pilots delivered across the UK from 2009 onwards resonates with our approach. Coupled with our experience of early delivery of Whole Place, results indicate real potential to deliver the kinds of outcomes communities really want to see as well as realise financial savings and benefits.

We want to align resources, co-ordinate efforts, investment and delivery and reduce duplication and share information more effectively in our localities. Whole place means much more than just partnership working. Partners, services and communities already work together to join-up approaches, realise benefits and share expertise. However Whole Place aims to provide a more systematic approach to area co-ordination and regeneration. It has more important components that reflect changing community needs and expectations, the context of severe funding cuts and demographic trends:

- Local 'Whole Place' Plans that provide a framework for actions, decisions and area outcomes;

- Local approaches to aligning and co-ordinating service delivery – connecting services and functions to the context in which they are delivered;

- Locally owned, led and delivered services – shifting from a central service provision to devolved and sustainable community delivery;

- Developing the capacity of local people to organise themselves to develop solutions to challenges;

- A clear community governance structure that provides for balancing freedoms and flexibilities with accountability and responsibility;

- Identifying new investment sources; opportunities for co-investment, crowd-funding and joining-up resources;

- Service redesign and reconfiguring spending around communities and people who use services – encourage more participation in budget setting and engagement in new models of service delivery;

- Bringing together partners and stakeholders to make strategic decisions that derive better outcomes for communities; and,

- Provide clear frameworks for place-based and consensual local leadership

Principles underpinning Whole Place

Supporting delivery of the ambition and purpose are six central principles that will guide action, build engagement and trust and deliver improvement outcomes. These principles have been derived from the purpose and ambition, and in very practical terms, our experiences to date in delivering Whole Place on the ground:

1. Building services around the people and communities – making service user experiences and outcomes the starting point. This is embedded in our approach to 'system reviews' and working within communities to find out 'what matters';
2. Demonstrating 'staying power' and a focus on the long-term – working in communities is messy and contentious. It is important to develop and commit to a 'we don't want to run out of things we agree on, before we run out of opportunity' principle;
3. Removing barriers for better outcomes and reducing costs – overcoming common difficulties such as working across organisational boundaries and workforce and communities can be overcome by forming more integrated ways of working
4. Building trust, engagement and supporting self-organisation – operating in an open, transparent and accountable way, breaks down barriers and builds relationships. Encouraging self-organisation and self-support enables communities to begin shaping their own destinies;
5. Supporting a framework for partnership working that promotes co-existence – working in parallel; co-operation – sharing information and knowledge; co-ordination – proactive alignment of needs; collaboration – willingness to make decisions at a pan-local level and co-ownership – pooling budgets and shared 'equity' in local mechanisms; and,
6. Developing and supporting bespoke local delivery and investment mechanisms that mirror the communities they serve – where budgets or services are devolved to local communities, the new models should be tailored to meet local needs. No two areas needs will look or be the same.

Mechanisms for Delivery

There are many potential vehicles for delivery that span Council to community-led initiatives and delivery. Some of these may be within a different legal entity, whilst others will be about 'softer' mechanisms such as a commitment to share data and information and joint commissioning frameworks. Each place will develop its own structures and delivery mechanisms in accordance with the aims, needs, actions and priorities outlined in the Whole Place plan. It is unlikely that these will be fixed or inflexible mechanisms – as evolution and adaptation occurs – methods of delivery will need to bend and flex too. Drawing on the experience of others, our own work to date and the wider policy context, we have identified some of the following key mechanisms that can facilitate delivery of Whole Place:

- **Town Teams** – open groups of local residents, businesses and other interested parties focussed on driving continuous improvement in high streets. Formed on the back of the Mary Portas High Street review in December 2011, town centres must put in place a strategic and operational 'management team' in order to ensure a

sustainable and relevant offer for the future: 'Without highly competent, inspired and collaborative high street governance we are never going to get our high streets running effectively'. The specific recommendation around Town Team concludes that 'it is up to local areas to decide what works for them'. In Bryn-y-cwm and Severnside, the Town Teams that have formed share some core characteristics, but have taken slightly different approaches, tailored to the needs and priorities of the town. Beyond being simply 'teams' – Caldicot Town Team has incorporated as a Community Interest Company in order to be clear about its 'not for profit' social aims and Abergavenny is currently in the process of determining which structure will best suit its aims in the future;

- **Communities Interest Companies** – as stated above, at least one of our Town Teams is now incorporated as a fully-fledged CIC. CICs are incredibly useful mechanisms in this context as they operate in a very open, transparent and accountable way; with 'not for profit' objects and an asset lock. Whilst they have freedoms to trade and explore commercial opportunities, their actions and outcomes must pass the 'community interest test' and file an annual report outlining how they have delivered on their stated community aims, to the CIC Regulator;

- **Trusts and charitable enterprises** – similar to the above, charitable enterprises and trusts can take a number of forms. They can be organised as companies, incorporated and have legal personality and unincorporated and organised as trusts. In the case of charitable incorporated organisations and are supervised by the Charity Commission, with trustees that have general control of the management of the organisation. Advantages include the 'beneficiary principle'; taxation and related benefits and a clearly defined social purpose. In both Bryn-y-cwm in particular, a number of trusts exist with one example being the 'Borough Theatre Trust' established by the Council to oversee the strategic direction and running of the Borough Theatre. With work currently underway to appraise the options for the future operation of our cultural services, one key opportunity thus far, appears to be the establishment of local trusts to own and control local heritage assets;

- **Partnership boards** – partnership programme boards that include the public, private and voluntary or community sectors and have a central role to play in co-ordinating delivery across work streams and overseeing strategic direction and relevance of the Whole Place Plans. Importantly, these are not 'talking shops', but have a clear focus on specific changes. There is also a clear line of reporting to the Council's cabinet committee where a case is made for investment of public or quasi-public monies. The Partnership Programme Boards in Severnside and Bryn-y-cwm draw from across the local public, third and private bodies and are supported in the endeavours by a range of agencies at detailed work stream levels.

- **Town and Community Councils** – both town and community councils must be at the heart of Whole Place planning and delivery as chief advocates of a localist approach and seize the opportunities now available to them through the programme. Town and Community Councils play a key role in giving people closer to home, a real say over what happens and the power to make a difference. We have begun working

with community and town councils to develop 'community-led plans' that help 'infill' some of the areas not covered currently by Whole Place plans, thus joining-up the wider place-based planning framework. This is should enable greater accountability, provide support for voluntary initiatives and promote community empowerment. In Severnside, the Town Council's Events Committee working in partnership with the Town team have coined a 'By the community, for the community' phrase and in both Severnside and Bryn-y-cwm, town councils have been quick to recognise the opportunity presented by Town Teams to open up community governance and accountability and are currently exploring ways in which they can work together to plan and deliver local services;

- **Data and evidence** – integrating and aligning services will only be achieved if local services agree to allow access to and share data about services. Whilst recognising the need to meet and comply with legal requirements, developing a more systematic and timely use of data is important. There are more innovative means to progress opening up data to consider – if we truly want to share problems and challenges with our communities, sharing information is critical to enabling them to develop real-time, real-world solutions. Monmouthshire's 'open data' licence is significant in this context and platforms like Monmouthshire Made Open present a local opportunity to share, co-develop and mobilise knowledge and good practice; and,

- **Joint commissioning** – creating joint commissioning frameworks and arrangements and 'single performance' programmes that span public sector and local agencies avoid silo thinking and cultures. Our Local Service Board has already engaged in this kind of activity in specific areas. As key advocates and supporters of Whole Place, the next phase of work is to systematise this approach and through links with the Partnership Programme Boards, embed it meaningfully at the local level.

The Process

Building on the above, our work to date has involved the design of a core process – which although providing the flexibility for adaptation and modification according to local priorities – provides a consistent means of beginning, driving and operating Whole Place. There are five main points or key milestones that help provide some structure to the process. To build the necessary engagement and trust, as far as possible, these are shaped and informed by the community and so will not always happen in sequence; aspects will require some self-organisation and other parts will be driven in a more 'self-started' way:

1. **Engagement.** Prior to the formal plan process starting, time and energy needs to be invested in building relationships, raising awareness, bringing interested parties together and preparing the ground on which the plan will be built. At this stage, our experience shows that 'shadow' group structures will naturally form or will need to be encouraged and supported. In the early days these 'steering groups' may go on to become future programme boards and a core part of the future governance

2. **Commissioning the Plan.** Continuing the theme of engagement and involvement, the Council and the community representatives and stakeholders commission the plan preparation. This involves a whole process and more widespread engagement around strategy formulation; identification of local themes and priorities and

understanding the actions and objectives that best contribute to realisation of outcomes. Existing structures such as Town and Community Councils, steering group(s) and other emergent parts of the governance structure play in a key role at in providing a sounding board, local insights and enabling the community to guide and direct the process. Wider one-on-one engagement with individuals is also necessary to ensure a wide complement of views and perspectives.

3. **Signing-off and adopting the Plan** – the point at which the plan is agreed both within the community and Council is a significant one. Not only does it present the community with a clear plan and distinct priorities; it enables the steering groups and governance structures to move from 'shadow' to 'real' and signals the beginning of implementation and delivery.

4. **Developing and aligning the governance structures** - whilst parts of the governance structure will evolve out of necessity, process and sequence, others may evolve in a more organic and bottom-up way. It is important at this stage that governance structures are aligned, co-ordinated and operating optimally.

5. **Delivery and Evaluation** – action plans providing the detail of implementation are set out at this stage, providing the structures and processes to allow monitoring and implementation. Outcomes and outputs are defined and the milestones and stages at which review and evaluation take place.

Governance
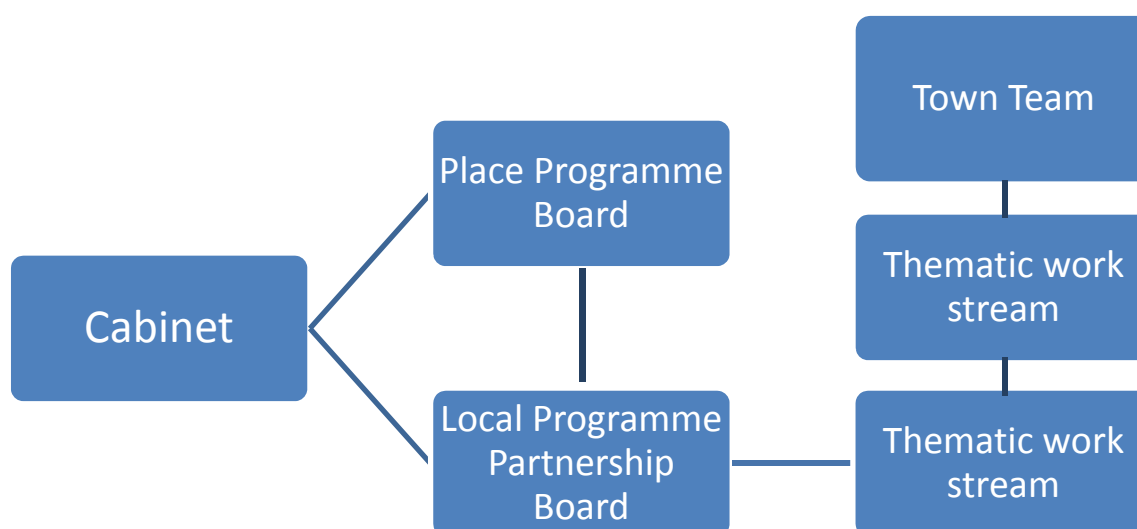
The diagram above illustrates the governance structure. Whilst Local Programme Partnership Boards have primacy within the community as the strategic 'overseers' of Whole Place; within the Council, there is a similar need to provide a strategic steer and a co-ordination and leadership mechanism. The internal executive-led Place Programme Board provides an apparatus for this essential alignment and joining-up within the Council.

The Programme Partnership Boards are autonomous bodies that have power to make decisions and chart the course for local delivery of Whole Place. However, where decisions

concern public money or quasi-public money such as the investment of S106 funds, then the Programme Board must make a recommendation for onward consideration of the Cabinet Committee. This provides for high levels of transparency and accountability.

Similarly, where the internal Place Programme Board makes a recommendation about a policy shift or change, then again, a Cabinet decision is required.

The task and finish groups, work stream groups and Town Teams have a role in contributing to the wider delivery of Whole Place and as such, have a line of reporting into the Programme Partnership Boards.

It is likely that the design of this core governance structure will develop and evolve. In both Bryn-y-cwm and Severnside in recent times, the nature of Town Council involvement has begun to change with conversations progressing as to how to extend involvement to community councils in the hinterland and make links across town-based Whole Place Plans and village-based Community-led Plans. Ensuring in-built frameworks for review and refinement of community governance will be critical in ensuring long-term effectiveness.

Community Involvement

Meaningful, effective and continuous community engagement is vital to the success of Whole Place. Whole Place provides a real opportunity to embed 'Monmouthshire Engages'-style principles into every-day local service planning and delivery.

Monmouthshire's Engagement Framework, as adopted by all our Local Service Board partners defines consultation as a process by which 'policy makers and service providers ask for the views of interested groups and individuals. It further describes engagement as 'an active and participative process by which people can influence and shape policy and service that includes a wide range of different methods and techniques' and participation as 'people being actively involved with policy makers and service planners from an early stage of policy and service planning review'.

Whole Place aims to shift away from simply informing and consulting to real engagement and participation. As the process moves us towards genuinely co-produced and co-designed delivery models, our involvement work must consider the end outcome of 'sustainable and resilient communities' and allow that to shape and inform the kind of long-lasting and profound relationships needed to make it a reality.

For us, this means a core focus within Whole Place upon:

- Facilitating real community engagement and empowerment of citizens to be involved in design and delivery of local services, planning and functions;
- Using the collective experience and expertise of local organisations and service providers on the needs, expectations and aspirations of individuals and communities; and,
- As a large service enabler and provider in our right, making a practical contribution in our efforts to redesign and refocus services, to understanding user perspectives and 'what matters'. This means more active local participation in budget setting, establishing service priorities and developing the right mechanisms for local service delivery.

Outputs, outcomes and evaluation

Whole Place represents a significant departure from traditional Council-led, whole-county service delivery. Whole Place is a long-term endeavour. Whole Place is less about the Council's leadership of place and more about genuine community-leadership of place. It follows therefore that measuring and evaluating the difference and outcomes achieved as a result, will be no easy or short-term task. Furthermore, results will not always be evident in quantifiable conventional measures and more open-ended, longitudinal and qualitative evidence will be required.

Meaningful annual evaluation will thus, be necessary, based upon the outputs achieved and the contribution they make towards our longer-term stated outcomes. A distinguishing factor that moves Whole Place beyond traditional partnership co-operation is the use of evidence and meaningful self-evaluation to make a robust case for continued time and investment in the approach. If we are to make strategic investments in new ways of working and devolving services and redesigning them based on local needs and priorities – then we have to have confidence that it is worth doing.

Our process of evaluation will seek to gather information; get outside perspectives; build trust and share data; focus on outcomes for people and communities and measure impact progressively, against these. Data on the impact is often difficult to obtain. Historically, services and organisations have tended to measure outputs rather than outcomes, often driven by externally imposed targets. Our approach sees us start to move away from single organisation outputs and shift towards outcomes that address the needs of the individual and the community.

In recognising the need for early-doors outputs that contribute to the longer-term attainment of outcomes, our approach aims to provide a balance of both:

Outputs:

Number of Programme Board meetings
The number of engagement events held or supported by the Whole Place team
The number of virtual visitors to the Whole Place webpages
Level of funding that the team has help to or achieved to support community groups
Level of Funding acquired from S106 or similar funding streams
Numbers of people who contribute to decisions in the locality. (engagement events, programme boards, town teams etc)
The number of community groups supported by the Whole Place team to build capacity in local communities
% confidence in future business growth
Percentage of people who agree they can influence decisions affecting local area

Percentage of people who have a feeling of belonging to the local area
Footfall in Town Centre

Outcomes:

Effective new models of service delivery that drive demonstrable improvement and efficiencies

Local people say they feel a stronger connection to their place

Local people are able to demonstrate their influence upon local decision making

Vibrant and viable town centres, that report upturns in productivity and economic benefit

Local collaborative leadership that leverages community capacity and demonstrates clear examples of shifting power and responsibility to communities

New investment and service models that enable effective delivery, support system change and provide clear Returns on Investment

More core preventative approaches that reduce future demand on services

Reducing conflicting incentives across partners allowing progress to occur when rewards do not fall proportionately

…………………………………………………………………………………………………

Whole Place – Evaluation and Next Steps Delivery Framework

Executive Summary

'Whole Place' planning and delivery provides our view into and connection with our communities, shaping new priorities, relationships and services.

It is about focussing on what really matters; acknowledging and embracing the diversity and distinctiveness across our towns and villages, guiding the way in which we must flex and adapt to meet changing community needs and expectations.

It is about unlocking; the passion, enthusiasm and qualities we know exist in abundance within our communities - the ideas, assets, skills and social capital. This is important in its own right, but more so when our financial resources are shrinking so dramatically.

It is about community leadership; marking a new way of working for the council and community, creating a culture of genuine shared endeavour. Not just developing policies that are fit for the county, but making decisions from the bottom up, that address fine grain local issues.

It is about transparency; breaking the monolith, encouraging local roles and responsibilities and promoting the need to share risk, responsibility and reward.

It is about removing; blockages and barriers to getting stuff done, removing duplication and 'silo' thinking and ensure the work we enable, promote and do in communities, adds demonstrable value

It is about investing in communities; to build their own resilience, in order that they have the best chance of becoming truly capable, resourceful and sustainable.

In short, 'Whole Place' is a **primary** means of delivering **sustainable and resilient communities** in the face of serious economic constraint and public funding cuts, which is why it overarches all of the key plans and policy frameworks that underpin operation of the Enterprise directorate

But 'Whole Place' is still in its infancy and we are still learning.

A WAO review of the 'whole place' approach (April 2014) provided a timely reminder of how far we are yet to travel along the 'whole place' journey, and how we need to continually measure and evaluate the process, as we roll it out across the county.

Whilst the review has proved useful, the timing and focus meant that in some instances, we feel that some of the judgements were perhaps slightly premature. It has however provided a clear opportunity to appraise progress to date and outline next steps for the whole place strategy. That is the purpose of this paper.

The conclusion of this report is that whilst significant progress has been made and added value evidenced, we have still a considerable distance to travel.

In taking the next steps and rolling out the Whole Place approach we need to adjust our work to address lessons learnt, during our first two years in Bryn y Cwm and Severnside. These can be summarised as follows:

a.   **Consistency within Diversity** – Whilst we celebrate diversity, an 'organic', bottom up, approach needs to underpin future roll outs of whole place in other areas, starting with community ownership of the plan consultation and formulation process.

b.   **Variation in Social Capital** – Whilst passion and enthusiasm for getting involved is consistent across the county, our experience is that resource, knowledge and confidence levels vary. We need to be aware of resource needs and develop support programmes to assist those becoming involved.

c.   **Engendering Trust** – Any significant cultural change such as 'whole place' can only be achieved by engendering Trust from the outset. We need to be aware of the need to reinforce that the process is genuine, and long term.

d.   **Resource –** It is implicit that if we are to ensure the transition to new and innovative partnerships we need to **invest** in our communities. Primarily, through the establishment of the Whole Place Team, but also through targeted resource of all service areas.

e.   **Duplication –** In establishing new partnerships there is always a danger of duplication and inefficiencies. We also need to be mindful of governance, complication, inefficiencies and potential discord.

f.   **Short Term Action/Long Term Vision –** Whole place involves a huge, cultural, shift externally within our communities and internally within MCC. As such, it is a journey that requires purpose, but also perspective. In truth, whilst we have made significant progress, we have only taken the first steps on that journey.

g.   **Service realignment** – We know that our communities expect more from their core services, whilst resources are diminishing. The whole place approach enables us to shape the discussion in a way that provides a positive option for future service provision through the use of Community Hubs.

h.   **Value Added Monitoring -** We need to measure it more consistently. Our challenge is to demonstrate outcomes not just through numbers and statistics, but through rich stories that evidence impact.

The Story so far…

The Whole Place Strategy emerged from a recognition that regeneration strategies adopted by the council in the past had been narrow and overly 'town centric'.

Whilst these had been informed by wider strategies such as the 'Three Towns Initiative' and associated action plans, they were predominantly town centre based, physical regeneration projects, missing the opportunity for wider social and economic regeneration needs and opportunities.

Small Steps……..

Our first plan, 'Seven for Severnside' (2012) marked our initial attempt at developing a 'whole place' regeneration strategy that focussed on identifying core interventions that together would improve the 'quality of life' for those living, working or visiting the area.

The seven core initiatives that then formed the document were:

- 21st Century Schools,
- Caldicot Town Centre Regeneration
- Enterprising Severnside,
- Welcome Severnside,
- Better Homes for Severnside,
- Making a Better Severnside
- Strategic Opportunities for Severnside

As a major 'cultural' change working in a pilot area, the Plan was slow to be adopted. However, the pace quickly picked up in 2013 with the establishment of one of Wales' first **Town Teams** in Caldicot, a new governance structure led by the **Severnside Programme Board -** together with multiple sub 'task and finish' groups on the priority themes identified for the area.

The Town Council have also established a 'localism group' to work with the Council and Programme Board on identifying opportunities for localist approaches and in particular, community-led service delivery. Wider successes to date include:

- Town Team membership now stands at 89 members and is a registered Community Interest Company
- 150 volunteer marshals stepped up in 2013 to help the Town Team and Council host a Fireworks event attended by over 1200 people
- A further 80+ Town Team-affiliated volunteers assisted with the 2014 fireworks event which was attended by over 9,000 people
- Caldicot Town Team establishing premises in the town - taking over the old 'Shop mobility' unit
- Caldicot Town Team organising a community engagement event (pre-Asda) – including consultation on the Town Centre Linkage scheme which saw some hundreds of people take part
- Recent linkage 'shaping' (post Asda) community engagement evoked 83 written responses
- Securing funds for a Town Centre wi-fi scheme and signing up 10+ businesses to the Super Connected Cities voucher scheme
- Caldicot Town Team Development of the 'Severnside' magazine.
- Support for a series of local major events at Caldicot Castle – including the Town Team's Town Centre ticket scheme for Fortress Wales event.
- Development of a series of major events at the Castle, led by the Council's new Events Team - Remembrance Concert, Gwent Music Support Event and Christmas Markets
- Establishment of an Incredible Edibles Group – led by the Town Team
- Creation of a three-way working group (Council, Community Council and Magor and Undy Sports and Leisure Association) to guide the development of the Three Fields site in Magor and Undy as a local community recreation and resource centre.

- Negotiation with Interserve to develop Targeted Recruitment and Training Practices to ensure local people are trained and employed through the construction of the new Caldicot Comprehensive School, via Y-Prentis
- Delivery of the ASDA Supermarket development scheme.

With immediate plans to extend the network of volunteers, 'deliver' the linkage scheme and provide a free Wi-Fi network through the Town Centre – progress to date has enabled us to demonstrate significant in-roads into the delivery of the 'Seven for Severnside' plan.

Adding value through local employment opportunities provided through existing MCC schemes such as Y-Prentis will also enable us to develop more meaningful impact .

Bigger steps….

In Bryn-y-cwm, there has been a comparable level of progress over a shorter period of time and in many cases, of a totally different order and magnitude.

This can mainly be attributed to the backdrop of higher levels of engagement and participation including: a very active and effective Civic Society; the existence of an active Business Club; existing community ownership schemes (Borough Theatre Trust, Park Street Community Project, FOALS and so on) and robust tourism and economic brands.

The four project strands of the whole place plan 'A Better Bryn-y-cwm' are:

- Town Centre Regeneration
- Education to Enterprise
- Nobody gets left behind
- Building a Sustainable Settlement.

Wider successes include:

- The establishment of the Abergavenny Town Team in 2014.
- The establishment of the Bryn Y cwm Programme Board which has met three times.
- Securing Vibrant and Viable Places funding to test the feasibility of establishing a Business Improvement District
- Establishment of the BID structures and frameworks alongside engagement activities.
- Feasibility feedback is strong and indicates the potential inclusion of some 550 business and the opportunity to generate c£250k per year over 5 years
- Support for Abergavenny to secure status as host for the 2016 Eisteddfod
- Abergavenny becoming the successful host town (via competitive tender) for the prestigious 2014 National Road Race Championships, bringing 40,000 people into the area and generating a ROI of £2.76m
- Stage 3 of the Tour of Britain brought to Monmouthshire, with the finish of the stage, on the Tumble in Abergavenny and a ROI of £715k
- Abergavenny Town Team, with the support of MCC, securing £60k from Welsh Government for Town Centre Partnerships with a focus on 'e-commerce'
- A successful partnership bid being made for Town Centre Regeneration scheme under the VVP loan fund scheme for £1.25m
- Abergavenny Town Team has already established four priorities to deliver against over the next twelve months.
    - Events - Create an Events group who would look to exploit the facilities in the Town, create an annual programme of events, enlist the help of the Tourism

          Ambassadors, create a publicity source and encourage collaboration between agencies.
- o Connect with ACE, Community Coordinator, 50+ Group and others to follow up on the "No-one gets left further behind" objective. This would include looking at transport issues around Abergavenny and District in conjunction with local Community Councils.
- o Link with School and Business Community, including Young Entrepreneurs opportunities and training needs for work in local businesses.
- o Work on Town Centre Environment and railway station to improve appearance and welcome, with Civic Society, Abergavenny in Bloom and BID Group

In addition, recent work commissioned by the Civic Society in conjunction with the Programme Board and Town Team delivered the 'Abergavenny Towns Alive Benchmarking Report 2014'. The report concluded that the town was thriving with low town centre vacancy rates; high footfall; high business confidence and a strong 'recommended visit' response

Whilst this shows good progress on the priority for Town Centre regeneration and confidence, and naturally translates to objectives around enterprise, sustainability and ensuring nobody gets left behind, this does not imply complacency and negate the recognised need for more targeted action in these areas.

There are also other opportunities which will be very relevant to the progress of the frameworks in Severnside and Bryn-y-cwm, in particular the new Local Development Strategy for the new Rural Development Plan which is due to commence in 2015. The two key priorities identified through community engagement are especially resonant: exploitation of technology and reinforcing local identity through culture and heritage.

And Beyond…

Outside of the Bryn y Cwm and Severnside areas, work is also ongoing in other key settlement areas to complement the process of Community-led planning which has been co-ordinated with RDP funding.

To date plans are underway in Raglan, Llandogo Pennalt, Coed-y-Paen, The Narth, Llantilio Crosseny, St Arvans, Llanbadoc, Llanelly Hill, Mathern and Shirenewton, Warren Slade and Llanover.

Some targeted work has also been done by the team in relation to specific issues and identified deficiencies in Raglan and Usk. In the case of the former, the absence of a central community facility with a growing population has come to the fore and we are working with a community-led task group to undertake the feasibility and preparatory work to inform funding bids for such a facility.

In Usk, we are working to pilot the first 'Community Hub' bringing together youth service, community education and library provision. This serves to highlight the potential for evolution of whole place and the opportunity to demonstrate positive symbols and icons of 'what it means' in the community. This is discussed further below.

Where & What is the Added Value of Whole Place?

We know from our experiences to date that the 'whole place' approach is enabling activities, services and projects to fruition where the risk of non-occurrence would be high. There are also projects which may already be ongoing or initiated by others, which are receiving significant added value through the 'whole place' approach.

We are starting to connect different groups and organisations, to share resources and more importantly to get the best output from volunteer time when they are all working to a common goal. In many cases we are finding that it's as much about providing confidence and removing obstacles than direct financial assistance.

Some examples, small and large, are provided below

EXAMPLE 1 - Llangybi Allotment Group - In Llangybi, low interest loan funding was secured by a group of local residents from the Welsh Government to purchase land for a community allotment.

Members of the Whole Place Team provided advice on the risks and process of setting up an allotment facility and helped with drawing up tenancy agreements. Officers also arranged for the land to be turned over using larger pieces of equipment though MCC.

With support, they have formed a formal allotment association and subsequently raised funds to put in a water supply.

A great community resource has been created with just advice and guidance. The group leaders are now also involved wider in the community and the group also meets socially, improving social cohesion.

EXAMPLE 2 - Rogiet Post Office/Shop – Whole Place Officers have met with a group of 4 residents from Rogiet who have got together to "make a difference", in the wake of the post office/shop being sold, resulting in a lost asset to the settlement.

With assistance and guidance from Officers, they are now enquiring with a housing association to see if they could amend forthcoming house building plans to incorporate a community shop with social housing above. Discussions are also ongoing as to whether the premises can be used as a volunteer run shop by day and a community meeting place in the evenings. They also have plans to promote healthy eating, sell local produce and allow people to use the shop as a Wi-Fi base.

If proposals for such a community facility come to fruition, it will be a significant achievement for the community

EXAMPLE 3 – **Monmouth Railings** - In Monmouth, a resident wanted to re-paint the railings around the town's war memorial for the remembrance centenary celebrations. The railing are in a prominent position within the town and were not deemed a priority for highway repair given funding restrictions.

Whole Place Officers assisted the resident in removing conservation hurdles and he has subsequently painted the railings from his own pocket. A small but important example, of the

important role that officers can play in removing barriers to the involvement of community members.

EXAMPLE 4 - <u>**Usk Community Hub**</u> –2013/14 Budget Consultations in the town of Usk had raised the possibility of closure of the Towns Library.

In recognition of the strength of feelings, proposals for a relocated library within a new community hub took place but with a very angry community that felt they didn't have any say or control over what was happening to their library.

Whole Place Officers led consultation over plans for a new hub and in the process succeeded in turning a negative situation into a positive one.

Residents became more appreciative of the dilemma over time, with one remarking of the consultation "I came in here dreading the worst case scenario and have left so much happier and confident about what you are doing"

More importantly, the process was robust in securing 318 surveys with 70 indicating that they would help with helping out with the new facility.

EXAMPLE 5 –<u>**Bryn Y Cwm Plan Delivery**</u> **–** Whole place delivery is about establishing new partnerships and enabling our communities to deliver the priorities they establish.

One of the strongest examples of this process is in Bryn y Cwm, where the community not only established the priorities for the emerging plan, but are also apportioned roles and responsibilities.

Under the Bryn y Cwm Programme Board, the key groups involved in the town have agreed the following leads for the priority themes:

Theme	Lead
Town Centre Regeneration	**Abergavenny Town Team**
Sustainable Settlements	**Transition Towns**
Nobody gets left behind	**Abergavenny Town Team**
Business and Education Links	**Bryn Y Cwm Community Forum member**

By harnessing the skillsets and enthusiasm of community volunteers to deliver the wider plan the agreed process has begun and will continue to deliver a wider range of initiatives that could never be undertaken by the authority itself.

It is not just about volunteer hours, it is about the skillset to deliver. As one officer commented recently after a sub group meeting ' I have never been in such a meeting where I knew least about the subject matter and felt I was playing *catch up* with volunteers in the room'

EXAMPLE 6 – <u>National Cycling Championships</u> – Having succeeded in winning the right to host the prestigious 2014 National Road Race Championships, Abergavenny's newly established Town Team set about engaging the towns business community to embrace the opportunity.

The Town Team arranged for businesses to work together to dress the streets with bunting and all businesses were visited and encouraged to adopt a cycling related theme for the duration of the event. A total of 35 businesses participated in this initiative contributing to the event being a huge success for the town and county - bringing 40,000 people into the area and generating a ROI of nearly £2.76m.

The involvement of 'whole place' in establishing a Town Team, enabled the town to add direct and indirect value to the event, maximising the benefit to the town. It also enabled the Town Team to 'cut their teeth' on a significant national event that establishes their credibility in the town and enhances their confidence and ability to undertake other challenges.

EXAMPLE 7 – <u>Ambassadors</u> – One of the big success stories of the 'whole place' approach has been the launch of the ambassador initiatives across the county. In the past, the use of volunteers to provide services has been dismissed as unrealistic, however the experience of the past year shows that this is not the case.

The involvement of Tourism ambassadors, in particular, has uncovered the depth of pride and potential that exists amongst our communities to be involved in assisting and promoting the county's assets.

A total of 210 Tourism Ambassadors have received training since the programme was launched less than a year ago, providing not only the opportunity of maintaining opening of facilities under financial pressure, but also enabling us to expand opportunities to promote new county's assets .

For example, the recent improvements to the historic Monnow Bridge & Gate, completed with RDP monies, have enabled the regular opening of the structure for the first time in generations.

The response has been fantastic with residents who've lived in Monmouth for as long as 71 years visiting their heritage icon for the first time.

This would not have been possible without the commitment of volunteer ambassadors who provide guided tours every Wednesday. A total of six regular volunteers have recorded a total of 30 hours volunteer time to date, with volunteers recently agreeing at a review meeting to look at improving opening times and exhibition material, when the tourism season recommences in the spring.

The success of Ambassadors has enthused the Bryn Y Cwm Town Team to arrange and fund training for 'Abergavenny Ambassadors' to inform and enhance the visitor experience in a similar way.

Example 8 – <u>Caldicot Town Centre Regeneration</u> – Caldicot Town Team was one of the first Town Teams to be established in Wales and has been instrumental in consulting the business and shopping community on the regeneration needs of the town.

Volunteers in the Town Team have assisted in a consultation event that attracted over 600 visitors to a consultation exercise that included asking what linkage the community would like to see between the proposed ASDA store and the Town.

Through its own website and Facebook page the Team regularly updated the town on progress and development of the ASDA store to ensure that there was no misinformation, resulting in smooth progress of works.

Faced with cutbacks on non-essential services the authority would not have been able have conducted such a thorough consultation and information sharing exercise had it not been for the volunteer activity of the town team.

The priority for the team is now to prepare and agree an action plan (similar to Bryn y cwm) that enables them to focus and pool resources on the next priorities for the town.

Measuring the difference

It is recognised by all those involved that the scale of change sought through working in this way and investing in communities to enable them to build their own resilience is significant; requires adaptive leadership, patience, endurance and a commitment to long-term over short term results.

However, whilst it is this kind of deep seated generational change which is required, we must also put in place the measures which enable us to understand if we are on the right path or not.

As can be seen from the examples in the previous section, there are numerous examples of where value has been added as a result of the 'whole place' approach to regeneration and the provision of services.

However, whilst some outputs can be tangibly measured i.e. volunteer hours, some other outputs can be more subjective i.e. empowerment to undertake a greater role.

Nonetheless we need to establish more robust means of measuring the value added by whole place planning and delivery.

Therefore, the measures we have in place currently comprise some more 'traditional' measures and some newer 'quality of life' indicators that aim to tell richer stories about the changes taking place. These are:

Number of Severnside Programme Board meetings
Number of Bryn y Cwm Programme Board meetings
The number of engagement events held or supported by the Whole Place team
The number of virtual visitors to the Whole Place webpages
Level of funding that the team has help to or achieved to support community groups
Level of Funding acquired from S106 or similar funding streams

Numbers of people who contribute to decisions in the Severnside locality. (engagement events, programme boards, town teams etc)
Numbers of people who contribute to decisions in the Bryn y Cwm locality. (engagement events, programme boards, town teams etc)
The number of community groups supported by the Work of the Whole Place team to build capacity in local communities
% confidence in future business growth - Bryn y Cwm
Percentage of people who agree they can influence decisions affecting local area
Percentage of people who have a feeling of belonging to the local area
Footfall in Abergavenny Town Centre
Footfall in Caldicot Town Centre

The measures are not set in stone and must continually develop and seek to respond appropriately to the 'How do we know we're making a difference?', 'How do we know these things wouldn't have happened anyway?' and 'what is the value added?' questions.

Self-evaluation

In their 2013/14 review of Whole Place arrangements, WAO concluded that whilst there was a lot enthusiasm and energy around whole place, the difference was yet to be felt in terms of value added.

The review also stated that the 'lack of a single strategy' contributed to this.

This is now being progressed to enable a sense of consistency and to continue to support the diversity and sense of distinctiveness so central to the Whole Place approach. To further derive a sense of strategic consistency and to establish direction of travel, we have re-purposed the Place Programme Board to oversee, co-ordinate and align internal arrangements.

In the annual Chief Officer, Enterprise Report for 13-14, Whole Place delivery arrangements were evaluated as 'adequate'. This recognises the fledgling nature of the work, the WAO review feedback and also the difficulty in terms of attributing successful outcomes to 'the Council' especially since whole place is an enabling as opposed to direct provision function.

As we have embarked upon the process of establishing Programme Boards, Town Teams and other working groups, we have continually sought feedback and input and recorded views, observations and feelings. We have done this through post-meeting surveys, post-event evaluations and through capturing stories and anecdotes that we feel convey key messages and learning points.

Lessons Learnt

There is no doubt that despite its infancy, the 'whole place' approach has delivered significant progress and added value, but the diverse experience in the two 'pilot' areas has provided some core experiences that inform future roll out and potentially retrospective action in the areas already underway.

These can be summarised as:

f. **Consistency within Diversity –** The experience in Severnside and Bryn-y-Cwm to date, has highlighted the diverse nature of communities and settlements across the county.

    In rolling out whole place to Lower Wye and Central Monmouthshire we need to be sensitive to this, but develop a consistent 'approach' around best practice to date.

    For example, at this point, the emerging structures and community involvement in Bryn y Cym appear stronger than in Severnside, and have greater momentum. There are many reasons for this, but it is believed that it is due, in large part, to the process adopted at the outset when developing the whole place plan in Bryn y cwm – arguably more 'organic' and 'bottom up' than in Severnside.

    Whilst there was consultation in Severnside, the feeling amongst the community was that the direction always came from above with the Council and key partners identifying the emerging themes. Whereas in Bryn y Cwm, it was the community developing and agreeing the themes.

    An 'organic', bottom up, approach needs to underpin future approaches in other areas starting with community ownership of the plan consultation and formulation process.

    This is true, not just of towns, but of smaller rural settlements.

g. **Variation in Social Capital** – Whilst enthusiasm and passion of our communities to get involved have been found to be consistent across the county, it is clear from our experience to date that the capacity for getting involved and ultimately leading significant initiatives or programmes of work may vary from settlement to settlement.

    In Bryn y Cwm, there is a longstanding tradition of community groups independent of formal structures such as the County, Town & Community Councils that provide a significant resource, knowledge and confidence base. In Severnside, this is less evident with groups such as the newly formed Town Team providing an opportunity for participants for the first time.

    Whilst, in part, this is a reflection of the need to broaden the involvement of the Town Team in Caldicot, it also highlights a need to be aware of resource gaps requiring the development of support programmes and networks to assist the needs of those becoming involved ie project management, evaluation and monitoring etc.

h.   **Engendering Trust** – Any significant cultural change such as 'whole place' can only be achieved by engendering Trust from the outset.

This is the case across a number of levels and a particular challenge where new organisational roles and responsibilities appear to cross over with existing organisations ie between existing county and town council responsibilities and newly established Town Teams.

We need to be sensitive of local dynamics and roles and pre-empt areas of risk to minimise misunderstanding that could impact upon the momentum that 'whole place' can bring.

Where these barriers have been overcome, we still need to be aware of the need to reinforce that the process is genuine, and long term.

For example, in Bryn y cwm, there is a tangible enthusiasm amongst Town Team members about progress to date, but often a recurrent hesitancy with participants constantly seeking reassurance of the councils commitment to devolving roles and responsibilities is real and long term.

i.   **Resource –** The recent report approved by cabinet – *'Building the Establishment and Capacity for Enterprise* – recognised the importance of investing in the Whole Place initiative to ensure consistency and efficient delivery.

It is essential that if we are to ensure the transition to new and innovative partnerships, we need to **invest** in our communities. Primarily, through the establishment of the Whole Place Team, but also through targeted resource of all service areas.

This issue is in the process of being addressed, subject to due process.

j.   **Duplication –** Our experience in Bryn y Cwm has drawn observations from Welsh Government that there is a danger of duplication and inefficiencies arising from multiple organisations being involved in shared initiatives ie Abergavenny Town Team, BID group, Partnership Forum etc.

It is a 'good problem' to have, in that it reflects the growing involvement of volunteers in their communities, but we also need to be mindful of governance, complication, inefficiencies and potential discord.

We believe that the risk of duplication can be mitigated by the establishment and direction of the relevant Programme Boards, but acknowledge that it is an area that requires review. We accept the issue but don't yet know the solution.

f.   **Short Term Action/Long Term Vision –** Whole place involves a huge cultural shift externally within our communities and internally within MCC.

Inevitably, emerging structures and plans will be driven by short/medium term activities and outputs, but we should not lose sight of the fact that it is as much about the long term process and vision as it is the immediate needs.

The ultimate purpose of whole place is to enable our communities to become sustainable and resilient in rapidly changing times. To adjust the dependency upon traditional structures and funding streams and be innovative in the delivery of locally agreed objectives.

As such, it is a journey that requires purpose, but also perspective.

In truth, whilst we have made significant progress, we have only taken the first steps on that journey.

i.   **Service realignment** – We know that our communities expect more from their core services. They expect 24-7 access, virtual channels and the ability to tell us what matters and shape services.

But the reality is that impending budget cuts have set the parameters for the discussion with the stark choice in the case of local front line services being realignment or removal of services.

However, the whole place approach enables us to shape the discussion in a way that provides a positive option for future service provision through the use of Community Hubs.

The experience of Usk Community Hub consultation has shown how a negative situation can be turned into a positive outcome, by positioning the authority as part of the community and that the budget reductions are for the community, not just the council, to resolve.

In placing the question thus, it increases resident awareness of the situation and involves them in the solution. In the Usk case with a positive response to community hub proposal and a willingness amongst many to actively assist with its establishment.

j.   **Value Added Monitoring**

By its very nature, the benefits of whole place planning and delivery, are multiple and complex. Some are readily measurable through traditional indices i.e. footfall, turnover, volunteer hours, but others are less so i.e. how to we measure increased confidence to be involved, feeling empowered etc.

We can see, feel and experience the benefits that the whole place approach is delivering, but we need to measure it more consistently.

Our challenge is to demonstrate outcomes not just through numbers and statistics, but through rich stories that evidence impact upon the quality of lives of our communities.

Community Governance in Monmouthshire

What is Community Governance?

Community Governance is not easy to define but in essence, it is the way in which local communities are represented and governed at local authority level. It is also the mechanisms through which the involvement of other statutory and voluntary agencies, community groups and by the efforts of local people themselves are held in an organized structure that facilitates engagement. It is also about the way in which individuals and groups within the community are listened to and able to influence decisions that affect them.

What does Community Governance in Monmouthshire currently look like?

Community Governance in Monmouthshire is undergoing an evolution from a static model informed by the Council through a series of Area Committees to a more dynamic model reflecting local needs a new ways of working more closely to the community.

What is a Community Governance Review?

A community governance review enables a principal council such as Monmouthshire County Council to review and put in place or make changes to community governance systems and structures.

Why is the Council doing this review?

The aim of a Community Governance Review should be to bring about improved community engagement, more cohesive communities and result in more effective and convenient delivery of local services. It should provide clarity as to when, where and how local people can engage in discussions and influence decisions. It will also provide explicit clarification as to the responsibility for decision making in certain arenas and the accountability that flows from those decisions.

What are the criteria by which options for the future will be judged?

The characteristics of good community governance to be considered in assessing the options when undertaking this review include:

- effective engagement with the local community

- strong leadership

- the ability of local authorities to deliver quality services economically and efficiently

- a strong, inclusive community and voluntary sector

- a sense of place – with a positive feeling for people and local distinctiveness

- a sense of civic pride and civic values

These characteristics will be considered when evaluating responses of interested stakeholders.

Current facets of Monmouthshire's Community Governance

What are Area Committees?

Monmouthshire Council operates a system of four area committees; Bryn-y-Cwm; Severnside; Lower Wye and Central Monmouthshire.

These may be given authority to exercise some of the council's powers. They are made up of the councillors representing the local area covered by the committee, and they may have other representatives "co-opted" to them. A co-optee is someone who has not been elected directly to the council, but who has a seat on the area committee to represent an organisation which has a legitimate interest in the way the area is governed.

Appendix 1 includes a copy of the current constitution of Monmouthshire's Area Committee.

What are Area, Community or Neighbourhood Forums?

These are sometimes set up and run by local authorities to give communities a say on local issues. They consist of people working or living in an area but not the councillors elected for the area. We currently have three Community Forums in Monmouthshire; Bryn-y-Cwm, the Rural Forun (Central Monmouthshire) and XXXXXXXXX.

What are Community Associations?

Members of a community set up community Associations locally. They usually have a democratically-elected management committee and they may include local councillors. They can influence the way local authorities and other organisations provide services in their area. They usually cover either a specific geographical area or a particular interest such as a sport or hobby. They do not have powers to raise money through a precept or the Council Tax, are often run by volunteers, and may be set up as a charity.

Town Teams

Place Programme Board

The Council has recently repurposed its internal Place Programme Board. Its revised scope covers:

- Whole Place Programme Boards (one for each of the 4 Monmouthshire areas)
- 21st Century Schools
- County Farms Working Group
- Accommodation Working Group
- Legacy projects (Regeneration Boards and SOAB)

Appendix 1 - Article 10 of the Monmouthshire

The Council may appoint area committees as it sees fit, if it is satisfied that to do so will ensure improved service delivery in the context of best value and more efficient, transparent and accountable decision making.

The Council has recognised the need to engage the community in Area Working which in its early stages has involved establishing 3 Area Committees with the following roles and functions:

1. To help the Council shape major proposals affecting the area and to advise the Council about the implications for the area of its objectives, plans and policies.

2. To lead the development of the local community planning process and produce a Community Plan for each area in a way which promotes the council's overall policies as well as safeguarding local interest.

3. To ensure properly co-ordinated services on a local level.

4. To encourage effective collaboration with public, private and voluntary sector partners locally to help the Council meet the aspirations of local people.

5. To provide a forum for views of local communities and to encourage discussions and debate on matters of particular relevance to the area including participating in the process of Best Value Reviews as a formal consultee.

6. To make decisions on matters within the area that have been delegated by the Executive provided those decisions are within the Council's overall policies and budgetary allocations and do not adversely affect other areas of Monmouthshire.

Additional Representation

Each Area Committee may identify and agree 'communities of interest' within its area from which a representative may be invited to participate at meetings of the committee. Such invitees will not be co-opted members of the committee but may speak (not vote) on matters whenever the press and public are able to attend.
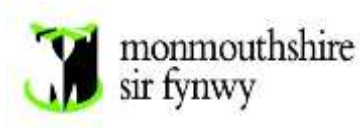
SUBJECT:	MANAGEMENT REALIGNMENT IN REGULATORY SERVICES
MEETING:	**CABINET**
DATE:	**4TH MARCH 2015**
DIVISION/WARDS AFFECTED:	

1. PURPOSE:

To seek Cabinet approval to the proposed realignment of management responsibilities and accountabilities in Regulatory Services, Enterprise and Operations.

2. RECOMMENDATIONS:

- Cabinet approve the proposed changes to the management responsibilities and accountabilities outlined in appendix 1 in order to maximise overall service effectiveness.

- Cabinet approve to reserve fund the redundancy cost, identified in appendix 1, if redeployment is not possible and the costs cannot be met through existing service budgets.

3. KEY ISSUES:

Since the corporate restructure that took place in early 2014 Chief Officers have been undertaking a review of their supporting Operational and Management structures to ensure they are fit for purpose to deliver services efficiently and effectively.

The proposal outlined in appendix 1 reflects this ongoing review of structure and will ensure that spans of management control are optimised and responsibilities and accountabilities are appropriately aligned to ensure efficient and effective service delivery.

The proposals involve the deletion of one management. A recent WAO report has identified that the structure in this area is management heavy and the proposed deletion of one middle manager post will not impact on operational management capacity. These managers will report direct to the head of service.

REASONS:

To ensure that responsibility and accountability for service delivery is clear and management is appropriately aligned to the corporate structure in order to ensure efficient and effective service delivery.

5. **RESOURCE IMPLICATIONS:**

The resource implications are identified in appendix 1 (exempt). The identified savings are part of budget mandate 40, agreed by council in January 2015.

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

The sustainable and equality implications are neutral.

7. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

The proposed deletion of one management post will not impact on operational capacity and therefore no adverse safeguarding issues are identified.

8. **CONSULTEES:**

The managers within the affected areas are being consulted and the closing date for comments is 27th February. Members will be updated regarding any comments received prior to the cabinet meeting. To date no comments have been received.

9.   **BACKGROUND PAPERS:**

Appendix 1 – Exempt background paper

10.   **AUTHOR:** Tracey Harry, Head of Democracy and Regulatory Services

11.   **CONTACT DETAILS:**

Tel:07796610435
E-mail: Traceyharry@monmouthshire.gov.uk

The "Equality Initial Challenge"

Name:Tracey Harry Service area: Democracy and Regulatory services Date completed:17 february 2015		Please give a **brief description** of what you are aiming to do. Realigning management responsibilities and accountabilities	
Protected characteristic	Potential **Negative** impact Please give details	Potential **Neutral** impact Please give details	Potential **Positive** Impact Please give details
Age		No impact	
Disability		No impact	
Marriage + Civil Partnership		No impact	
Pregnancy and maternity		No impact	
Race		No impact	
Religion or Belief		No impact	
Sex (was Gender)		No impact	
Sexual Orientation		No impact	
Transgender		No impact	
Welsh Language		No impact	

Version - March 2014

Please give details about any potential **negative Impacts.**	How do you propose to **MITIGATE** these **negative impacts**
➢	➢
➢	➢
➢	➢
➢	➢

Signed T harry   Designation   Head of Democracy and Regulatory sserviecs
Dated 17 february 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Realignment proposals	Regulatory services
Policy author / service lead	**Name of assessor and date**
Tracey Harry	

1. What are you proposing to do?

Realign management repsonsibilities to maximize management efficiency and effectiveness

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way?   If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3.   Please give details of the negative impact

4.   Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..^{vii}

Signed……Tracey Harry…………………………………………**Designation…Head of Democracy and regulatory services**

…………………………………………………**Dated**………17 february 2015…………………

The "Sustainability Challenge"

Name of the Officer completing "the Sustainability challenge" **Tracey Harry**	Please give a **brief description** of the **aims** proposed policy or service reconfiguration Realigning management responsibilities and accountabilities
Name of the Division or service area Regulatory services	**Date** "Challenge" form completed 17 february 2015

Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE		No impact	
Ensure that more people have access to healthy food		No impact	
Improve housing quality and provision		No impact	
Reduce ill health and improve healthcare provision		No impact	
Promote independence		No impact	
Encourage community participation/action and		No impact	

voluntary work			
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			
Have a positive impact on people and places in other countries		No impact	
PLANET			
Reduce, reuse and recycle waste and water		No Impact	
Reduce carbon dioxide emissions		No Impact	
Prevent or reduce pollution of the air, land and water		No Impact	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No Impact	
Protect or enhance visual appearance of environment		No Impact	
PROFIT			
Protect local shops and		No impact	

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services			
Link local production with local consumption		No impact	
Improve environmental awareness of local businesses		No impact	
Increase employment for local people		No impact	
Preserve and enhance local identity and culture		No impact	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No impact	
Increase and improve access to leisure, recreation or cultural facilities		No impact	

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➢	➢
➢	➢
➢	➢

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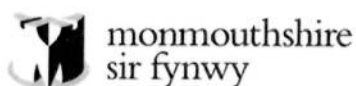
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   Tracey Harry   **Dated 17 february 2015**

monmouthshire
sir fynwy

SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS

MEETING AND DATE OF MEETING:
Cabinet 4th March 2015

TITLE OF REPORT:
Management Realignment in Regulatory
Services

AUTHOR:
Tracey Harry

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

EXEMPTIONS APPLYING TO THE REPORT:

Paragraph 12,13 & 14 of Schedule 12A Access to Information

FACTORS IN FAVOUR OF DISCLOSURE:
The public may be interested in the level of potential redundancy.

PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:
Discloses financial information relating to an individual.

MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:
To make this information public would reveal personal information of an individual and there is no overwhelming evidence to support that publication of this information is in the public interest.

RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

That the background paper is exempt

Date: 24th February 2015

Signed:

Post: Head of Democracy and Regulatory Services

I accept/do not accept the recommendation made above

Proper Officer:

Date: 24 \ 2 \ 2015