

28th October 2014

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, 5th November 2014, at 2.00 p.m.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (copies attached):
 - (i) **EVALUATING THE EFFECTIVENESS OF SAFEGUARDING IN MONMOUTHSHIRE**
Division/Wards Affected: All
Purpose: To ensure effective Cabinet leadership and scrutiny of safeguarding by presenting a suite of three safeguarding reports:
i) Strategic Overview Report, ii) Safeguarding Report Card and Performance Information, iii) Service Improvement Plan (Quarter 2 review).
Author: Simon Burch - Chief Officer, Social Care and Health
Contact Details: simonburch@monmouthshire.gov.uk
 - (ii) **BUDGET PROPOSALS 2015/16 TO 2018/19**
Division/Wards Affected: All
Purpose: 1) To provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2015/16, for consultation purposes and 2) To consider the 2015/16 budget within the context of the 4 year Medium Term Financial Plan
Author: Joy Robson – Head of Finance
Contact Details: joyrobson@monmouthshire.gov.uk

- (iii) **CAPITAL BUDGET PROPOSALS 2015-16 TO 2018-19**
Division/Wards Affected: Countywide
Purpose: To outline the proposed capital budget for 2015/16 and the indicative capital budgets for the three years 2016/17 to 2018/19.
Author: Joy Robson - Head of Finance
Contact Details: joyrobson@monmouthshire.gov.uk
- (iv) **PROPOSED STRATEGIC ASSET MANAGEMENT PLAN**
Division/Wards Affected: All
Purpose: To introduce the proposed Strategic Asset Management Plan for the management of the Council's property portfolio.
Authors: Ben Winstanley – Acting Estates Manager / Debra Hill-Howells – Head of Community Delivery
Contact Details: benwinstanley@monmouthshire.gov.uk / debrahill-howells@monmouthshire.gov.uk
- (v) **EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 2 UPDATE**
Division/Wards Affected: All
Purpose: To provide Cabinet with a quarter 2 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..
Author: Matthew Gatehouse – Policy and Performance Manager
Contact Details: matthewgatehouse@monmouthshire.gov.uk
- (vi) **BUILDING THE ESTABLISHMENT AND CAPACITY FOR ENTERPRISE**
Division/Wards Affected: Countywide
Purpose: To build the establishment and capacity for the Enterprise directorate, both in terms of the management structure and where appropriate the relevant services' staffing structures.
Authors: Debra Hill Howells – Head of Community Led Delivery
Ian Saunders – Head of Tourism, Leisure and Culture
Peter Davies – Head of Commercial and People Development
Contact Details: debrahill-howells@monmouthshire.gov.uk / iansaunders@monmouthshire.gov.uk / peterdavies@monmouthshire.gov.uk
- (vii) **WELSH CHURCH FUND WORKING GROUP**
Division/Wards Affected: All
Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for 2014/15 meeting 3 held on the 25th September 2014.
Author: Dave Jarrett – Central Management Accountant
Contact Details: davejarrett@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 Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr

Sustainable and Resilient Communities

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

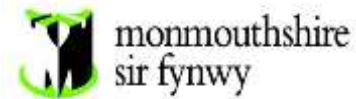
- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

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.



SUBJECT: Evaluating the effectiveness of Safeguarding in Monmouthshire

MEETING: Cabinet

DATE: 5th November 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To ensure effective Cabinet leadership and scrutiny of safeguarding by presenting a suite of three safeguarding reports:

- i) Strategic Overview Report
- ii) Safeguarding Report Card and Performance Information
- iii) Service Improvement Plan (Quarter 2 review).

2. RECOMMENDATIONS:

That Cabinet receive the reports and use these as the basis for evaluation and challenge of the whole authority approach to safeguarding children and young people

3. KEY ISSUES:

3.1 In November 2012 Estyn carried out an inspection of the Local Authority and found that the arrangements for safeguarding were unsatisfactory.

3.2 A monitoring visit in February 2014 concluded that;

“Although the authority had made some good initial progress in addressing the shortcomings around safeguarding, management information systems and reporting processes were still not effective enough to make sure that appropriate and evaluative management information was available for decision makers.”

This judgement was echoed by a Welsh Audit Office inspection in March 2014.

3.3 In responding to this challenge the key issues are;

- ensuring an evaluative approach which enables Cabinet, Scrutiny committees and senior officers to answer the question *“how well are children and young people in Monmouthshire being protected from harm and abuse?”* and
- engaging all aspects of the Council and our partners, emphasising that safeguarding is everyone’s business.

3.4 Consequently we have developed the comprehensive reporting schedule that is being brought to Cabinet today and also strengthened the whole authority approach by establishing a monthly briefing for Chief Officers, a cross- authority leadership group chaired by the Chief

Executive and a forum for the Chairs of Select Committees to discuss Safeguarding and Corporate Parenting issues.

3.5 The three attached reports have been developed to provide leaders with information about safeguarding at a number of levels. The strength of this approach is that leaders now have a high level analysis and overview in the strategic report, whilst also being able to drill down to detailed evidence via the safeguarding report card and operational detail via the service improvement plan.

4. REASONS:

4.1 Safeguarding and child protection concerns some of the most vulnerable children in Monmouthshire. This is an important opportunity for Cabinet to receive and debate information about the current arrangements for safeguarding and evaluate the authority’s response to the challenges raised through our external regulators.

5. RESOURCE IMPLICATIONS: None directly from this report

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

If there are actions that then require decision, then EQIA’s will be undertaken at the stage.

7. CONSULTEES: CYP Select Committee, Internal Monitoring Board.

8. BACKGROUND PAPERS: None

9. **AUTHOR:** Simon Burch, Chief Officer, Social Care and Health

10. **CONTACT DETAILS:**

E-mail: Simonburch@monmouthshire.gov.uk

Monmouthshire County Council

Strategic Report for Safeguarding September 2014

Summary Information

Leaders can be assured that children and young people in Monmouthshire are protected from harm and abuse because:

- There is increased [cross directorate and political involvement](#) with safeguarding supported by strong leadership.
- There is an overarching [Monmouthshire Safeguarding and Child Protection Policy](#) in place that gives clear guidance for all settings detailing roles and responsibilities in safeguarding and child protection.
- There is an [audit programme in place](#) to ensure that individual settings adhere to the requirements of the policy and provide information regarding how they meet their child protection and safeguarding responsibilities in practice.
- There is a system in place whereby the Local Authority maintains [central oversight of safe recruitment and undertaking DBS checks on staff and volunteers](#). Recent policy change has allowed us to re-focus priority and resources on safe recruitment and work force practice.
- There is a [robust system in place within the authority to respond to any concerns arising from professional allegations or organised abuse](#). This ensures that children and young people are protected from any professional who is deemed to pose a risk.)
- [Staff within Monmouthshire are informed regarding their individual responsibilities to report any concerns and are trained in how to recognise basic signs and symptoms of abuse](#).
- There is a [system in place to monitor child protection and safeguarding practice](#) through case-audit, performance information and practitioner / user feedback. This is reviewed and analysed across agencies and service areas.
- Our safeguarding survey (2013) undertaken with young people tells us that [the majority of children feel safe most of the time](#) but that bullying and staying safe on-line concerns them.

The key areas requiring development over 2014 – 15 within the county to further ensure the safety and well-being of children and young people are:

- Achieve sign-off to the revised Monmouthshire Safeguarding and Child Protection Policy and continue to review this document to ensure it is in keeping with any developments in legislation or practice. [\(Revised policy signed off\)](#)
- Further development of the safeguarding audit programme so that it extends to grant funded, commissioned and third sector organisations and is better embedded within the overall monitoring, review and appraisal processes for schools and other settings. [\(In progress\)](#)
- Maintain and further development the child protection training programme. [\(In progress\)](#)
- Re-align resources in the best way to support safe recruitment and HR practices including the possibility of reducing the number of DBS re-checks undertaken. [\(Revised policy in place and in progress\)](#)
- Continue to strengthen and develop the reporting framework for safeguarding. [\(In progress\)](#)
- Work to address young people’s concerns regarding bullying. [\(Draft plan to be further developed – early stages\)](#)
- Continue to prioritise key areas of safeguarding work particularly domestic abuse, child neglect and young people with complex risk taking behaviours. [\(In progress\)](#)

The evidence base and further information regarding the above statements are located within:

Report	Purpose
The current Strategic Safeguarding Report (September 2014)	To provide higher level overview and evaluation of key areas
The Safeguarding Report card and Performance Information (September 2014)	Analysis of evidence and data
The Service Improvement Plan for Safeguarding (2014/15 reviewed September 2015)	To set out the delivery of actions at an operational level

Introduction and Background Information

This report discusses the key areas of activity that have been undertaken in respect of safeguarding over the last eighteen months following the Estyn inspection in Autumn 2012. It is the second such overview report and represents a 'mid-point' check for the current year (2014 /15).

Our starting position in November 2012 was clearly articulated by Estyn:

1. The Authority did not have an appropriate safeguarding policy;
2. Our processes to check schools' monitoring of update checks was not rigorous enough;
3. There is no formal mechanism to ensure that partners who work with young people have appropriate safeguarding policies and procedures;
4. Safeguarding training is not always commensurate with the level of staff receiving the training.

In February 2014 an Estyn monitoring visit recognised that we had appropriately prioritised safeguarding and 'set the foundations well for recovery' particularly at service and practitioner. However, the authority still did not have 'effective enough management information systems and processes to enable it to receive appropriate and evaluative management information about safeguarding'. This criticism was echoed by a subsequent Welsh Audit Office review of safeguarding in March 2014. In respect of practice, in April 2014, a CSSIW inspection into Looked After Children found significant room for improvement in respect of child abuse inquiry processes (section 47s) and risk management.

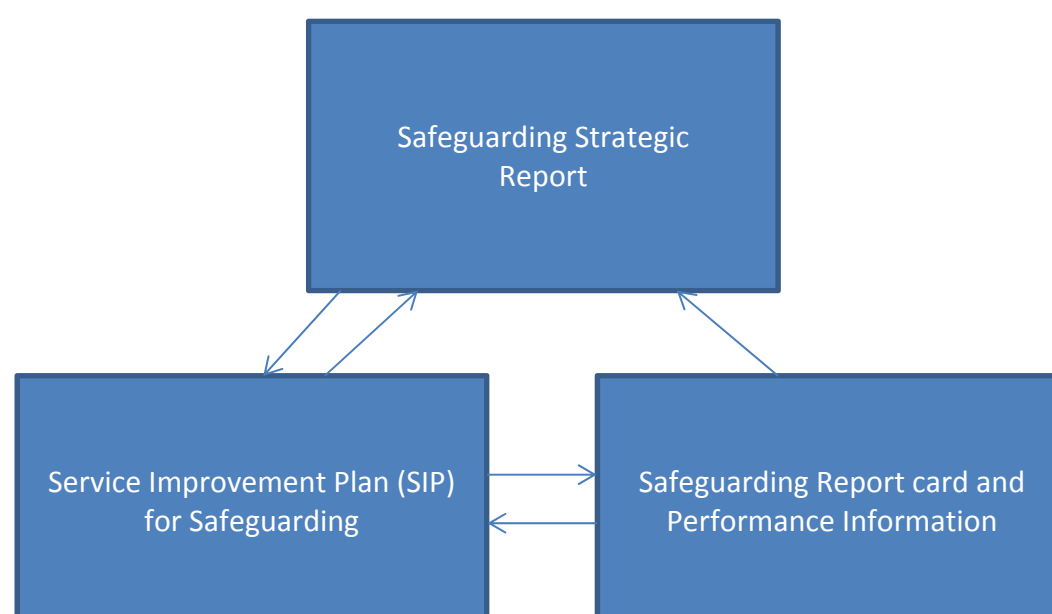
This second strategic report pays heed to these areas of challenge as well as providing an update on how we continue to pursue our central, over-riding goal - that children and young people in Monmouthshire are as safe as they can be. Within safeguarding areas of activity interlink to create an overall system of safety that ensures all children and young people, as fully as possible, are protected from harm and abuse. The foundation of this is a clear policy with clear lines of accountability, good systems for support, advice and consultation and effective operational procedures. Alongside of this workers must be suitable, trained and confident in their safeguarding roles with a good understanding of the importance of inter-agency working. Within this broader framework we must be assured that where individual children are at risk the system reacts appropriately to refer, investigate and respond to concerns as they arise. For this, analysing performance information, reviewing individual cases and listening to children are central.

This last six months, in particular, has seen a shift in safeguarding. Building on our strengthened operational processes we have begun to nurture a whole authority connection to safeguarding at a hearts and minds level, and to have more confidence in our ability to self-evaluate and set direction. Strong leadership at a political level, and through the auspices of the CEO, have been a cornerstone of this clearly setting the expectation that safeguarding is 'everyone's responsibility'.

In the context of the report I have used the term safeguarding to refer to the wider framework that creates safe environments and systems and child protection in respect to individual cases of concern.

Purpose of the Strategic Report

The purpose of these 6 monthly strategic overview reports is to inform leaders within Monmouthshire County Council of the bigger picture of safeguarding and the overall impact of safeguarding and child protection activities across the authority. The report should enable leaders to consider the implications of these at a strategic level including being able to set / confirm direction of travel, consider and manage risk and allocate / confirm resources. This 6-monthly safeguarding report is the top tier of wider reporting framework as illustrated below. The next step actions arising from the Safeguarding Report will be detailed within the annual Service Improvement Plan and monitored through the quarterly reviews. The 6 monthly Safeguarding Report card will contribute to the evidence base from which both reports will draw on to further inform our analysis and discussion of performance information. The strength of this approach is that leaders have clear high level oversight whilst also being able to challenge evidence or further detail as required.



Summary of the Key Areas of activity and Score Table

Key Priority Area	Evaluation at April 2014	Evaluation at Sept 2014
1. Safeguarding children and young people is understood as 'everyone's responsibility'	N/A	4
2. Monmouthshire's Safeguarding and Child Protection Policy is embedded across all settings and services	4	4
3. Through our Audit Framework we are assured that all settings and services meet their roles and responsibilities in safeguarding /child protection	3-4	4
4. Safe recruitment and safe work force practices are operating effectively and embedded across the authority.	2	3
5. All workers and volunteers in contact with children and families are trained at the appropriate level	5	5
6. There is a system in place that identifies and addresses any professional allegations or concerns about individuals who may pose a risk.	4	5
7. We are well-informed about the issues that compromise the safety and welfare of children and potentially expose them to harm through abuse and neglect and operate best safeguarding practice	3	3
8. Engagement with children and young people is at the heart of our safeguarding and child protection activity.	3	3

The Corporate Evaluation Framework

The evaluation score from 1-6	The evaluative context
Level 6 Excellent	Excellent or outstanding
Level 5 Very	Good Major strengths
Level 4 Good	Important strengths with some areas for improvement
Level 3 Adequate	Strengths just outweigh weaknesses
Level 2 Weak	Important weaknesses
Level 1 Unsatisfactory	Major weakness

Case Studies

I have described some aspects of safeguarding below which demonstrate the direct impact of activity on children and young people. I have sought to convey some of the ways in which areas of activity overlap and develop over time illustrating safeguarding as an on-going process of both vigilance and practice development.

1. The impact of the role of the Lead Officer for Safeguarding in Education (LOSIE) in providing professional guidance and advice regarding individual children

One of the 'softer' outcomes of the extensive training and audit work that has taken place across the authority is the opportunity to strengthen inter-agency working and the provision of an 'open door' for discussion and advice around matters affecting the welfare of individual children. Two examples include contact from a primary school around a child with a chronic health condition and concerns regarding mother's possible over-anxiety and the impact of this on the child's emotional and social development. Following discussions and inter-agency liaison regular meetings are now in place between the specialist health service, school and the mother so that there is opportunity to talk openly about the best way of supporting the child and helping mother with her anxiety. Similarly an example from an early years setting concerned a child being brought up by grandparents with some concerns around potential neglect. Again we were able to listen and advise and ensure that appropriate links were made with the health visitor. This resulted in the child's mother taking a much more active role in his upbringing and reducing the concerns about his welfare. The profile of the safeguarding unit within the authority offers this continuous opportunity to support agencies to work preventatively with families and vulnerable children whilst increasing understanding of situations that would require a child protection referral. This will remain an on-going focus of our work.

2. The impact of multi-agency working in risk at cross directorate level

Management of risk for vulnerable children has been an area of development for the authority particularly over the last 6 months. In one situation a group of 7 young people were highlighted by youth workers and were referred to safeguarding because of concerns regarding substance misuse, offending, homelessness, neglect of basic needs and family breakdown. A multi-agency group including youth workers, housing, community safety and social services was brought together with a joint plan devised for how to engage these young people. As a result concerns have considerably reduced including supporting these young people to find accommodation; return to education; build relationships with their families; stop injecting and better manage the risks around their substance misuse.

From another perspective working across schools, youth and social care has highlighted positive ways forward in terms of developing risk management models for young people presenting with, in particular, sexually harmful behaviour and self-harming behaviours. The impact on individual children to date has been considerable with three children being enabled to maintain a main-stream school placement. Work is now in progress to capitalise on these examples of good practice to establish a whole authority and multi-agency involvement in the 'risk and vulnerability policy' developed by children's services.

3. The impact of audit and on-going developmental work with individual settings and service areas

Extending the audit framework well beyond CYP has had significant impact on our safeguarding network. This is demonstrated in the extension and varying designations of individuals trained at level 1 (basic awareness) and in helping us to support partner agencies particularly in their work with community and voluntary groups. One particular area has been the engagement of the passenger transport unit and the subsequent development of a training programme aimed at addressing some of the specific safeguarding issues faced by this service. This includes the vulnerability of children and young people using transport particularly around risks associated with child sexual exploitation and missing children and covers issues around professional boundaries and appropriate 'safe' responses to real-life case scenarios.

4. The impact of monitoring professional allegations and addressing issues within individual settings

There are numerous examples of how our system for managing professional concerns and allegations through to conclusion has allowed us to ensure that any risks posed by individuals are managed appropriately within individual employing agencies. For example, we now have a clear expectation that employers report back through a line of accountability in respect of any actions that fall to them following the conclusion of statutory processes. This has meant that we have had sight of and influence over disciplinary investigations and outcomes and been able to ensure that where required, referral is made to external regulatory bodies (e.g. DBS and CSSIW). This has included both employers internal and external to the authority. In terms of addressing themes and issues arising from incidents of professional concerns these have included – the misuse of social media for a newly qualified teacher and how to address this; raising questions about 'work culture' regarding professional boundaries; development of risk assessment processes within foster placements; strengthening awareness and knowledge of policy within organisations and so forth. This means that allegations management not only addresses immediate risks to children but seeks to support and challenge organisations to consider the matter from a wider preventative perspective.

OUR OVER-RIDING GOAL - Children and young people in Monmouthshire are as safe as can be and are protected from harm and abuse

Operationally this will be achieved through:

- Creating and maintenance safe practices, systems and networks across all learning, leisure & play services and settings across the authority
- Ensuring that any safeguarding risks to children and young people are recognised and addressed;
- Ensuring that concerns about possible abuse or neglect are recognised and responded to appropriately and in accordance with procedures;
- Ensuring that risks and needs for vulnerable children, including those at risk of significant harm, are reduced through multi-agency plans and interventions.

This is an on-going objective which is continually assessed to identify where improvements are required

NOTES:

Areas of key development are highlighted in GREEN.

Future actions identified in column 6 correlate with operational activity set out in the Service Improvement Plan

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (Data and Information-Evidence)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
1. In Monmouthshire we want to ensure that safeguarding children and young people is understood as 'everyone's responsibility' across all directorates and at a political level. We want this to be culturally embedded within the authority at a 'hearts and minds' level.	Secured agreement with Select Chair's Group to give agenda time to Safeguarding and Corporate Parenting led by lead member for safeguarding. Cross directorate safeguarding leadership group established (led by CEO). Chief officer briefings are in place monthly Framework for strategic reporting, with trio of reports, provides information about safeguarding at a number of levels to enable shared analysis and planning with cross directorate involvement.	Evidence of connections with safeguarding being made (top down and bottom up) include active engagement with: - Passenger Transport - Leisure services - Commissioning - Partnership services - Employee Services Member training is organised to increase basic knowledge and awareness and enable further critical challenge.	Returned safeguarding audits and action plans. Safe Recruitment work through ES. Take up of level 1 and 2 training from outside education and social care. Evidence from WAO: when questioned 76% individuals understood that safeguarding was 'everyone's responsibility' 12% higher than the Welsh average response.	Safeguarding is about creating networks of caring, responsible adults that are child-focussed and who fully accept their moral responsibility to respond to the needs of children, whatever their particular role. This widening of safeguarding, together with the opportunity for internal challenge and accountability permeating out from strong leadership, will keep children in Monmouthshire safer.	Work will be required to support the development of the two new safeguarding fora and to ensure that the information available to these groups (through the strategic reporting) is fit for purpose. Safeguarding SIP for 2014/15 can be strengthened to reflect linked activity across all directorates. Safeguarding action plans for individual directorates to be considered. Mechanisms are required to continually evaluate the impact of level 1 training for individuals working outside of social care / education.	Competing agendas and differing priorities can affect how much time is given to child protection and safeguarding at a strategic level.	4

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (<i>Data and Information-Evidence</i>)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
<p>2. We want Monmouthshire's Safeguarding and Child Protection Policy to be embedded across all settings and services operating within Monmouthshire or providing services to Monmouthshire children.</p> <p>We want the policy to be reviewed on a regular basis to ensure that it is up to date with any changes in legislation and/ or any developments in safeguarding practice.</p>	<p>Following the 2012 Estyn inspection an over-arching safeguarding policy was implemented for all settings and services.</p> <p>At April 2014 all schools, early years, leisure, community and youth services within Monmouthshire had adopted the policy.</p> <p>We undertook a first review of the policy to broaden its scope and make it more applicable across all areas of the authority.</p> <p>WAO review has recommended that reference to other areas of council operation could be strengthened.</p>	<p>Having this policy in place helps us keep children safe by:</p> <ul style="list-style-type: none"> - Being clear about everyone's roles and responsibilities to listen to children and how to report concerns; - Ensuring that all settings have the appropriate safeguarding policies and operational procedures in place; - Ensuring all staff and settings are accountable for their safeguarding practices; - Providing a benchmark for good practice in individual settings and for governing bodies. 	<p>Information about policy implementation is collated within the safeguarding unit and is addressed as part of the audits.</p> <p>The safeguarding unit maintains a central record of when the policy has been adopted by services in the local authority and by relevant governing bodies.</p>	<p>Having a high-profile over-arching safeguarding policy establishes standards and expectations across all learning, leisure, play, housing and social care services within Monmouthshire.</p>	<p>We will disseminate the revised policy and ensure that it is formally adopted across all relevant settings.</p> <p>We will continue to work in partnership with services and regulators to review the policy on a bi-annual basis and ensure that it remains fit for purpose.</p> <p>We will continue to raise awareness of the Monmouthshire policy through the audit work and through level 1 training.</p>		4
<p>3. Through a robust audit framework we aim to have a process that assures us that all settings and services meet their roles and responsibilities in safeguarding /child protection, and holds settings to account where there are any failings.</p> <p>Prior to the Estyn inspection the LA had little detailed knowledge or understanding of how</p>	<p>There is a safeguarding audit in place and a 2 year implementation plan from March 2013 – March 2015.</p> <p>This is progressing to target (see score card) although it has required a different approach for the second phase and progress has been slower over the second year as a result.</p>	<p>The information gathered from the audit provided us with base-line information about the strengths and weaknesses within individual settings.</p> <p>We have used this information as a starting point for strengthening practice for example by:</p> <ul style="list-style-type: none"> - Increasing training and learning 	<p>The safeguarding unit holds records of individual audits and improvement plans.</p> <p>Overview reports for services areas are produced within the safeguarding unit.</p> <p>Records in the safeguarding unit demonstrate that there is an increase in advice and professional support being provided regarding individual children and</p>	<p>This activity aims to ensure that all settings and services continually develop their child protection practices to ensure that we are all working together to keep children safe. This is now in place but has the potential to get more detailed and focused over time.</p> <p>It identifies potential areas where development work is required to strengthen safeguarding arrangements, and creates a pathway for open</p>	<p>We will continue to work in partnership with others to implement the audit programme through grant funded, commissioned and third sector organisations.</p> <p>We will implement the revised the audit framework for the second round commencing in 2015. This to incorporate better evidence of practice 'on the ground' and more outcome –focussed (e.g. numbers / quality / outcomes of referrals).</p> <p>The second round of implementation</p>	<p>For the process of on-going improvement to be as effective as possible there needs to 'buy-in' throughout settings (governors / leaders / staff etc) which could be difficult to achieve.</p> <p>Accountability and audit process is less clear cut for third sector.</p>	4

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (<i>Data and Information-Evidence</i>)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
<p>individual settings and services met their child protection and safeguarding responsibilities in practice.</p>	<p>All the returned information is reviewed and analysed, and from this we have been able to target certain areas for improvement.</p> <p>We have begun to revise the audit in preparation for 2015 including looking at how the audit outcomes can be better connected to the overall management structure of individual settings.</p>	<p>opportunities;</p> <ul style="list-style-type: none"> - Developing improvement plans; - Providing advice / consultation to individual services where required regarding individual child protection situations and potential referrals. 	<p>potential referrals.</p>	<p>communication about individual children of concern. We know from nation and local serious case reviews that open challenge and the sharing of information - 'putting the pieces of the jigsaw together' – is a vital component in keeping children safe and ensuring that 'no child slips through the net'.</p>	<p>will involve follow up to the original action plans.</p> <p>We will develop the audit process so that it is better embedded within the overall monitoring, review and appraisal processes for schools and other settings beginning by using school secure.</p> <p>We will continue to analyse outcomes from audits for any overall themes and issues arising that require a response.</p>		
<p>4. We want to ensure that safe recruitment and safe HR practices are operating effectively and embedded across the authority.</p> <p>We want to ensure that in Monmouthshire staff and volunteers working with children are suitable, child-focused and clear about their responsibilities to report concerns and keep children safe.</p> <p>Previously there was insufficient central oversight or accountability to the LA regarding safe recruitment and work-force practices.</p>	<p>In 2012 / 13 a lot of staff time and resources were expended on implementing 3 yearly re-checks of DBS certificates across all eligible post.</p> <p>Questions were posed as to whether this use of resources was the most effective in terms safeguarding children.</p> <p>In September 2014 the authority implemented a change of policy with a consequent re-focus onto safe recruitment rather than re-checks.</p> <p>Other related activities have been undertaken such as issuing regional safe recruitment guidance, developing a training programme and conducting Employee Services led safe recruitment checks.</p>	<p>We now have better information systems for monitoring safe recruitment and HR practices.</p> <p>People management leads are able to follow up / address issues in a more targeted way.</p>	<p>The revised DSB policy issued Sept 2014.</p> <p>ES audit reports.</p>	<p>Our aim is to ensure that HR practices are such that all staff members and volunteers are suitable and do not pose a risk to children.</p> <p>DBS checking at the pre-employment stage will remain central to this.</p>	<p>We will continue to refine and development a central monitoring and reporting system for DBS checks, references and professional registration.</p> <p>We will re-focus attention onto developing and auditing safe HR practices within settings and across all directorates.</p> <p>We will implement training in safer recruitment across all directorates.</p> <p>We will maintain close links between safeguarding unit and ES in respect of any conduct issues that potentially cross into safeguarding.</p>	<p>We need to ensure that safe processes are maintained throughout any transition process and that line-managers remain clear regarding their roles and responsibilities.</p>	<p>3</p>

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (<i>Data and Information-Evidence</i>)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
<p>5. We aim to ensure that in Monmouthshire all workers and volunteers in contact with children and families are trained at the appropriate level and confident in understanding their roles and responsibilities in respect of safeguarding including a good understanding of the importance of information sharing and inter-agency working.</p> <p>The first year of our audit programme highlighted that not all staff were trained at the appropriate level for their role, and that there was inconsistency in respect of the training being accessed.</p>	<p>We have significantly increased opportunities in child protection and safeguarding training and learning for workers in Monmouthshire.</p> <p>Figures are most notable at level 1 (over 100 trained to date) particularly given that the majority of designated officers within schools are now trained to deliver their own level 1.</p> <p>Links with SEWSCB regional training are well established and the LOSIE role has been instrumental in promoting level 2 & 3 training opportunities.</p> <p>Additional resources have been utilised to respond to additional training needs where these have been identified.</p> <p>More work is need to get accurate reporting of training and a better understanding of training needs so that future resources can be planned.</p>	<p>More staff, governors and volunteers are trained to recognise the signs and symptoms of abuse and know what to do if they have a concern (level 1).</p> <p>More designated officers have been trained in their decision making and inter-agency roles (level 2).</p> <p>We have worked within individual settings to offer training / learning opportunities relevant to their needs (e.g. passenger transport unit, individual schools, private residential establishments).</p>	<p>Local and regional training records.</p> <p>Learning objectives from training material.</p> <p>Composite evaluation reports that consistently report learning outcomes being achieved. Evidence of training courses directly influencing Safeguarding and Child Protection practice.</p>	<p>Continuing to develop, monitor and deliver training across the LA will ensure that all workers recognise and respond to concerns, feel confident in their CP roles at whatever level, and further develop multi-agency understanding and cooperation.</p>	<p>We will work more closely with settings regarding accurate record keeping. This will help us plan, allocate resources and get a better understanding of on-going training needs. We will use the audit process to help with this.</p> <p>We will continue to develop ways of evaluating training from an outcomes perspective (i.e. what difference does the training make?). This is to ensure that courses continue to improve worker knowledge and skills in practice.</p> <p>We will continue to work with the SEWSCB to respond to the need for voluntary sector to access level 1 training opportunities on-line.</p>	<p>Currently training places a heavy demand on a small number of key individuals.</p> <p>There are no specifically identified administrative resources to support CP training at a local level within CYP.</p>	5
<p>6. Our aim for Monmouthshire is to maintain a robust multi-agency system that identifies and addresses any professional allegations or concerns about individuals who may pose a risk. We want to ensure</p>	<p>In 2013 we implemented the regional practice guidance within Monmouthshire.</p> <p>This has strengthened processes for the management of professional allegations</p>	<p>Our activity in this area has ensured that we have responded to allegations effectively so that children and young people are protected from individuals who may pose a risk.</p>	<p>Our compliance with regional guidance for allegation management.</p> <p>Minutes of liaison meetings between employee services and safeguarding.</p> <p>Minutes / recordings of PSM</p>	<p>A robust system for managing professional allegations is an essential aspect of keeping children safe. This system needs to be monitored and reviewed in the longer term.</p>	<p>We will continue to analyse performance information about PSMs and ensure that wider themes and issues are addressed.</p> <p>We will report this within the wider authority so that information regarding professional issues inform the overall monitoring, review and</p>	<p>Any failure within the system for recognising and responding to professional issues will pose a risk both within Monmouthshire and in a wider sense.</p>	5

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<p>that any themes, trends or issues that might compromise the safety of children at an organisational level are recognised and responded to.</p> <p>WAO recommended that a local protocol is developed to support the regional implementation at a regional level.</p>	<p>and the system for tracking cases through to conclusion (see report card).</p> <p>In 2014 we have continued to raise awareness of the role of the Safeguarding Unit in respect of providing advice and support regarding any conduct issues where there is an element of safeguarding even if this does not reach the statutory threshold.</p>	<p>We monitor professional concerns and allegations so that any broader safeguarding / child protection themes or issues can be recognised and resolved within individual settings.</p> <p>A standing multi-agency training programme would further help to increase awareness of roles and responsibilities in this area of practice.</p>	<p>meetings and discussions.</p> <p>Case tracking information within SGU.</p> <p>Performance information including nature, numbers and outcomes of PSMs undertaken.</p>		<p>appraisal processes for schools and other settings. This will form part of the audit framework for 2015.</p> <p>We will continue to ensure Monmouthshire has a lead role in the SEWSCB's work regarding PSMs, and develop a protocol that supports local implementation.</p> <p>We will increase our multi-agency training and learning opportunities for all practitioners / managers / governors involved in handling cases of professional allegations.</p>		
<p>7. In Monmouthshire we want to be well-informed about the issues that compromise the safety and welfare of children and potentially expose them to harm through abuse and neglect.</p> <p>Our aim is to develop best practice across all children's services so that i) all concerns about possible abuse or neglect are recognised and responded to appropriately and ii) multi-agency plans and interventions reduce risks and needs for all vulnerable children, including those at risk of significant harm.</p>	<p>We have strengthened our collation and analysis of key performance information regarding safeguarding and child protection (see report card).</p> <p>We have started to use this information more intelligently to agree actions and allocate resources.</p> <p>Through the authority's Learning and Review group we undertake inter-agency audits and reviews of individual cases either on particular themes of interest or if cases have raised particular practice concerns.</p> <p>Learning from actual</p>	<p>The way in which analysis of information together with case review is impacting on safeguarding practice includes:</p> <ul style="list-style-type: none"> • Additional monitoring and oversight of children registered for over 15 months (resulting in initial improvement) • Changing working arrangements to support inter-agency involvement in strategy discussions; (little evidence of joint planning / risk assessment during inquiries) • Work to address the possible 'gap' between 	<p>Review reports and recommendations</p> <p>Joint learning events</p> <p>Minutes from Monmouthshire Learning and Review Group</p> <p>Key performance information from children's services.</p> <p>Performance management reports.</p> <p>6 monthly reports from the Child Protection Coordinator (Safeguarding).</p>	<p>Both currently and in the longer-term we want ensure that those children who need to be referred within a child protection framework are referred; and that once referred the subsequent response effectively protects children and reduces risk.</p>	<p>We will hold practitioner briefings to communicate the outcomes of the recent review of neglect cases (first date set 23rd Oct).</p> <p>We will continue to implement multi-agency training in child protection planning and neglect (resources allocated and dates set Jan and March 2015)</p> <p>We will implement multi-agency consultation for complex cases.</p> <p>We will undertake further exploration in respect of the proportion of contacts that do not progress to referrals within children's services.</p> <p>We will ensure that necessary resources are allocated across the LA to continue the local and regional partnership work in preventative and response services for children at risk of harm because of domestic</p>	<p>It will take time for the outcomes from individual case reviews and audits to impact multi-agency practice.</p>	3

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	<p>cases has helped us evaluate strengths and weaknesses in child protection practice in Monmouthshire. We have used this information as a basis for on-going learning and practice improvement.</p> <p>Reviews / audits to date have included: children on the register for neglect; inter-agency practice in section 47 inquiries; inter-agency working for serious self-harm.</p> <p>Our inter-agency audit / review work is indicating that child sexual exploitation and supporting young people with complex risky behaviours is an emerging theme requiring cross directorate attention.</p>	<p>preventative (JAFF) and statutory services; (base-line evidence within CIN audit work)</p> <ul style="list-style-type: none"> • Development work to increase the quality of and response to referrals for cases that do not progress (threshold review) • Drive to increase reporting of neglect and the elimination of drift in neglect cases (neglected children remain on the CP register for the longest time period and are those most likely to be re-registered.) • Increase in preventative work regarding domestic abuse including increased training and case review around impact of services and good outcomes for children (domestic abuse commonest issue affecting parental capacity). 			<p>abuse.</p> <p>We will continue to report and analyse performance information at different levels within the organisation so that it builds our shared understanding of how effectively child protection systems are operating in Monmouthshire, and where we can continue to improve.</p> <p>We will undertake further case review work in respect of working with vulnerable adolescents. This in response to the emerging issues around child sexual exploitation and young people with complex risky behaviours.</p>		
<p>8. In Monmouthshire we want engagement with children and young people to be at the heart of our safeguarding and child protection activity.</p>	<p>We have listened to what children and young people are saying about their perceptions of safety and well-being.</p> <p>A young people's safeguarding survey is</p>	<p>Young people told us that they were concerned about keeping safe on line, bullying and feeling safe on the streets.</p> <p>The survey confirmed</p>	<p>The safeguarding survey report.</p> <p>Records of activities within Monmouthshire Youth Service.</p>	<p>We want to continue to listen and engage with young people in respect of safeguarding to ensure that what we do is in keeping with what young people think and feel, and is relevant to the issues they face.</p>	<p>We will continue to liaise with the Safer Monmouthshire Group regarding young people's perceptions of street safety.</p> <p>We will further develop the work of the anti-bullying group in Monmouthshire.</p>	<p>Asking for the views of YP can become tokenistic. Monmouthshire needs to build on the survey work to increase opportunities in participation. This takes time and a pooling of resources across service areas that can be difficult to</p>	<p>3</p>

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	<p>something that Monmouthshire set out to undertake every 18 months to 2 years. The 2013 survey is the third such endeavour, and involved capturing the views of approximately 1,500 children including children who are 'looked after'.</p>	<p>that the numbers of YP citing bullying as an issue for them does not correspond with reported figures.</p> <p>So far we have been able to increase YP's access to learning opportunities for keeping safe on-line (accessed by over 600 YP).</p>			<p>We will increase foster carer training to support them in keeping Looked After Children safe on-line.</p> <p>In partnership with the SEWSCB we will continue to increase young people's participation in safeguarding.</p> <p>We will re-implement the safeguarding survey in 2015.</p>	achieve.	

Safeguarding Report Card and Performance Information April 1st - September 2014

1. Purpose

- To present information about our safeguarding activities in a way that provides a line of sight between our activities and the outcomes and priorities that we are committed to within the authority.
- To provide and analyse quantitative and qualitative information in a way that will enable us to evaluate the progress we are making against some of the key areas of activity.
- To use a comprehensive range of performance information from a broad base of safeguarding activity to more specific information regarding child protection case work to help us evaluate the central questions:
 - Are all children and young people in Monmouthshire as safe as they can be?*
 - Are vulnerable children in Monmouthshire protected from harm and abuse?*

2. Background Information

The report should be read in conjunction with the Service Plan for Safeguarding 2014/15 (reviewed September 2014) and the Strategic Report for Safeguarding September 2014. It is **not** a report card on the performance and impact of Children's Services; its purpose is to offer a much broader 'whole authority' perspective into how we meet our responsibilities for keeping children safe. However, where relevant I have referred to key performance indicators, which are highlighted in green.

3. Priority Areas and Performance Information


i) Safeguarding Audits

Why we focus on this: All settings and services operating within Monmouthshire are asked to self-assess against safeguarding standards and to make improvements where these are required. The impact of this is that it **ensures that safe systems and practices are in place across the authority and that all services are operating in ways which promote the welfare and safety of children.**

During 2013 / 2014 our target was to work with services that fall directly under the Local Authority.

For 2014/15 our target was to extend the audit so that we incorporated grant-funded, commissioned and third sector organisations. This required a different approach and considerable scoping work and relationship building.

Current Performance Information / Narrative:

2 year plan April 2013	Service Area / Organisation	Numbers of audits expected and returned	Comments
	Primary Schools	31/31	
	Secondary Schools	6/6	includes PRS and MHS
	Maintained Early Years	29/29	
	Leisure Centres	4/4	
	Youth Service	1/1	covered all sites
	Family Learning Centres and Adult Ed	2/2	
	Flying Start	1/1	
	Coleg Gwent	4/4	
	Families First	4/7	commence Jan 2015
	Supporting People	1/8	7 to commence
	Passenger Transport	1/1	
	Action for Children 2 projects	0/2	Awaiting returns
	Waimon	1/1	
	Independent Children's Homes	0/6	Audits discussed but not returned
	After school Clubs	To be scoped	Commence Jan 2015
	GAVO = 141 organisations screened and will be implemented by GAVO		

What the Audits Have Told Us So Far	What We have Done
<ul style="list-style-type: none"> • There is insufficient level 1 (basic awareness) and level 2 training (referrals to case conference) • Workers are not accessing courses through the South East Wales Safeguarding Children Board • The role of the designated officers is not always clearly understood • Designated officers can feel isolated dealing with complex issues • Regional guidance for professional allegations is not always followed • Job descriptions not sufficiently clear around safeguarding responsibilities 	<ul style="list-style-type: none"> • Trained over 1000 individuals in basic awareness training some of which is tailored individual • trained designated officers to deliver training within their own settings • Provide group supervision for designated officers • Supported organisations to improve their multi-agency working • Provided additional links and access to SEWSCB information and training courses • Attend early years cluster groups • Provide additional support for settings dealing with complex safeguarding concerns • Provided information regarding legislation and guidance • Given guidance to help organisations develop their child protection operational procedures • Given guidance in the inclusion of safeguarding statements for job descriptions.

Outcome / analysis:

The first year of the audit shows 100% compliance with MCC Safeguarding and Child Protection Policy.

The audit process exposes potential gaps so that these can be addressed. The conversations that happen as a result create pathways for open communication about individual children of concern.

The extension of the audit work during the second year of delivery demonstrates the local authority's reach in respect of developing a network of safety for all children within Monmouthshire.

Progress within this second year has been made in terms of scoping and developing relationships with organisations that do not fall directly under the auspices of the authority.

ii) Child Protection and Safeguarding Training

Why we focus on this: We aim to ensure that in Monmouthshire all workers and volunteers in contact with children and families are trained and confident in understanding their roles and responsibilities in respect of safeguarding including a good understanding of the importance of information sharing and inter-agency working.

Current Performance Information / Narrative:

Level 1 training provides information about basic recognition of signs and symptoms with an emphasis on the importance of reporting concerns, sharing information and being aware of designated officers and operational policies within individual service areas.

In 2013/14 **818** individuals were trained at level 1 predominantly staff based within schools and / or staff within the Children and Young People's (CYP) directorate.

In 2014/15 **307** individuals are trained to date with more than half of these non-school based staff.

A comprehensive time-table of level 1 training is in place.

Outcome / analysis:

Taking into account the summer period current figures are on track to maintain the numbers of individuals trained directly through the safeguarding unit this year.

There has been a change of delivery pattern during this second year demonstrating that a wider range of job roles are accessing basic awareness training. Training has included commissioned services, adult social care workers, direct carers and workers within private settings. This is in keeping with MCC and the current aims of our audit work.

There are a number of designated officers now trained to deliver level 1. More accurate information is required about this, in terms of those trained and the 'cascade effect' of their training.

In essence this means that level 1 numbers reported through the safeguarding unit alone are not representative of the level 1 events taking place across the authority.

Evidence from the WAO survey found that 95% of individuals responded positively to the question: ‘I know what to do if I have concerns about the safety and well-being of a child’.

iii) Professional Allegations and Concerns

Why we focus on this: Ensuring that staff and volunteers are suitable and child focussed is one of the cornerstones of safeguarding. We need to be assured that any professional allegation or concern is referred, investigated and responded to effectively on a multi-agency basis. This ensures that children and young people accessing services are protected from any individuals who may pose a risk. Similarly it ensures that any themes, trends or issues that might compromise the safety of children at an organisational level are recognised and responded to.

Performance Information / Narrative:

From 1st April 2014 to date there have been 13 incidents of professional allegations involving 16 individual workers. This compares with 27 incidents from the previous year indicating that the referral rate for professional allegations has remained stable.

During this period 11 cases have concluded including 2 cases from the previous period. Of these 11 cases 5 identified were substantiated: 2 individuals were prosecuted, 1 is subject to sex offender registration, 1 individual is referred to the DBS and 2 cases resulted in internal investigations within the employing agencies.

4 cases currently remain open for further inquiries to be made.

Of the 13 new cases 5 of the concerns were referred because of incidents within the workplace and 8 cases were referred because of child protection concerns arising within the family context.

An addition 4 cases referred into safeguarding were deemed not to meet the statutory threshold and were managed as a conduct issue with joint working between the employers, employee services and safeguarding.

Breakdown of worker designation and allegation reason

Designation	Number
Teacher / LSA	3
Vol sport's coach	2
School Support Staff	1
Residential care workers	2
Care worker (Vul. Adults)	1
Health Practitioners	4
Foster Carer	1
Youth Worker	1
Creche Worker	1
	16

Allegation Reason (Work Place)	Number
Physical Assault	2
Emotional Abuse	1
Sexualised Behaviour	1
Neglect	1
Allegation Reason (Family)	
Physical Assault	2
Emotional Abuse	4
Sexual Abuse	2
	13

Outcome / analysis:

The pattern of referral for professional issues demonstrates a wide breadth of referral sources and reason indicating that the statutory process is widely understood and implemented. Equally the link between professional / personal conduct and the need to share information of this nature within a wider safeguarding context is being recognised.

The professional allegation process identified 5 risky individuals and ensured that the risks they posed were minimised using appropriate inter-agency working.

The development of the role of the LOSIE is demonstrated with evidence of conduct issues being referred (where there is an element of safeguarding). This provides the opportunity both to 'test' threshold and ensure that a safeguarding perspective can be brought to bear on any internal disciplinary process / investigation.

iv) Patterns of referrals and child protection registrations

Why we focus on this: Within a 'safe system' we need to be assured that *where individual children are at risk the system reacts appropriately to refer, investigate and respond to concerns as they arise*. We also need to be able to use referral information as a springboard for analysis and further inquiry as part of our on-going planning and development work.

Performance Information / Narrative

During the first 6 months of this year, Children's Services have received 1870 contacts of which we made a decision that 215 of these would become referrals, that is they require further action rather than being noted or resulting in information or advice. The contact was reviewed by a manager and a decision made within 1 working day on how to proceed (SCC/006) for 98.6% of all contacts into children's services.

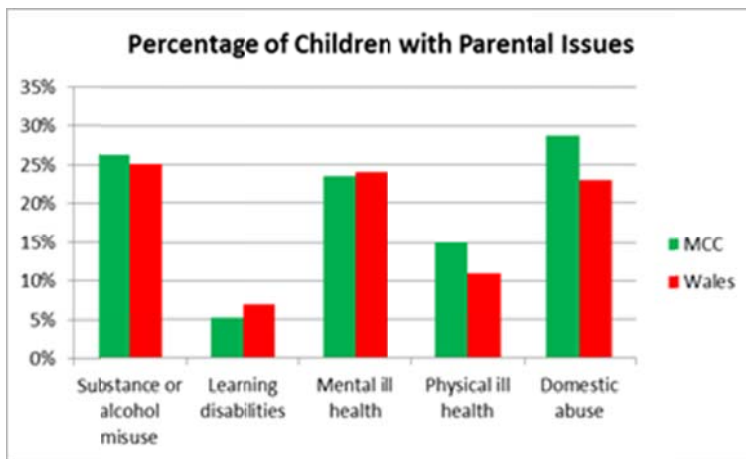
14.9% of the referrals were re-referrals within 1 year of the original (SCC/010) which is an appropriate level comparatively with other authorities.



So far this year the majority of referrals have been received from police (21%), education workers (15%) and health (14%).

Domestic abuse is the most commonly observed issue affecting parenting capacity within Monmouthshire, present in 29% of cases. The second most common parenting issue within Monmouthshire is substance or alcohol misuse.

Chart 1 shows parenting issues within Monmouthshire (in comparison with Wales).



From the 215 referrals generated, 95 of these referrals led to strategy discussions being held and initial child protection conferences were convened for 35 children. The decision in 33 cases was to register the child. 100% of children on the register have an allocated social worker (SCC/013a). The percentage of initial child protection conference held within 15 days of the strategy discussion was 74.4% (SCC/014).

At the quarter end 53 children are registered on the Child Protection Register with 3 under temporary registration. This is the highest figure for almost a year (**Chart 2**). This slight upward trend is reflected in the fact that over this period registrations have exceeded de-registrations for the first time since the peak in 2011-12 (**Chart 3**).

Chart 2 Numbers of Children on the Register

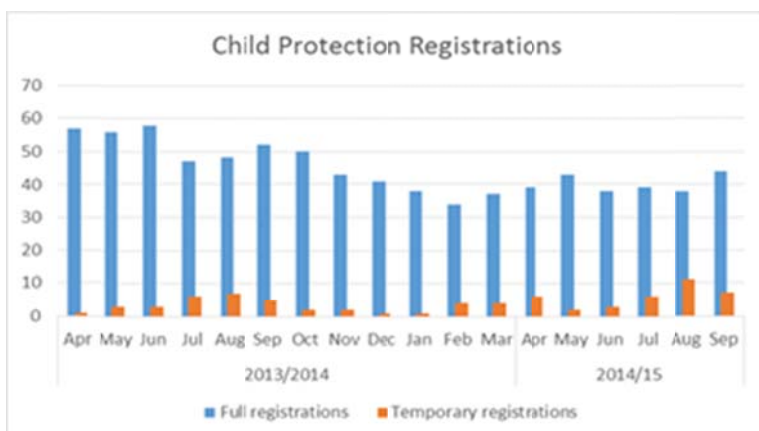
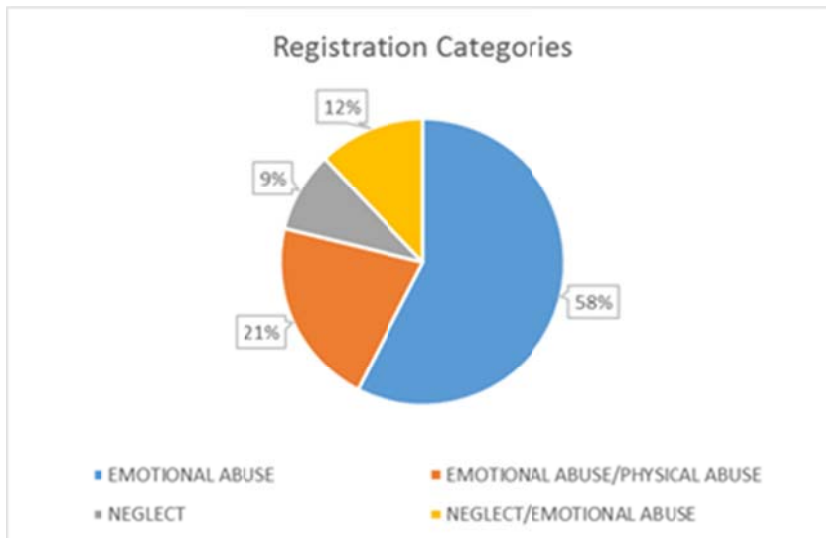


Chart 3 Pattern of Registration and De-registrations



Chart 4 Breakdown of Registration Category



Outcome / analysis:

Contacts / referrals into children’s services come from a variety of sources which is a good indication that the messages about safeguarding and child protection are being disseminated.

The gap between contact and referral (215 / 1870) has been subject to some further inquiry. An initial scoping of this work undertaken in the first quarter has us alerted some potential areas for development regarding: -the quality of referrals; the quality of response to contacts that are not progressed through formal protective services (children’s services); the understanding of the threshold between early intervention and statutory services.

The information confirms that domestic abuse is the most common issue affecting parental capacity. This corresponds to domestic abuse being the highest category for registration.

Registration patterns for neglect continue to appear comparatively low in relation to reported parenting issues of substance misuse and mental ill-health. This together with the pattern of neglect cases being those most often subject to re-registration and remaining on the register for longest indicates that referral rates for neglect should probably be higher.

v) Patterns of interventions and outcomes

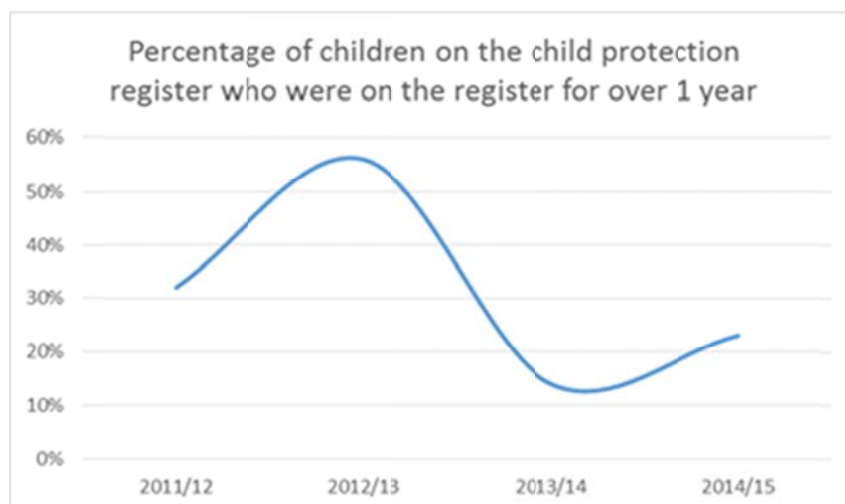
Why we focus on this: Want to ensure that our child protection activity and interventions promote positive outcomes for the most vulnerable children (i.e. those who are deemed to be at risk of significant harm through abuse or neglect).

Performance Information / Narrative

Of the children added to the register between April and September 9% had been previously registered. During the first 6 months of the year our re-registration rate is 9.1%, lower than the recorded Welsh average of 15% during 2012-13 (the latest all Wales data available). Never-the-less these case will be under review through the child protection co-ordinator.

The children on the register at the end of the period have been registered for an average of 8.4 months, slightly longer than the 7.7 months at the end of the year 2013-14 (see chart 5). From early 2013, children who have been on the child protection register for over 15 months are reviewed. This resulted in a drastic reduction in the percentage of children who have been on the register for one year or more (see **Chart 5**) from 56% in 2012-13 to 14% in 2013-14. This has again increased to 23% / 10 children this year (3 for neglect, 3 emotional abuse / neglect and 4 emotional abuse linked to DA). The plans for all these children are reviewed via the child protection coordinator: 5 of these children are now progressing towards de-registration, 1 into a looked after arrangement and 4 likely to enter a legal process.

Chart 5 Registration for over 1 year



Children are removed from the register when they are no longer at risk of significant harm or when they become looked after. 7% (2 children) being removed from the register subsequently entered care during the period compared to 29% last year. This means that 25 children were de-registered

because the family had successfully engaged with the child protection process and effected change so that the risks of them abusing or neglecting their children were sufficiently reduced.

Child protection plans are managed through a 'core group' of multi-agency professionals and the parents. 100% of initial core groups were held on time within 10 working days after registration (SCC/015). Positive outcomes in 25 cases correlates with the improvements within core group working evidenced through case reviews and statutory audits of case work. Improving core group working has been a focus of inter-agency development work within Monmouthshire and the wider Gwent region over the last year.

Outcome / analysis:

Over the last 18 months a more critical appraisal of performance information, coupled with individual case reviews, has led to a steady reduction in the numbers of children on the register and a significant decrease in the average length of time spent registered. However, with numbers this half year having slightly increased this needs on-going monitoring. This current increase appears partly to do with the older age profile of 3 of the children concerned and for 2 others a consequence of an outcome from a court process (leaving the children at home).

The successful outcomes for 25 children demonstrate evidence of effective multi-agency planning and engagement with families to support sustained change and reduce risk.

vi) Thematics / Case Reviews - CSE

Why we focus on this: One of the issues that we have been interested in over the last 6 months is work around vulnerable adolescents and risk management. One of the indicators of this is the numbers of children going missing and the numbers of children referred for concern over child sexual exploitation.

Performance Information

Numbers of Multi-agency meetings regarding Child Sexual Exploitation

	2014	2013	2012
Total Number of Children	10	4	3

There is information emerging from the missing person unit that child sexual exploitation remains under-reported.

Outcome / analysis:

Although slight, there has been an increase in numbers of children referred over the last three years. This could be attributable to increased prevalence, but equally might be explained by increased awareness and / or a better adherence to national practice guidance.

4. Recommendations for future work

- Share report in safeguarding group for further discussion and development of wider actions
- Complete summative reports on audit work and areas for development in voluntary sector and services commissioned via supporting people;
- Collation of training figures and full training report for year end to include levels 2 and 3
- Further development of level 1 evaluation / impact method;
- Develop data to better inform us about the needs of young people at risk in Monmouthshire.

Service Plan 2014/15

Q2 Review September 2014

Service:	Safeguarding
Service Manager:	Jane Rodgers
Directorate:	Social Care and Health
Head of service	Tracy Jelfs
MCC Priority: <i>Please choose as appropriate</i>	Protecting Vulnerable People
MCC Outcome: <i>Please choose as appropriate</i>	Live safely and be protected from harm
Single Integrated Plan (SIP) Outcome: <i>Please choose as appropriate</i>	Families are supported

Our Purpose

Complete this from the end users' perspective (Customers may be internal or external / Citizens)

Our purpose in Safeguarding is to ensure that children in Monmouthshire are as safe as they can be and are protected from harm and abuse. In 2014 – 15 we aim to achieve this through further development of the joint (CYP and Children's Services) Safeguarding Unit particularly through the role of the Lead Officer for Safeguarding in Education (LOSIE). Our priority is to ensure that all children within Monmouthshire live free from harm and abuse through the implementation and review of safe systems, processes and practices for safeguarding and child protection across all settings and service areas. The foundation of this is a comprehensive safeguarding and child protection policy with clear lines of accountability, good systems for support, advice and consultation and effective operational procedures. Alongside of this, our purpose is to ensure that workers are suitable, trained and confident in undertaking their safeguarding responsibilities including a good understanding of the importance of inter-agency working. Within this broader framework, our purpose is to ensure that where individual children are at risk the system reacts appropriately to refer, investigate and respond to concerns as they arise. We want to ensure that the child's experience remains central to this and that our safeguarding and child protection activity and interventions promote positive outcomes for children.

Evaluate your Successes, challenges and weaknesses in 2013/14

Take this into account in planning for the future and in showing how you can demonstrate a return on investment (potentially 5 – 10 Bullet points)

The Estyn inspection in November 2012, identified that Safeguarding arrangements within Monmouthshire were not satisfactory. The Safeguarding Unit, which had been established operationally just prior to the inspection, was therefore ideally placed to address some of the challenges set out within the inspection report.

During 2013 -14 priority was given to establishing safe operational systems for safeguarding and child protection, and whilst there is a recognition that significant ground still needs to be covered, the following successes have been achieved:

- All settings and services within Monmouthshire are now expected to adhere to the standards and expectations set out within the Safeguarding and Child Protection Policy. There is an audit framework in place to ensure that the requirements of the policy are fully implemented within service areas including child protection (operational) policies; safe recruitment practices, training records, designated officers and so forth. This has significantly raised the profile of safeguarding within the authority and is helping to achieve consistency across the authority in respect of establishing good practice.
- The role of the LOSIE has been established and increasingly provides a source of professional advice and support to aid and promote cross directorate working. This has included supporting settings to develop and implement improvements in child protection practices.
- Over the last year we have significantly increased training and learning opportunities in safeguarding and child protection for all local authority staff.
- Through individual case review and analysis of management information we have appropriately reduced the numbers of children on the child protection register and have reduced the average length of time that children remain on the register. We have learned more about child protection issues in Monmouthshire and have identified areas where further actions need to be taken to improve our understanding and promote best practice in keeping children safe. This includes work around legal planning, neglect, domestic abuse and self-harm.
- We sought the views of children and young people in Monmouthshire and from this we know that young people remain concerned about bullying and about staying safe when using technology. We have provided additional learning opportunities to help address this but need to extend these this year.
- We strengthened joint processes in providing oversight to all professional allegations.

Despite the progress that has been made during the year there is still a great deal of work to be done and are our challenges for the next year is as follows:

- Using our enhanced knowledge of child protection and safeguarding issues within the authority to develop practices and services to further reduce risk and need for vulnerable children and young people.
- Further development of the audit framework so that it accurately reflects child protection practices within settings from a 'strength's and 'needs' perspective.
- Extending the audit framework to commissioned, grant-funded and third sector services.
- Continuing to deliver to our current training programme as well as developing further areas of learning where needs have been identified.
- Continuing to monitor and develop HR practices across all service areas to ensure that children's safety and well-being is not compromised. This includes addressing some of the challenges that have been encountered in implementing 3-yearly re-checks of DBS disclosure certificates.

We have critically reviewed the service over the last year and whilst we have identified our successes we have also identified our areas of weakness which are as follows:

- The Estyn re-inspection of safeguarding in February 2013 found that whilst some good initial progress had been made at service and practitioner level there remained significant shortcomings in the strategic management of safeguarding. Estyn stated that ‘The local authority still does not have effective enough management information systems and processes to enable it to receive appropriate and evaluative management information about safeguarding. It is not able to routinely identify how well the actions taken impact on the safeguarding of all children and young people in Monmouthshire or to prioritise actions for improvement well enough.’
- More recently CSSIW inspection of services for Looked After Children also identified weaknesses within the authority’s child protection and risk management arrangements.

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Action Plan: The most important activities your team/s will be working on – ensure any existing actions are included.										
Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Outcome it contributes to (If directly applicable)	Timescale	Funding	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
<p>Review the Safeguarding and Child Protection Policy for Monmouthshire and continue to raise awareness of the Monmouthshire policy across the authority.</p> <p>Reviewed Action: Audit trail of disseminated document and dates to be compiled.</p>	<p>The policy is up to date with any changes in legislation and / or any developments in safeguarding practice. There is clear guidance in place across the authority regarding safeguarding and child protection practices, roles and responsibilities.</p>	Single Integrated Plan	Families are supported and People Feel Safe	By Jan 2015	Core Funding	LOSIE – Heather Heaney	The reviewed policy received Cabinet approval in June 2014.	Dissemination of the reviewed policy was delayed so that subsequent changes to the DBS policy could be accurately reflected (effective from 1 st September)		
							On Target	Behind Target	Select Progress	Select Progress
<p>Continue to develop the safeguarding audit programme in the following ways:</p> <p>i) incorporate grant funded, commissioned and third sector organisations using a risk assessment approach;</p> <p>ii) revise the audit framework to ensure that it remains fit for purpose and is increasingly evidence / practice based.</p> <p>iii) implement the 2 year follow up to the first audit and re-develop improvement plans. We will continue to analyse outcomes from audits for any overall themes and issues arising that require a response; (Feb / March 2015)</p> <p>iv) develop the audit process so that it is better embedded within the overall monitoring, review and appraisal processes for schools and other settings.</p>	<p>Further information of how individual settings and service meet their child protection and safeguarding responsibilities in practice.</p> <p>Developmental and continuous approach to improving children protection practice and ensure that all agencies are all working together to keep children safe.</p>	Single Integrated Plan	Families are supported and People Feel Safe	On-going rolling prog. Revised framework in place by Jan 2015	Core Funding	LOSIE - Heather Heaney / Safeguarding Manager – Jane Rodgers	Audit work SCOPED and COMMENCED with grant-funded, commissioned and third sector organisations.	Draft revision to self-assessment framework is on track to go out for brief consultation.		
							On Target	On Target	Select Progress	Select Progress
<p>Provide clear direction regarding safe recruitment and HR practices across the authority including DBS checks and safer recruitment through:</p> <p>i) Reviewing and revising MCC</p>	All staff members and volunteers are suitable and do not pose a risk to children or young people.	Single Integrated Plan	Families are supported and People Feel Safe	End June 2014 then on-going	Core Funding	CEO Chief Officers HR and	Revised policy drafted for consultation which changes the requirement for 3-	Revised DBS policy effective from 1 st September. Training date in		

<p>policy</p> <p>ii) Delivering training across cluster areas</p> <p>iii) Ensuring that audits of safer recruitment practices are in place.</p> <p>Reviewed Action: Need to consider HR practices audit and safer recruitment training to roll out across LA.</p>						Safeguarding	<p>yearly re-checks on DBS certificates.</p> <p>First Joint safer recruitment training delivered in North Cluster area 11th June.</p> <p>ES undertook detailed audit of safe recruitment / employee practices within all schools.</p>	<p>place (7th Oct) for joint safer recruitment training in South Cluster area.</p>		
<p>Continue to deliver and develop safeguarding and child protection learning and training opportunities across the authority and to increase the numbers of MCC staff accessing level 2 & 3 regional training.</p> <p>Continue to develop ways of evaluating the impact of training events on practitioner skills and knowledge by developing a 'spot-check' follow up to learning for level 1 candidates.</p>	<p>Children will be safeguarded because workers are trained to recognise and respond to concerns and feel confident in their CP roles at whatever level.</p>	<p>Single Integrated Plan</p> <p>SEWSCB Strategic Plan</p>	<p>Families are supported and People Feel Safe</p>	<p>On-going according to training time-table</p>	<p>Core Funding / SEWSCB Resource</p>	<p>LOSIE</p> <p>Safeguarding Manager</p>	<p>Access to training opportunities in safeguarding have been maintained</p>	<p>Access to training opportunities in safeguarding have been maintained</p> <p>'Spot-checking' process being considered in conjunction with audit framework</p>		
<p>Continue to analyse and report on performance information regarding professional allegations.</p> <p>We will continue to develop practice in this area with our partners on the SEWSCB.</p> <p>Reviewed Action: Development of training programme and roll out across the LA.</p>	<p>Professional allegations are responded to effectively so that children and young people are protected from individuals who may pose a risk.</p>	<p>Single Integrated Plan</p>	<p>Families are supported and People Feel Safe</p>	<p>On-going with 6 monthly reporting</p>	<p>Core Funding</p>	<p>LOSIE</p> <p>Child Protection Coordinator – Kelly Turner</p> <p>Safeguarding Manager</p>	<p>Professional concerns continue to be managed, reported on and analysed.</p> <p>The link to the regional group is maintained.</p>	<p>No Change</p>		
<p>Ensure that there is active, focussed planning for any child in Monmouthshire who is at risk of harm because of neglect by:</p> <p>i) Communicating outcomes from the regional review of neglect cases to practitioners (Sept 14)</p> <p>ii) Continue to implement multi-agency 'neglect' and 'child</p>	<p>Concerns about neglect are recognised and responded to appropriately and in accordance with good practice guidelines.</p>	<p>Single Integrated Plan</p> <p>SEWSCB strategic plan 2013 - 2016</p>	<p>Families are supported and People Feel Safe</p>	<p>By end of July 2015 then on-going</p>	<p>Core Funding / SEWSCB Resource</p>	<p>Safeguarding Manager</p> <p>HoS – Tracy Jelfs</p>	<p>Overview report compiled</p>	<p>Learning event set 23 October and follow-up written briefing to be produced (i)</p> <p>2 further training dates secured Jan and March 2015 (ii)</p>		

<p>protection planning' training</p> <p>iii) Implement multi-agency consultation for complex cases. Reviewed Action: TARGET 2 CASES</p> <p>iv) Continue to track referral patterns and outcomes for neglect cases.</p> <p>v) Re-audit for qualitative information (Jan 2015)</p>								Regional model agreed for multi-agency consultation at 15 months registration (iii)		
<p>Work in partnership with the SEWSCB to promote good practice in supporting young people with complex risk taking behaviours with a particular emphasis on young people with self-harming behaviours by:</p> <p>Reviewed action: complete audit work and report on learning / practice development</p> <p>i) Implementing multi-agency risk management approaches Reviewed action: Delivery of multi- agency training Reviewed action: consider whether children's services model / policy is fit for purpose for other directorates Reviewed action: implement panels</p> <p>ii) Identifying service gaps</p> <p>iii) Increasing the number of strategy meetings held under the Child Sexual Exploitation Strategy</p>	Young people with complex risk taking behaviours are supported and protected through effective multi-agency practice.	Single Integrated Plan SEWSCB strategic plan 2013 - 2016	Families are supported and People Feel Safe	By March 2015	Core Funding	Safeguarding Manager HoS	Risk and Vulnerability Protocol for children's services implemented and training commenced. Training need for schools in managing sexually harmful addressed.	Risk and Vulnerability model being considered by wider directorates. Numbers of CSE strategy meetings increased. Audit programme commenced.		
<p>Continue to contribute to the Monmouthshire Local Domestic Abuse Forum to ensure that partnership work is in place to protect children at risk of harm through domestic abuse.</p> <p>Review target: Implement practice development project</p>	Risks to children caused through domestic abuse are reduced.	Single Integrated Plan Monmouthshire DA&SV Local Action Plan	Families are supported and People Feel Safe	On-going	Core Funding	Safeguarding Manager Mon DA coordinator – Rachel Allen	<i>Practice development</i> project to consider/ impact and outcomes for children at risk included in DA & SV plan.	Project not commenced		
<p>Achieve a better understanding of patterns of referrals by analysing contact numbers, sources and outcomes.</p>	Thresholds are better understood between agencies and Children in need of preventative and early interventions are safeguarded.	Single Integrated Plan	Families are supported and People Feel Safe	By end June 2015	Core Funding	Safeguarding Manager	On Target Achieved and on-going	On Target Achieved and on-going		

<p>We will continue to promote and enhance multi-agency working within Section 47 processes (initial child abuse investigations) by:</p> <ul style="list-style-type: none"> Increasing the involvement of partner agencies in S47 discussions Issuing regional good practice guidance and training 	<p>Children at risk of significant harm are protected and risks are reduced.</p>	<p>Single Integrated Plan</p>	<p>Families are supported and People Feel Safe</p>	<p>By end of June 2015 then on-going</p>	<p>Core Funding</p>	<p>Safeguarding Manager HoS</p>	<p>Multi-agency task group established (regionally)</p> <p>Mon practice reviewed confirms some areas for improvement</p>	<p>Mechanism for conferencing calls being trialled – (BG led) but logistical difficulties still high.</p>		
<p>Provide additional help for young people (and their carers) to stay safe on-line through training, provision of information and targeting interventions for young people at risk of Sexual Exploitation.</p> <p>Reviewed action: development of level 2 training for foster carers and other professionals (regional work)</p>	<p>The risks of children and young people being abused through on-line behaviours are reduced.</p>	<p>Single Integrated Plan</p>	<p>Families are supported and People Feel Safe</p>	<p>On-going</p>	<p>Core Funding</p>	<p>LOSIE</p>	<p>Interventions targeted at young people in place (via MYS)</p> <p>Thistle training material re-launched in schools</p>	<p>Evidence of increased awareness through increase in numbers of CSE referrals and link with Missing Person unit.</p> <p>Schools trained to access MIRAF</p>	<p>Behind Target</p>	<p>Select Progress</p>
<p>Further support and develop the work of the anti-bullying group in Monmouthshire (see SIP for Inclusion Services)</p> <p>Reviewed action: establish membership and governance of anti-bullying action plan under SMG</p>	<p>Risks to children and young people caused through bullying are reduced.</p>	<p>Single Integrated Plan</p>	<p>Families are supported and People Feel Safe</p>	<p>On-going</p>	<p>Core Funding</p>	<p>LOSIE Inclusions Manager (CYP) – Richard Austin</p>	<p>Initial anti-bullying group met to develop draft action plan.</p> <p>Two schools identified for ‘good practice’ pilot.</p>	<p>This to go to safer Monmouthshire group for comment and consideration of governance and wider ownership.</p>	<p>On Target</p>	<p>Select Progress</p>
<p>In partnership with the SEWSCB continue to increase opportunities for:</p> <ul style="list-style-type: none"> Young people’s participation in safeguarding Listening to the views and opinions of all children and YP in respect of safeguarding (Implement FEB 2015) Listening to the views and opinions of children and young people with additional needs and vulnerabilities including children subject to child protection services 	<p>That practices and services are developed in keeping with what young people think is relevant / important to them.</p>	<p>Single Integrated Plan</p> <p>Monmouthshire Participation Strategy</p> <p>Corporate Parenting Strategy</p>	<p>Families are supported and People Feel Safe</p>	<p>Follow up survey Jan / Feb 2015</p>	<p>Core Funding / SEWSCB Resource</p>	<p>Safeguarding Manager LOSIE</p>	<p>Note – individual safeguarding survey implemented in one school</p> <p>Young people’s (regional) safeguarding award implemented in Monmouthshire.</p>	<p>Behind Target</p>	<p>Select Progress</p>	<p>Select Progress</p>

and children who are Looked After. (Implement FEB 2015)							Not Started	Not Started	Select Progress	Select Progress
<p>Continue to develop a comprehensive reporting framework for safeguarding that provides relevant information at different levels within the authority.</p>	<p>Leaders and managers at all levels within the authority make good use of performance data to analyse performance and inform the strategic direction of safeguarding and child protection services.</p> <p>Information provided to elected members is reported in a simplified / more easily understood format giving clear individual officer accountabilities to support effective decision making and scrutiny of safeguarding within the authority.</p> <p>The authority can use readily available data on safeguarding and child protection to enable timely and effective interventions where necessary to address emerging issues or trends.</p>	Single Integrated Plan	Families are supported and People Feel Safe	On-going according to reporting framework	Core Funding	Safeguarding Manager Director SCH – Simon Burch	Achieved and on-going	Achieved and on-going		
							On Target	On Target	Select Progress	Select Progress

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A balanced scorecard to measure service performance / impact (Some standard measures of performance on staff, finance and customers have been included that all services must report)

Staff (Key infrastructure)

Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	International /industry Av	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	Context/ Comment
The percentage of open cases of Children on the Child Protection Register who have an allocated social worker (SCC/013ia)	100%	100%	100%	99.7%		100%					All averages are for 2012-13
Days lost to sickness absence											
Average days lost to sickness absence per FTE employee											
Short term sickness - absence in a single period lasting less than 20 FTE working days											
Long term sickness - absence in a single period lasting 20 or more FTE working days											
Percentage of employees who leave the department											

Budget (Key infrastructure)

Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	International /industry Av	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	Context/ Comment
Forecast overspend or underspend on budget											

Processes (How Much and How Well?)

Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	International /industry Av	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	Context/ Comment
Number of referrals created as % of contacts received into children's services			463 (11.64%)			N/A		215 / 1870			
Number of Section 47 investigations undertaken as % of referrals			N/A			N/A		95/215 (strats not investigations)			
Number of children on the child protection register at end of period	79	55	37			N/A		44			
Number (%) of children on the child protection register for 1 year or more at the end of the period	32% (25/79)	56% (31/55)	14% (5/37)			N/A		10 (23%)			
Percentage of initial child protection conferences within timescales (SCC/014)	92.4%	84.8%	93.4%	87.4%		100%		26/35 (74.3%)			
Percentage of initial Core Groups held on time (SCC/015)	88.9%	34.0%	96.2%	88.4%		100%		27/27 (100%)			
Numbers of review child protection conferences on time(SCC/034)	99.1%	90.5%	93.9%	91.1%		100%		31/33			
Number of Professional Strategy Meetings held			27			N/A		13 (initials)			

Numbers of Monmouthshire workers trained at level 1			818 (CYP)				292 (via SGU)			
Numbers of Monmouthshire workers trained at level 2			84 (excluding regional)				N/k			
Numbers of Monmouthshire workers trained at level 3			N/A				N/K			
Number of YP surveyed in 2015			1545				N/A			

Customers (Outcome / Is anyone better off?)

Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	International /industry Av	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	Context/ Comment
Number of de-registrations from the child protection register during the period	73	87	78			N/A		27			
Number of de-registrations entering the looked after system during the period	20	29	22			N/A		2			
Number (%) of children added to the register during the period who had been previously registered	20% (18/90)	12.7% (8/63)	18.8% (9/48)			N/A		3			
The % or referrals that are re-referrals within 12 months	20.2% (147/728)	16.2% (69/425)	14.8% (41/277)			<27%		32 / 215 (14.9%)			
Number (%) of PSMs where concerns are substantiated and addressed			N/A			N/A		5			
Number (%) staff trained whose learning aims are achieved			N/A			100%		N/K			
Average length of time (months) that children spend on the register	7.3	11.8	6.4	n/a	n/a	n/a		8.4			

Risk Register 2014-17

Risk	Strategic Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing both probability & impact		Respon - sible Officer	Actions proposed to mitigate the risk	Progress & impact of actions 2014/15 Q1	Progress & impact of actions 2014/15 Q2	Progress & impact of actions 2014/15 Q3	Progress & impact of actions 2014/15 Q4
			Year	Level						
There is an on-going risk that an individual child or individual children will be significantly harmed through abuse and / or neglect.	Operational	<ul style="list-style-type: none"> In 2013 – 2014 there were 3977 child protection referrals generated. Evidence from national reviews and research indicates that not all children who are at risk of significant harm are recognised or responded to appropriately 	2014/15	H	Tracy Jelfs	All of the actions identified in the Safeguarding Service Improvement Plan are aimed at reducing the risk of children and young people being harmed through abuse or neglect.				
			2015/16	H						
			2016/17	H						
			2014/15							
			2015/16							
			2016/17							

Quarterly Performance Reviews

Quarter 1 Performance Review

Completed by:		Completed on:		
Service plan activity	A: Satisfactory Assessment B: Action(s) proposed to address issue	If B: Timescale	If B: Responsibility holder	Assessment of Progress and impact on performance (Updated at least Quarterly)

Quarter 2 Performance Review

Completed by:		Completed on:		
Service plan activity	A: Satisfactory Assessment B: Action(s) proposed to address issue	If B: Timescale	If B: Responsibility holder	Assessment of Progress and impact on performance (Updated at least Quarterly)

Quarter 3 Performance Review

Completed by:		Completed on:		
Service plan activity	A: Satisfactory Assessment B: Action(s) proposed to address issue	If B: Timescale	If B: Responsibility holder	Assessment of Progress and impact on performance (Updated at least Quarterly)

Quarter 4 Performance Review

Completed by:		Completed on:		
Service plan activity	A: Satisfactory Assessment B: Action(s) proposed to address issue	If B: Timescale	If B: Responsibility holder	Assessment of Progress and impact on performance (Updated at least Quarterly)

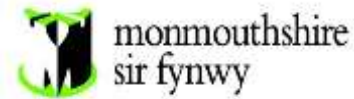
Performance Clinic Review

Completed by:

Completed on:

Service Performance issue identified	Action/s proposed to address issue	Timescale	Responsibility	Assessment of Progress and impact on performance (Updated at least Quarterly until the clinic is satisfied that the concern can continue to be monitored via systemaic performance reviews)

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SUBJECT: BUDGET PROPOSALS 2015/16 to 2018/19

MEETING: CABINET

DATE: 5th November 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2015/16, for consultation purposes.
- 1.2 To consider the 2015/16 budget within the context of the 4 year Medium Term Financial Plan

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the release of the budget savings proposals for 2015/16 for consultation purposes
- 2.2 That Cabinet approves that the consultation period and opportunity to present alternative proposals that have been Equality Impact assessed ends on 14th January 2015
- 2.3 That Cabinet agrees to continue to work on the areas required to balance the Medium Term Financial Plan (MTFP)

3. KEY ISSUES:

Background

- 3.1 In February 2014, Cabinet approved an indicative MTFP position which used agreed assumptions to forecast the gap in resources over the four year period and identified significant savings targets of over £13 million to meet the gap. A balanced position was established with contingent use of reserve funding to smooth out the surpluses and deficits over the period.
- 3.2 Cabinet received a further report on the MTFP and budget position for next year in September. The report considered the significant financial challenge facing the Authority over the medium term following the receipt a letter from the LG Minister indicating that a planning assumption of a reduction of 4.5% should be considered for 2015/16, given the pressures in the Health budget, and that restrictions on public spending look set to continue for the foreseeable future. At that stage a number of possible scenarios were presented ranging from reductions in Aggregate External Finance (AEF) of -3% to -4.5% over the 4 year period causing gaps of between £8.1 million and £13.5 million.
- 3.3 The MTFP model used to develop the budget contains the base budgets for the Authority and is updated each year in the light of a revised set of assumptions that are identified to enable a gap between resources and expenditure to be highlighted. The model has been rolled forward a year and updated for the assumptions agreed in the September Cabinet report and the updated assumptions for the Treasury budget. The contingent use of reserve funding has been stripped out at this stage in order to work on the real gap in the model. The updated MTFP includes an assumed pay award of 1% for 2015/16. Cabinet will be aware that the pay settlement for the current financial year is still subject to agreement and this has the potential to impact on the level of savings required.
- 3.4 On the 8th October the results of the Provisional Settlement were announced, including the transfer of specific grants into and out of the Revenue Support Grant. The MTFP model had included a reduction of 2.3% in settlement funding for the Authority. The provisional settlement for Monmouthshire indicates a reduction of 4.3% and this has increased the gap to be closed by £2 million for 2015/16. Monmouthshire remains firmly at the bottom of the funding league table, with funding of £1018 per capita compared to the Welsh average of £1323.
- 3.5 Information on Specific Grants always lags behind the settlement figures and this year is no exception. However, the indications are that the 11 specific grants for education will be amalgamated into one Education Improvement Grant and be reduced by 9%. The Pupil Deprivation Grant, however, has seen an increase of 15.2%. In overall terms this could mean a reduction of grant funding for schools of £370k. There are other notable reductions to the Supporting People grant (7.5%) and the Sustainable Waste Management grant (3.0%). Whilst the Outcome Agreement Grant is in the list there is no individual authority breakdown provided as is normally the case in the provisional settlement. A draft response to the consultation on the provisional settlement is attached in Appendix 1. The MTFP model has been updated for this year's settlement and the transfers in and out of funding are passed

directly to those services that they relate to. The model is now projecting forward reduced settlements of 4.3% across the remaining 3 years of the planning period.

Pressures

- 3.6 In addition to this, the pressures going forward have been reviewed and the changes to the pressures going into the model are:
1. Teachers pensions impact – **part year impact in 15/16 of £330k, full year impact in 16/17 of £566k**
 2. Children’s social services - **£500k due to increasing numbers of looked after children** (subject of separate report Cabinet 3rd September 2014)
 3. Monmouth Leisure centre - **£150k due to a period of pool closure**, due to the need to reprovision the pool in conjunction with the 21st century school project
 4. The pressure for pensions auto enrolment has been reprofiled to start a year later than previously profiled.
 5. Demographic pressure in social care – £250k in 2015/16 will be managed within social services and the savings from this area have been reduced in future years to reflect that this has been absorbed.
 6. No further pressures have been added for the last year of the model
- 3.7 The effect of the roll forward of the model, settlement projections and pressures revisions above is to create a revised gap of £13.5 million over the period of the plan. The previously agreed MTFP contained savings targets of £7.2 million in order to meet the gap identified on the assumptions used last year. Therefore in total the savings now required from 2015/16 onwards are £20.7 million. This is on top of the £7 million savings being delivered in 2014/15, and effectively means a 20% reduction on our controllable budget over a 5 year period.

Table: Summary position of MTFP

MTFP: Summary position statement	Revised 2015/16 £000	Revised 2016/17 £000	Revised 2017/18 £000	2018/19 £000	Revised Total £000
Roll forward MTFP Model (surplus)/deficit	(410)	410	(246)	(33)	(279)
Cumulative gap including:					
1. Impact of provisional settlement -4.3% all years	1,540	5,896	8,607	12,022	12,022
2. Revisions to pressures	2,670	6,212	9,999	13,530	13,530
Revised annual gap	2,670	3,542	3,787	3,531	13,530
Savings already indicated in MTFP	(3,102)	(2,805)	(1,310)	0	(7,217)
Total savings required	(5,772)	(6,347)	(5,097)	(3,531)	(20,747)

MTFP Strategy

- 3.8 Layering in these additional challenges in terms of the new gap on top of what the Authority was expecting to have to deliver is putting considerable strain on the capacity of the organisation. After several years of reducing budgets the means of achieving further savings becomes increasingly more challenging. The work streams and lead in times require sustained leadership and management capacity to ensure that the proposals can be worked up and the changes made to ensure required outcomes and savings are delivered. In the light of these circumstances, the approach adopted has been to work up next years proposals, whilst taking into account the medium term position. Therefore allowing some breathing space for further proposals to come forward for future years. Some work has been undertaken on the way the savings targets further out in the MTFP will be delivered and these are also included in this report. However much more work will be undertaken over the coming months to consider the remaining 3 years of the MTFP and what the future shape of the Authority needs to look like in the light of the emerging financial position.
- 3.9 This approach has been key to enabling a focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and

involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Partnership Agreement, to be maintained, namely:

- direct spending in schools,
- services to vulnerable children and adults and
- activities that support the creation of jobs and wealth in the local economy,

3.10 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer as possible can be maintained. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment.

3.11 The following table demonstrates the links at a summary level that have been made with the 3 priorities, Single Integrated Plan and the strategic risks:

Proposal	Link to Priority Areas / Single Integrated Plan	Link to Whole Authority Risk assessment
Schools budgets have been protected at 2014/15 levels, with a small reduction representing falling pupil numbers	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
The revenue impact of capital investment in the future schools programme has been factored into the plan. When this is taken into account the schools	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	An assessment of the risks around the timing and value of capital receipts has been undertaken in the capital budget proposals

budget will meet the protection target required by Welsh Government		
Social care budgets will see additional resources going into the budget for Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The plan allows for the lead in time on the service transformation projects in Adults social care and Children's services for special needs, to ensure that the focus can be on developing services that are sustainable and improve the lives of individuals such as the ALN strategy	Services to protect vulnerable people Nobody is left behind	
Changes to the housing team seeks to support the vulnerable	Services to protect vulnerable people Nobody is left behind Our County Thrives	Seeking to mitigate the risks around homelessness and the impact of welfare reform
Work has started on reshaping the leisure and tourism offer to ensure it supports the creation of jobs and wealth in the local economy.	Activities that support the creation of jobs and wealth in the local economy Our County Thrives	
The drive for service efficiencies savings has continued across all	This transition to new service models such as Community Hubs, contributes to the aims	Addresses risks around the ability to sustain our priorities within the current

<p>service areas in order to avoid more stringent cuts to frontline services for example looking at how we rationalise and use our properties in the light of the Asset Management Plan, ICT in the light of iCounty strategy and vehicles more efficiently</p>	<p>of creating a sustainable and resilient communities.</p>	<p>financial climate</p>
<p>The need to think differently about what services should be delivered, how they should be delivered and what income can be generated has been a clear imperative in working up the proposals. Clear examples are the savings in Waste and Highways.</p>	<p>This transition to new service models contributes to the aims of creating a sustainable and resilient communities.</p>	

3.12 The process adopted of capturing ideas through detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority, key performance indicators and the strategic risks from the whole authority risk assessment.

Public Engagement

3.13 Since the September report, further work has been completed on the savings areas originally identified in the MTP and many of the savings have been extended where possible. Cabinet have considered the views coming from the Public engagement sessions.

3.14 Last year a series of community events identified a further 26 ideas that were immediately included in the budget proposals for 2014/15. In preparation for the budget development for the year 2015/16 and beyond, a significant amount of community engagement has recently taken place. The purpose of this engagement was threefold: to inform the public of the severity of funding reductions facing the organisation; to understand what services are valued by the communities in Monmouthshire and what their experiences of using those services are; and, are there any new ideas as to how we can reduce costs to maintain existing levels of service. As part of this work a simple survey was undertaken during the engagement 'roadshows' and on the internet which sought to identify the importance that communities placed on services and their experiences in using council services.

The three areas of council service ranked as the most important by our communities were:

- Keeping Children Safe (65%)
- Education and Skills (63%)
- Support for older people and people with disabilities (61%)

The three areas that were seen as the least important were:

- Highways and Street Lighting (28%)
- Trading Standards and Environmental Health (25%)
- Planning and Building Control (25%)

With regards to the experience that users have of our services the three most highly regarded were:

- Support for older people and people with disabilities (19%)
- Leisure, Culture and Libraries (17%)
- Waste, Recycling and Street Cleaning (16%)

The three areas where users had not experienced a positive experience were:

- Planning and Building Control (5%)
- Community Safety and Crime Prevention (5%)
- Attracting and Retaining Jobs (3%)

Some of the ideas that have emerged during the engagement process were already being considered in the proposals attached to this report or have helped to reshape the proposals. For instance there was a regularly stated view that community facilities i.e. libraries and one stop shops, should be collocated and that the continued provision of free recycling and waste bags was not

necessary. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the current budget mandates. These included changes to the use of community assets, developing new technology solutions and reviewing terms and conditions to make services more efficient.

In order to promote community engagement and community animation this budget process saw the launch of an online digital platform 'Monmouthshire Made Open' that will allow for the continuation of the dialogue with communities beyond traditional engagement events. This platform will allow members of community to work together (with council staff if appropriate) to overcome local challenges and issues or promote community events and solutions.

- 3.15 The extent of the engagement so far has certainly been valuable in providing a base from which further engagement can be undertaken, a bank of individuals have expressed their interest in working further with us on the challenges being faced.

Savings Targets

- 3.16 It is recognised that more emphasis has been put on the 2015/16 proposals and figures in order to set the budget and close the gap for next year. The individual proposals are outlined in Appendix 4 and have been through an initial equality challenge, the results of which are linked to each proposal. The shaded columns in the appendix include the revised savings targets following the most recent review. The main headlines are:
- Holding funding for schools constant, whilst adjusting funding in relation to falling pupil numbers
 - Challenging targets for Leisure and cultural services
 - Blending council services such as libraries and OSSs into one venue in each town
 - Managing the increasing demand for social care by increasing the capacity for people to sustain independent lives within their own communities
 - Enabling children with additional learning needs to have those needs met as far as possible within Monmouthshire schools
 - Reducing spend on highways maintenance and waste collection services
- 3.17 Welsh Government is continuing to seek protection for education budgets in 2015/16 at 0.6%. The authority has more than met its target in this respect in previous years, see Appendix 2, and for 2015/16 is protecting funding at cash flatline (taking account of reducing pupil numbers).
- 3.18 Work is continuing on the need to address the longer term issue of a reducing resource base. It is expected that further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up and submitted for scrutiny through select committees. This will ensure that the work needed to balance the MTFP is undertaken now in order to deliver savings in the later years of the plan. This longer term plan will need to link closely with the work on the

corporate Improvement Plan, so that the new shape of the Authority and its performance expectations are matched with the expected resource base for delivering services.

Impact of Capital MTFP

- 3.19 The Capital MTFP is also being considered by Cabinet elsewhere on the agenda. For the purposes of establishing the revenue impact of any changes to the capital MTFP it has been assumed that any additional schemes which are established as priorities will displace schemes or budget allocations already in the capital programme rather than add any additional pressure which would require financing and therefore potentially impact on the revenue budget.

Council Tax

- 3.20 The Council Tax increase in the budget has been retained at 3.95% per annum across the MTFP as a planning assumption.. The Council tax base will be formally set by Cabinet in December but early indications are that an additional £300,000 to £360,000 could be collected through new properties coming on stream in 2015/16. A figure of £110,000 has been projected already in the MTFP so an additional £250,000 has been included at this stage. This figure may need to be adjusted once the formal Council Tax calculation has been completed. In addition, the demand for Council Tax Reduction Scheme payments has been assessed as reducing by £200,000 next year based on the forecasts being projected forward from the current year activity.

Summary position

- 3.21 In summary, the 2015/16 budget gap is now £440k, if all the savings proposals contained in the Appendix 4 are approved.
- 3.22 However, this still leaves a gap of £10 million to be found over the following 3 year period. Part of the proposals for 2015/16 include setting aside a budget to provide some capacity to both consider the further options for meeting the gap that will be reported back through Cabinet and select committees and to ensure delivery can be sustained

Reserves strategy

- 3.23 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £13.2 million at the start of 2014/15 to £7.4 million at the end of 2018/19. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £5.9 million.
- 3.24 Whilst every effort will be made to avoid redundancy costs and the Protection of Employment policy is used to ensure redundancy is minimised, it is expected there may be some that are inevitable and reserve cover may be required for this, possibly in the region of £500,000 per year. Over the MTFP this could require £2 million reserve funding cover, if services are unable to fund the payments from their budgets.

- 3.25 The volatility of the Children's social services budget is going to be supplemented for 2015/16 with further funding, however if it is proposed to earmark the Priority Investment Reserve for next year to cover further pressures if they are not able to be contained.
- 3.26 The resulting impact on earmarked reserves would be to take the usable balance down to below £4 million at the end of the MTFP period.

Next Steps

- 3.27 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap over the MTFP may be closed. There is therefore a further opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to an EQIA and therefore a deadline to receive alternative proposals has been set as 14th January 2015.
- 3.28 Public engagement sessions (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place in first 2 weeks of December 2014. The scrutiny of and consultation on the budget proposals are key areas of this part of the budget process. The following dates have been set of the Select committees and work is continuing on providing dates for public consultation in the same timescales:
- 4th Dec 2014 10am Economy and Development
 10th Dec 2014 2pm CYP
 11th Dec 2014 10am Strong Communities
 17th Dec 2014 10am Adults
- 3.29 The aim this year has been to establish the 2015/16 budget proposals and make progress earlier than in previous years so that slippage can be reduced and the next 3 years of the MTFP can also be worked on. Hence this budget report is a month earlier than last year. To that end it is proposed that the consultation timetable is also brought forward. The consultation will end on the 14th January 2015 to enable Council to consider the responses and approve final budget proposals on 22nd January 2015. Formal Council Tax setting will still take place at full Council on 26th February 2015 once the Police precept and all the Community Council precepts have been notified.

4. REASONS:

- 4.1 To agree budget proposals for 2015/16 through to 2018/19 for consultation purposes

5. RESOURCE IMPLICATIONS:

As identified in the report and appendices

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The equality impacts of each individual saving proposal have been initially identified in the assessment and are linked to the saving proposal document. No significant negative impact has been identified. Further consultation requirements have been identified and are on going. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

The actual equality impacts from the final budget report's recommendations will be reviewed and monitored during and after implementation.

7. CONSULTEES:

SLT
Cabinet
Head of Legal Services
Head of Strategic Personnel

8. BACKGROUND PAPERS:

Appendix 1: Draft response to Provisional Settlement

Appendix 2: Education protection

Appendix 3: Note of Pressures

Appendix 4: Summary list of budget savings

Appendix 5: Individual proposals – detailed mandates or business cases with attached equality impact assessments (to follow), numbered between 1 and 42

[Link to individual mandates](#)

9. AUTHOR:
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Appendix 1 – Response to Welsh Government on the Provisional Settlement

Clare Smith
Local Government Funding and
Performance Branch,
Welsh Government,
Cathays Park,
Cardiff.
CF10 3NQ

Your Ref/Eich Cyf:
Our Ref/Ein Cyf:
Date/Dyddiad:
File Ref:
The Person dealing with
this matter is/ Y
Person sy'n delio gyda'r
mater yma yw:
Tel/Ffôn: 01633 644270
Fax/Ffacs: 01633 644260
e-mail address/ cyfeiriad
e-bost Monmouthshire.gov.uk

Dear Ms. Smith,

Re: Provisional Local Government Settlement 2014/15

Thank you for the opportunity to comment on the Provisional Settlement announced recently. This response has been endorsed by Monmouthshire County Council's Cabinet and provides the views of members.

Obviously, the All-Wales provisional settlement announcement is a matter of concern, coming as it does, after a difficult settlement last year and the prospect of still difficult times to come, particularly for Monmouthshire. The Council is very conscious of the pressures on household budgets and so the Council is doing its utmost to deliver a balanced budget but this will inevitably put pressure on Council Tax rises.

When comparing like for like, Monmouthshire's reduction is 4.3%. Even though protected by the floor the provisional settlement this has done nothing to alleviate our position as the worst funded Council in Wales per head of population. In addition, looking forward to 2016/17 and beyond, the prospect of continuing to receive one of the worst settlements in Wales each year for Monmouthshire, means that key services are facing extreme pressure.

Monmouthshire notes the protection afforded to education budgets and the reductions to specific education grants. There is a need to balance requirements for protection against the increasing pressures this puts on other local services at a time of already decreasing resource envelop, ever increasing service pressures, growing demands to protect existing assets and still rising inflation levels.

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard. The provisional settlement announcement is again unaccompanied by many specific grants and this uncertainty

is unhelpful to financial and service planning. Incorporation into RSG would avoid such problems but, as a minimum the WG should seek to make such announcements in a timely manner, so that all specific grant funding allocations are confirmed in the final settlement.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. It is not useful for service and financial planning purposes that no indicative capital settlements have been made in the provisional settlement. The need to invest in priority areas such as 21st Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

Despite the fact that the reasons for the low settlement are both known and understood, it is difficult to reconcile the revenue and capital settlements with the increasing expectations and demands on local council services are continuing to grow. Councils will face difficult decisions in reconciling budgets next year and in the medium term and it is important that the WG recognises the need for difficult decisions, is supportive of local authorities facing difficult times and does not promote undeliverable policy expectations. This is a time for us all to work together to minimise the consequences of the downturn in public finances on the most vulnerable in society and to send clear and consistent expectations to the public we exist to serve.

Yours sincerely,

Councillor Philip Murphy – Cabinet Member

Appendix 2

Education protection

Year	Percentage Protection	MCC target £m	MCC Actual £m	Difference £m	Percentage difference
15/16	0.6	45.32	45.04	-0.28	-0.62
14/15	0.9	45.20	45.35	0.15	0.33
13/14	2.08	45.03	45.24	0.21	0.47
12/13	1.58	43.76	44.33	0.57	1.30
11/12	-0.33	41.35	41.92	0.57	1.38
Total		220.66	221.88	1.22	0.55

Draft

Appendix 3	Revised 2015/16 £000	Revised 2016/17 £000	Revised 2017/18 £000	2018/19 £000	Revised Total £000
NOTE : Pressures					
- demographics	-	250	500	-	750
- Teachers pensions	330	566			566
- Childrens Social services	500				500
- Monmouth Leisure Centre	150				150
- capacity to change budget	400				400
- corrected pension auto enrolment			913	92	1,005
Increase in employers national insurance		1,805			1,805
Cost of Local development plan		125			125
Total Pressures	1,380	2,746	1,413	92	5,301

Appendix 4 Summary list of budget savings

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
1	ENT	Development of Leisure Services	(315)	(420)	(100)	(100)	0	0	0	(520)	Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place
2	ENT	Collaboration on housing services and development of careline services	(35)	(55)	(40)	0	0	0	0	(55)	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness
4	SCH	Community meals - service transformation	0	0	(100)	0	(100)	0	0	0	Developing sustainable long term model for meals, target is to aim for a cost neutral service - this is not achievable and so the saving has been subsumed into proposal 34 below
5	ENT	Sustainable energy initiatives	(33)	(33)	(34)	(34)	0	0		(67)	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget covered by last years mandate

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
6	ENT	Museums, Shirehall & Castles and Tourism	(190)	(190)	(145)	(10)	(200)	0	0	(200)	Integration of cultural services, tourism services and attractions within the Tourism, Leisure and Culture section to maximise synergies between services and achieve a sustainable long term footing to reduce the draw on MCC budgets, maximise the potential for external investment and to achieve the resulting cultural, community and economic benefits.
14	OPS	Home to School Transport - fundamental review of policy	(115)	(115)	(210)	(70)	(210)	(20)	0	(205)	2015/16 savings are full year effect of proposals agreed last year, a review of the existing policy will be undertaken to identify any further savings
15	OPS	Facilities - transfer functions to other providers	(100)	(100)	0	0	0	0	0	(100)	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences covered by last years mandate
16	CYP	Schools delegated budgets	0	(1,124)		(779)		(549)	(556)	(2,452)	Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation or teachers pension is provided for in funding, Reduction in pupil numbers is also factored in. Schools will be supported to seek opportunities to reduced their cost base over the period

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
18	CYP	School library service - combine with general library service	(20)	(20)	0	0	0	0	0	(20)	This has been subject to a recent Cabinet report which sought approval to close the service, following indications from TCBC that they wished to withdraw from the service
20	CYP	School Music service - reduction in subsidy	(50)	(50)	(50)	(50)	0	0	0	(100)	Gwent Music are aware of future savings required and discussions have taken place resulting in the proposal to increase charges for music sessions.
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	0	0	(70)	(70)	(100)	(100)	0	(170)	TCBC are doing a complete review of their collaborative services in an effort to make savings and this will be shared once complete. The support children receive currently is in proportion to the expenditure under the SLA. These are specialist services and we are not able to deliver this provision in house. Currently the SLA is providing us with very good value for money. Once the new service is in place we will be able to assess the savings required.
24	SCH	SCH Transition project staff transfer to Bright New Futures	(14)	(14)	(12)	(12)	0	0	0	(26)	Combining our initiative with Bright new futures to establish a shared service model has been completed and savings will be delivered
25	OPS	Transport review and fleet rationalisation	(40)	(62)	0	0	0	0	0	(62)	Reduction in operational fleet

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
26	ENT	Strategic Property Review (phase 2)	(100)	(100)	(350)	(350)	0	0	0	(450)	In line with the Asset Management Plan the council's property estate will be rationalised to save money on running costs
26a	OPS	Property services/FM	0	0	0	(100)	0	0	0	(100)	In line with the Asset Management Plan the council's property estate will be rationalised, savings will be sought from Property services and facilities.
28	OPS /EN T	Community Hubs and Contact Centre	(240)	(250)	(200)	(50)	0	0	0	(300)	Rationalisation of libraries, OSS, telephony staff into community hubs and contact centre
31	ENT	ICT	(100)	(250)	0	0	0	0	0	(250)	Staffing efficiencies, cost efficiencies and income generation in the SRS, savings and income generated from custom built software solutions developed
33	SCH	Sustaining Independent Lives in the community	(260)	(260)	0	0	0	0	0	(260)	Local Area co-ordination business case, this now forms part of the same proposal as number 34 below
34	SCH	Adult Social Care Service Transformation	0	0	(728)	(628)	(700)	(600)	0	(1,228)	Building on the current integrated model as part of the wider redesign of social care

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
35	CYP	Transformation of children's services for Special needs/additional needs/ Mounton House	(470)	(120)	(496)	(672)	0	0	0	(792)	Proposal will look at more effectively integrating and streamlining the current service offer, with what matters for the child and family being the core focus of the review.
36	OPS	Cost neutral waste service	(270)	(270)	(20)	(20)	0	0	0	(290)	Route optimisation as per last years mandate
37	OPS	Waste Management - Project Gwyrdd	(750)	(250)	(250)	(250)	0	0	0	(500)	Mandate not needed, work already done, needs watching brief on implementation
37a	OPS	Waste Management	0	(270)	0	(100)	0	0	0	(370)	Further efficiencies, Green waste charges, grey bags etc
40	CXE	Democracy and regulation	0	(109)	0	0	0	0	0	(109)	Staff, income generation and other efficiencies across the section
41	OPS	Highways rationalisation and income generation	0	(520)	0	0	0	0	0	(520)	Trading services to generate increased income - highways, markets , and highways rationalisation
42	CYP	Youth service	0	(200)	0	(200)	0	0	0	(400)	Income generation proposals to effectively half our contribution to the youth service
		OTHER									

			Revised	Revised	Revised	Revised	Revised	Revised	Revised		
			Saving	Saving	Saving	saving	Saving	Saving	Saving	Revised	
			2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	TOTAL	
No.	Dir	Description	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	Description of saving
		Council tax reduction scheme		(200)	0	0	0	0	0	(200)	Reducing demand for council tax benefit
		Council tax base		(250)	0	0	0	0	0	(250)	Additional income from additional properties on top of the £110k already in MTFP. Figure to be reviewed when Council Tax base formally completed
		Precepts and fees		(100)	0	0	0	0	0	(100)	Working with precepting & fee charging bodies to get early indications of budgets for 15/16
		Total savings	(3,102)	(5,332)	(2,805)	(3,495)	(1,310)	(1,269)	0	(10,096)	
		Required		(5,772)		(6,347)		(5,097)	(3,531)	(20,747)	

1 Development of Leisure & Outdoor Education Services

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	14102014		Rich S, Nick J , Ian S	
2	17102014		Nick J	Updates & detailed information
3	19102014		Ian Saunders	Final Version

Approval

Cabinet sign off to proceed with proposal		Date	
---	--	------	--

Distribution List

Name	Organisation	Job title / Dept
Ian Saunders, Nick John, Richard Simpkins	MCC	Leisure

Executive Summary

Our vision is that Tourism, Leisure and Culture will be an efficient and effective service. In order to achieve this we have set out below a variety of options which together will deliver the required efficiencies and targets for 2015/16 and onwards.

Detailed Business Case

Vision

Our aim is to fully integrate leisure services, cultural and tourism services and attractions within the Tourism, Leisure and Culture Section to maximise the synergies between services and achieve a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for additional income streams, external investment and to achieve the resulting cultural, community and economic benefits. This mandate is intended to be implemented alongside the detailed examination of the options and opportunities to inform the future of Monmouthshire County Council's core leisure services.

Outcomes

Success will result in achieving our efficiencies, reaching our income targets, whilst ensuring we deliver our core purpose, of clean, friendly accessible leisure services for our communities and visitors.

Blue Print

The Future State

Across leisure services we set out to achieve an efficiency and additional income of £420,983k in 15/16.

Current state and gap analysis

As a consequence we have reviewed our options on how we operate and explore alternative delivery models to generate the savings set out as part of the council's wider budget plans in the revised MTFP 2015/16 and onwards in Mandates 1 – Development of Leisure Services:

- Leisure centres and business development management staff will undergo a remodelling exercise. Savings - £115,381.
- Administration, clerical and finance support will undergo a remodelling exercise. Savings - £65,602.
- Review current contractual arrangements and support services. Savings - £20,000.
- Reduction in contribution to Caretaking at Abergavenny Leisure Centre & KHS VIII Comprehensive School. Savings - £15,000
- Reduction in core funding for our Outdoor Education Service. Savings - £25,000.
- Reduction in core funding of the leisure budget of Supplies and Services. Savings - £25,000.

Sub-total of efficiencies - £265,983.

New ideas for generating additional income identified analysing current business units and markets where we excel and to focus our efforts on maximising income generation through:

- Increase Fitness Offer and member journey through retention. Income target - £50,000.
- Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme. Income target - £50,000.
- Increase Sport and Physical Activity Offer and member pathway through new offers and programmes. Income target - £15,000.
- Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs. Income target - £10,000.
- Explore new business and opportunities through the introduction of the Caldicot 3G pitch and outdoor facility provision. Income target £30,000.

Sub-total of income generation - £155,000

Total Savings £420,983

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Standards are very high and we are consistently performing year on year. We have a clear purpose and customers are telling us they want a clean, friendly and accessible leisure service.</p> <p>Contractual arrangements are in place to ensure the service is supported to the highest levels and we are receiving best value.</p>	<p>Review of all contractual and support services. Options have been identified where it is deemed to have less of an impact and consequence on the delivery of our core purpose. These options include:</p> <ul style="list-style-type: none"> • Deletion of the financial contribution made to the management of the cleaning contracts (Litmus). • Reduce cleaning contractual hours at each leisure centre (10-15 per week on average per leisure centre). • Delete the contribution to the Caretaking at Abergavenny leisure Centre and King Henry VIII School. • Outdoor Education Service to receive a reduction in core funding. • Supplies and services of the leisure 	<p>Any future tendering process of cleaning contracts aligned to Leisure Centre Manager duties and responsibilities and supported by central procurement officers.</p> <p>Contractual cleaning hours and tasks will be prioritised where footfall is greater. Examples of cleaning schedules and task are already being undertaken by leisure centre staff as part of their daily duties.</p> <p>Caretaking arrangements and support are being undertaken at Monmouth and Chepstow Leisure Centres by the duty officer teams. Shortfall in funding will be achieved by reducing any waste in the system and where possible exploring new business. Shortfall in funding will be</p>

	<p>We have a proven track record for retaining our members, generating new business and achieving income targets. Staff are encouraged to share any new ideas and lead initiatives. We have sound mechanisms for capturing and report accurate data for income, expenditure, usage, evaluation of promotions and initiatives and customer feedback.</p>	<p>services budget will receive a reduction in core funding.</p> <p>Current trends, exploring new markets and focus our efforts on maximising income generation through:</p> <ul style="list-style-type: none"> • Increase Fitness Offer and member journey through retention and increased annual and direct debit memberships. Invest in our delivery teams and provide them with the appropriate support and training. • Increase Aquatics Offer and member pathway and increased direct debits. Invest in our swim teachers and provide them with the appropriate support and training. Introduce an annual calendar of CPD opportunities and a traffic light system to ensure swim teachers are attending continual professional development. • Increase Sport and Physical Activity Offer and member pathway through retention. Invest in our delivery teams and provide them with the appropriate support and training. 	<p>achieved by reducing any waste in the system.</p> <p>Building on the success of 2013/14 we will ensure we are focused to drive the business forward.</p> <p>New initiatives such as the wellness journey for fitness suite members has proven successful and identified potential future growth. The annual calendar of promotions has been the key to attracting new members and will continue to be developed.</p> <p>The learn to swim programme has exceed initial targets set. The focus will be to convert members onto to a swimming direct debit whilst ensuring all class are running at high levels of occupancy.</p> <p>The sport and physical activity offer has excelled in the previous eighteen months. The creation of new programmes is attracting families and very young children</p>
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		<p>Develop, lead mentor and create sustainable opportunities for our volunteer workforce and coaches of the future. Secure Grant funding and continue to lead the way on collaboration with colleagues across Gwent through the work of Active Gwent and the Gwent Local Area Plan for Sport.</p> <ul style="list-style-type: none"> • Increase Training Courses developed and offered through Monacademy in disciplines such as Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications and marketed effectively to businesses, community and community sport clubs. Develop bespoke opportunities in multi disciplines and reacting to markets. Promote an annual calendar of courses. Provide opportunities for existing staff to become multi-functional moving away from set job descriptions and prescribed roles. • Explore new business and opportunities through the introduction of the Caldicot 3G pitch and outdoor facility provision. Through maximising new programming spaces, engaging with local sport clubs and businesses and working with National Governing 	<p>who we will prepare to become hooked on sport. Joint working with our leisure centre teams to ensure supplementary offers and services are available – family friendly.</p> <p>There is very little completion in Wales and smaller providers has failed to secure a calendar of courses. The demand for door step training opportunities is sporadic especially evening and weekend short courses in fitness. The leisure centre accommodation and facilities lends itself to onsite practical delivery and for course attendees to gain further voluntary work placement.</p> <p>Third Generation (3G) surfaces are proving very versatile and popular throughout Wales. Caldicot and Chepstow have a high number of mini, junior and senior football sides that compete in local leagues. The shock pad added to the facility allows for the</p>
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		Bodies of Sport.	training of rugby which is unique to this part of South East Wales especially as there are a high numbers of mini, junior and senior rugby sections within a short drive time competing in local leagues. Caldicot leisure centre retains the astro turf pitch that has recently been re-carpeted presenting further opportunity for engagement and ensuring maximum occupancy throughout the year.
Organisation Structures	Our staff are our assets they are passionate, motivated and contribute to our ongoing success. A large proportion of the leisure services budget is staffing and in the current financial pressures structures has to be leaner.	<p>Investing in the delivery and leadership team and matching the right people with the right skill sets to drive the service forward will enable the service to continue the delivery of physical activity, wellbeing and sport for the benefit of the communities in Monmouthshire more efficiently.</p> <p>Through remodeling the Leisure centres and business development management staff:</p> <ul style="list-style-type: none"> • Deletion of 2 x 37 hour full time Leisure Centre Managers. There are four full time Leisure Centre Managers at present positioned at each leisure centre. One Leisure Centre Manger has been seconded for three days per week to Building to explore income generation opportunities this has been over a 	<p>We don't underestimate the challenge facing the service and know that securing the right level of staffing with the appropriate skill sets and support to take sports and leisure forward in the county will not be easy.</p> <p>The loss of any staff from your team and service will obviously have a negative effect. Support for teams at this time will be needed.</p> <p>Teams are resilient and competition for new roles and responsibilities will be high.</p> <p>Passion and team work will help to drive performance and achieve</p>

		<p>twelve month period. One Leisure Centre Manger has been seconded from the Business Development Team (Substantive Post – Assistant Manager Marketing) for the previous eighteen months.</p> <ul style="list-style-type: none"> • Deletion of 18.5 hours of Duty Officer at Monmouth Leisure Centre. To align the Duty Officer cover across all four leisure centres to three Duty Officers on each leisure centre site. <p>Through remodeling the Leisure Services Administration, clerical and finance support:</p> <ul style="list-style-type: none"> • Deletion of 1 x 37 hour full time Finance Officer South. The Officer has left the authority and will not be replaced the duties and responsibilities will be reallocated to the Finance Officer North. • Deletion of Performance and Support Officer (3 days per week). • Deletion of 1 x 37 hour full time Clerical Officer. There are three full time Clerical Officers across four Leisure Centre sites. In the North one Clerical Officer is working 	<p>results. Priority and efficiency will determine success.</p> <p>A wider restructure is in progress to establish the Tourism, Leisure and Culture management team.</p> <p>Teams will work across the service supporting staff and functions and have specific duties and responsibilities. Closer working of teams, agile working and technology will allow greater flexibility and functionality.</p> <p>A member of staff has indicated that they would like to leave the service and the reviewing of their current duties and responsibilities we are confident that they can be shared amongst the remaining administration support. Over the past eighteen months there has been a continued investment in our front of house staff the results has proved valuable to the service and many</p>
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		effectively across two leisure centre sites. This will be mirrored in the South.	staff lead the systems thinking exercise of asking customers what matters. There will be a continuation of this investment in staff training to ensure they are a pivotal part of all functions of the leisure centre and service.
Technology/ Infrastructure	<p>Our leisure centre are well maintained and some sites have received improvements such as inclusive adaptations and improved access.</p> <p>The delivery of training courses and the ability to attract new markets to the leisure centres is progressive and areas for investment have been identified.</p>	<p>All leisure centre sites are on Secondary School sites – dual use. There will be a need for regular maintenance due to the age and fabric of the buildings. Abergavenny Leisure Centre in particular at times of the year is nearing saturation point especially in the fitness suite. A change of opening hours, new programmes and development of aging facilities will help to alleviate such potential issues.</p> <p>The Monacademy will need investment in technology to be able to deliver courses effectively and interactively. To make an investment of this kind lends itself to having the capacity to sell the space to other providers.</p>	<p>There will be a need to update facilities and ensure regular maintenance is carried out. It is imperative that communication and attendance at the 21st Century School Programme Board is continued. Strategically the leisure centre needs to be a priority for further development under schemes such as Invest to Save, Section 106 Funding and Community Infrastructure Levy. The use of ICT allows greater engagement of learners and a professional outlook. The improved offer of leisure centre accommodation and facilities will enable new income streams through meeting space, conferences and training venues.</p>
Information and data	Our service regularly report key performance indicators across multi agency and inform many plans, income and expenditure targets,	Developing our ability to have data at the push of a button will reduce waste, ensure accurate monitoring and enhance effective management of investment, targets, efficiencies and staff performance. Officer	In a very busy environment where everyone is working toward one purpose key to motivating teams will be clear performance measures and success.

	efficiencies and effectiveness.	are already engaged in share point and regularly accessing the HUB. There is a need to fully engage with all staff to make communication more effective.	Technology and the development of shared work space will enhance future performance. Many of leisure service operational functions are similar across buildings and attractions. Leisure staff has a very good track record in health and safety procedure and development of risk assessments and safe systems of work. Having the ability to store, share and update single documents across Tourism, Leisure and Culture will reduce waste and give staff assurance.
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Options Appraisal

As part of the budget savings in the revised MTFP 2015/16 onwards Mandate 1 - The Development of Leisure Services we are suggesting the following options should be taken. Carrying out all of them will enable us to deliver required savings and have a lesser impact of disruption of service and our ability to achieve our income targets.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17
Cashable benefit		£420,983k		
Budget savings target				
Leisure centres and business		£115,381	2x 37 hour full time Leisure Centre Manager Posts.	

development management staff remodelling exercise.			Savings - £98,360 1 x 18.5 hours Duty Officer Post at Monmouth Leisure Centre. Savings - £17,021	
Leisure Services administration, clerical and finance staff remodelling exercise.		£65,602	1 x 37 hour full time Finance Officer South. Savings - £24,224 1 x 3 days Performance and Support Officer. Savings - £16,691 1 x 37 hour full time Clerical Officer South. Savings - £24,687	
The redesign of our current contractual arrangements and support services.		£35,000	Delete financial contribution made to the management of the cleaning contracts (Litmus). Saving of £4k (2.5% of total contract). Reduce contracted cleaning hours at each leisure centre predominantly 'afternoon/ janitorial' hours of cleaning. (10-15 on average per leisure centre, some hours are not presently filled – 10% of total contract). Saving - £16,000. Delete contribution to Caretaking at Abergavenny Leisure Centre and KHS VIII Comprehensive School. Saving £15,000.	
Outdoor Education Service core funding option.		£25,000	Reduction in core funding for our Outdoor Education Service. Additional savings in 2016/17 to be met by service as part of the pending review of the service taking place.	
Leisure Services core funding budget option.		£25,000	Reduction in core funding of the leisure budget of Supplies and Services.	
Fitness Offer and member journey.		£50,000	Increase Fitness Offer and member journey through retention and increased annual and direct debit memberships.	
Aquatics Offer and member pathway.		£50,000	Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme.	
Sport and Physical Activity Offer and member pathway.		£15,000	Increase Sport and Physical Activity Offer and member pathway through new offers and programmes.	
Monacademy Training.		£10,000	Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs.	
Caldicot 3G pitch and outdoor		£30,000	Explore new business and opportunities through the introduction	

facility provision.			of the 3G pitch and outdoor facility provision.	
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Impact

Whilst the impact on service delivery has been minimised in the overall plan, it is still a significant risk strategy to reduce staffing, increase remaining staff areas and responsibilities at the same time as looking to achieve stretched income targets. The leisure centre provision and programme is reliant on the community to access and buy our services in a time of huge financial challenges to everyone.

A small number of posts within leisure services are subject to external funding and whilst at this stage we have had assurances that the schemes will be funded for 2015/16 and onwards the level of Grant support has yet to be finalised, it is likely to be finalised post December break. If we are presented with a reduction in Grant funding from our partner agencies it will have an impact on our ability to deliver some of the income targets especially within the sport development team where we could see a reduction of up to 10% of our Sport Wales Core Funding (Active Young People programme and Free Swimming Initiative).

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits
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Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Leisure centres and business development management staff remodelling exercise.	Medium	Medium	13 weeks after notice is served.	Ian Saunders	The restructure of Tourism, leisure and Culture is near completion. We would look at opportunities for any displaced staff where possible.	Ian Saunders

Deletion of 1 x 18.5 hours Duty Officer Post	Medium	Low	13 weeks after notice is served.	Ian Saunders	Individual would be placed in the central at risk pool.	Richard Simpkins
Leisure Services administration, clerical and finance staff remodelling exercise.	Medium	Medium	13 weeks after notice is served.	Ian Saunders	Individuals would be placed in the central at risk pool.	Richard Simpkins
Deletion of the financial contribution made to the management of the cleaning contracts (Litmus).	Low	Low	12 weeks notice from decision to end contract.	Ian Saunders	Align duties and responsibilities to Leisure Centre manager.	Leisure Centre Managers/ Nick Butler
Reduce cleaning contractual hours at each leisure centre (10-15 per week on average per leisure centre).	Low	Medium	12 weeks notice from decision to end contract.	Ian Saunders	Work with existing contractor to renegotiate contract alternatively retender the whole cleaning contract.	Leisure Centre Managers/Nick Butler
Delete contribution to Caretaking at Abergavenny Leisure Centre and KHS VIII Comprehensive School.	Medium	Medium	April 2016	Ian Saunders	Work with school to find resolution. Develop Duty Officer working practises in line with other leisure centre sites.	Ian Saunders

Outdoor Education Service core funding reduction option.	Low	Low	April 2016	Ian Saunders	There are contractual agreements in place across Monmouthshire, Torfaen & Blaenau Gwent and a financial contribution is made by all Local Authorities. If there are funding shortfalls within this agreement for 2015/2016 this will have to be met by the individual service.	Ian Saunders Ian Kennett
Leisure Services core funding reduction budget option.	Low	Low	April 2016	Ian Saunders	Prioritise projects, investment and areas of work.	Ian Saunders
Fitness Offer and member journey income generation. Monmouth swimming pool close could have a negative effect to existing members cancelling memberships and ability to sell new memberships.	High	High	From April 2016 – ongoing	Ian Saunders	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. Monmouth swimming pool income would have to be recovered from reserves.	Richard Simpkins
Aquatics Offer and member pathway income generation. Monmouth swimming pool will have a negative effect. Closure to any further leisure centre swimming	High	High	From April 2016 – ongoing	Ian Saunders	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. Monmouth swimming pool income would have to be recovered from reserves.	Natalie Parfitt Nick John Richard Simpkins

pools for any length of time.					We had heating and pipe corrosion issue this year at Caldicot leisure centre that resulted in the swimming pool closure.	
Sport and Physical Activity Offer and member pathway income generation.	Medium	Low	March 2015	Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. Any reduction in external core funding would have an effect on the officer's ability to generate the existing and new programmes planned.	Sports Dev Team
Monacademy Training programme development and income generation	Medium	Medium	From April 2016 – ongoing	Richard Simpkins & Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. One of the current leads of the Monacademy has left the service.	Helen Dymond
Caldicot Leisure Centre 3G pitch and outdoor facility provision income generation.	High	High	From December 2015 – ongoing	Richard Simpkins & Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. The build project has been riddled with issues and has	Richard Simpkins & managers

					been very costly.	
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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of capacity to carryout duties and responsibilities	High	Ian Saunders	Ensure suitable staffing structures are in place for April 2016	Ian Saunders

Constraints

Some invest to redesign budget will be needed to pump prime some initiatives. We recognised that the current economic climate may make this difficult.

Assumptions

- We will assume that the above options will be agreed and we will achieve the set timeframes for implementation to achieve maximum impact.
- If no initial investment is made some options will have less of a capacity to achieve targets set.
- Support will be given from our HR department to ensure staff are fully informed of all processes.
- A multi-functional approach to efficiencies and income generation will give us the capacity to achieve the targets we have been set, we hope that if not all projects are successful as a collective we will achieve our targets for 2015/16.
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Evaluation and comparison of options

All of these options in conjunction with each other can help to deliver the savings as set out in Project Mandate 1 for 2015/16.

Recommendation

Implementing all options stated above.

High level Plan for delivery

The relevant staff will continue to work on delivery of this programme.

- Ongoing consultation will be carried out.

Sign-Off

1 EQIA- DEVELOPMENT OF LEISURE AND OUTDOOR SERVICES

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture Date completed: 16 October 2014		Please give a brief description of what you are aiming to do. Proposed savings, Mandate 1: Development of Leisure Services	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Opportunities to develop bespoke packages for both older and younger people through fitness member journey, sport and physical activity and aquatic pathways. Work is ongoing to promote our family off through Monmouthshire award winning Family and Information Services networks.
Disability			One of only a small number of Local Authorities recognised for insport Bronze accreditation. Recently been identified by Disability Sport Wales as part of a National pilot of insport facility.
Marriage + Civil Partnership		Not known	
Pregnancy and maternity			Opportunities to develop and extend our pre and postnatal exercise provision to all

			leisure centres including dryside activities.
Race			Opportunities to work with our communities and stakeholders enabling Charities such as Show Racists The Red Card in Sport who has recently received funding to work in Monmouthshire.
Religion or Belief		Not known	
Sex (was Gender)		The current post holders that will be affected by the changes are an equal mix of male and female.	
Sexual Orientation		Not known	
Transgender		Not known	
Welsh Language			Further development of literature to promote Welsh Language. Increased possibilities to work with Welsh Language partners in youth to create bilingual settings via sporting opportunities.

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ A perceived reduction in resources to deliver and support the delivery of leisure services with potential impact on core purpose and contractual requirements.	➤ Resolve and recruit appropriate staff matched to the skill set required to drive the parts of the business. Focus on priorities ensuring all staff has buy-in, clear responsibilities and duties and reporting and income and expenditure targets. Shared purpose.
➤ Any disinvestment in continual maintenance of buildings and fabric and pump priming of new initiatives could reflect the capability of reaching the level of savings and achieving income targets.	➤ Continually engage with partners to ensure leisure centres and facilities are prioritised for regular maintenance and seek funding through schemes such as 21 st Century Schools programmes, invest to save, Section 106 and Community Infrastructure Levy.

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Proposed savings, Mandate 1: Development of Leisure Services	Tourism, Leisure & Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Ian Saunders 16/10/2014

1. What are you proposing to do?

- Remodel the Leisure Centres and Business Development Management staff.
- Remodel Leisure Services administration, clerical and finance support.
- Review current contractual arrangements and support services. Specifically cleaning contracts and deleting contribution made to Caretaking costs at Abergavenny Leisure Centre and KHS VIII School.
- Reduction in core funding for our Outdoor Education Service.
- Reduction in core funding of the Leisure Services budget of Supplies and Services.
- Increase Fitness Offer and member journey through retention.
- Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme.
- Increase Sport and Physical Activity Offer and member pathway through new offers and programmes.
- Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs.
- Develop Caldicot Leisure Centre 3G pitch and outdoor facility provision.

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

None identified.

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

A recent exercise with our leisure services users asking them the pertinent question ‘what matters to them’, helped us to derive at our purpose – clean, friendly, accessible leisure services. A Leisure Centre Manager has been seconded to another department for 3 days of the week. Where this has taken place there has been no adverse effect to the delivery on services at that site. Where a member of staff has left the authority we haven’t replaced her post. A couple of members of staff have come forward and either asked to leave the service or take a career break from the service.

The emergence of the Tourism, Leisure and Cultural Manager post and coming together of services will ensure continuity, high standards of delivery, share working practices and shared goals.

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

Systems thinking exercise undertaken in 2013/14 to look at ways of reducing waste and defining purpose.
Monthly monitoring income and expenditure reports and analysis of business unit performance.
Clear accountability of business unit performance.
Regular user and non-user feedback and fully engaged with social media channels for promotion and feedback.

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Saunders		Please give a brief description of the aims proposed policy or service reconfiguration Proposed savings, Mandate 1: Development of Leisure Services	
Name of the Division or service area Tourism, Leisure & Culture		Date “Challenge” form completed 16/10/2014	
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			The ongoing work of the Gwent Child Obesity Strategy and Monmouthshire Creating an Active and Healthy Monmouthshire group looks to identify the data and seek to address some of the issues presented in Monmouthshire through interventions and partnership working. The National Food Wise Scheme adopted by the Exercise Referral Team in Monmouthshire has exceeded expectations and retention is high.
Improve housing quality and provision		No impact.	

<p>Reduce ill health and improve healthcare provision</p>			<p>New initiatives such as the wellness journey for communities is key to long term adherence to exercise and essential life style changes.</p> <p>The learn to swim programme is developed to ensure life skills are achieved at a very young age and individuals are encouraged to continue on the pathway of every child a swimmer and in Monmouthshire swimming is fun.</p> <p>Sport and physical activity and the creation of new programmes to attracting families and very young children who we will prepare to become hooked on sport.</p> <p>Data from Sport Wales School Sport Survey 2013 tells us children hooked on sport are above the National average however there is still work to be done to stretch these targets.</p> <p>The Welsh Health Survey also indicates adults in Monmouthshire are active above the National average however through initiatives in walking, cycling, fitness and the recently adopted Active Travel Bill Wales we will seek to make improvements in our infrastructures.</p>
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<p>Promote independence</p>			<p>Monmouthshire National Exercise Referral programme is a corner stone of health promotion in Monmouthshire and is exceeding all expectations above the National performance targets. Key stakeholders, practitioners and clinicians are working with us at developing long term interventions.</p> <p>The Monacademy training programme will enable individuals to access doorstep opportunities for their own continual professional development, hobby and interest or even change of career.</p>
<p>Encourage community participation/action and voluntary work</p>			<p>Sport 4life leadership and volunteering programme have exceeded all expectation. We have built solid foundations and continually delivered over 1000 volunteer hours through sport in the previous eighteen months. We aim to develop over 150 Young Ambassadors through Sport by 2015 who will directly deliver a saving in excess of £23,000. Our latest scheme starting at the age of 10 years old encourages, supports and mentors young leaders to become our coaches of the future.</p> <p>Weekly voluntary led walking groups and social groups have</p>

			been set up independently through participants accessing our exercise referral and FIT4life programmes.
Targets socially excluded			<p>Take up of existing projects such as our Passport to Leisure Scheme for children who receive free school meals and individuals who receive benefits has increased through greater promotion and awareness of the scheme.</p> <p>Our insport programme and plans are seeking to continually address inclusive opportunities through sport and access to facilities.</p>
Help reduce crime and fear of crime			Through our Local Area Plan for Sport, Positive Futures and The Police Crime Commissioner we have identified funding to use sport as an engagement. We have set-up a multiagency task and finish sub group of the Youth Offer to map current data and hotspots and to develop a referral scheme for Monmouthshire.
Improve access to education and training			The leisure centre through the Monacademy arm is looking to develop further opportunities for existing programmes that are taking place within our settings such as, modern apprenticeships and back to work schemes, MyDay MyLife and

			regular CPD for staff.
Have a positive impact on people and places in other countries		Not known.	
PLANET			
Reduce, reuse and recycle waste and water			Our leisure centre has been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.
Reduce carbon dioxide emissions		Our leisure centre has been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Prevent or reduce pollution of the air, land and water		leisure centres have been subject to energy efficiency improvements however there are still opportunities for improvement. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Protect or enhance wildlife habitats (e.g. trees,		leisure centre has been subject to energy efficiency improvements	

hedgerows, open spaces)		however are still opportunities for improvement. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Protect or enhance visual appearance of environment		Leisure Centres have been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
PROFIT			
Protect local shops and services			Maintain and develop core leisure centre assets and encourage support of local economy and businesses.
Link local production with local consumption			Continue to exploit opportunities to promote local schemes, National interventions and major events.
Improve environmental awareness of local businesses		No impact	
Increase employment for local people	The initial remodeling will have an effect on the reduction of posts. The reduction of contractual arrangements could have an effect on local people currently employed by the operating companies. However		

	<p>this is unknown at this stages as some hours are not prestly filled and we are aware the cleaning operating companies has other contracts within the local area.</p>		
<p>Preserve and enhance local identity and culture</p>			<p>Maintain and develop core leisure services/offer to enhance local sense of place and connections.</p>
<p>Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc.</p>		<p>Leisure are tied into Fair Trade links and partnerships.</p>	
<p>Increase and improve access to leisure, recreation or cultural facilities</p>			<p>Maintain and develop core leisure services/offer to enhance local sense of place and connections. Ensure the service is fit for purpose. Continually invest in buildings, fabric, new ideas and technology and the continual professional development of staff.</p>

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
<ul style="list-style-type: none"> ➤ The service doesn't survive the current financial challenges and closes all together. 	<ul style="list-style-type: none"> ➤ Adopt the proposals and measures that have been suggested. Ensure our leisure services are a priority of the Council as this exercise demonstrates that although a discretionary service it touches most if not all parts of the community in a positive way and a key delivery of the Councils priorities, core values and aspirations.

The next steps

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

- More streamlined management and delivery teams with clear focus and accountability for business units.
- Fit for purpose service that will sustain the current financial pressures and increase income at a very challenging time.
- Delivery of operational efficiency savings ensuring best value is sourced and the appropriate level of support is received from our contractual services.

- 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:

- The initial loss of posts will have an immediate effect on those staff that are effected.
- A swift decision and response to this Mandate is imperative:
 - to ensure staff that are misplaced have every opportunity to prepare themselves for employment
 - to achieve our commitments to savings set out as part of the council's wider budget plans in the revised MTFP 2015/16 and onwards in Mandates 1 – Development of Leisure Services:

Signed I Saunders

Dated 21.10.14

2 Collaboration of Housing & Community Services

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
1	16.10.14		Ian Bakewell	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Needs to include:

- A summary of the Vision and Outcomes
 - Why the proposal is being developed
 - The threats and opportunities that the project is designed to address
 - Summary description of the future state and the current state and an analysis of the gap between the two (Blueprint)
- Summary of the recommended Solution – including
 - Benefits to be realised, savings and costs
 - The return on investment for the recommended option if relevant
 - Significant risks, issues, constraints and assumptions
 - Results of Equality Impact Assessment

Detailed Business Case

Vision

Use this section to set out a compelling picture of the future that this proposal will enable. This should include the new/improved or reduced services, how they will look and feel and be experienced in the future. Explain how the vision ties into the strategic purpose of the organisation, (Single Integrated Plan, Improvement Plan, Your County Your Way etc) and fits with other initiatives. Explain how the proposal addresses any treats or opportunities.

This proposal has three distinct strands that contribute to the strategic purpose of the Council. These are as follows:

Housing Options Team

- The vision is a new joint Housing Solutions Service that operates across Monmouthshire and Torfaen. A specific aim and business need of the new service will be to increase resilience and capacity to deal with an anticipated demand arising from the introduction of a new statutory duty to prevent homelessness from 1st April 2015. This proposal and structure for delivering the new service was approved by Cabinet on 15th October 2014. A further aim is to develop an available stock of housing accommodation in the private sector to increase

housing options in both Counties, which again supports the business need to prevent homelessness and reduce the use of B & B. The service will be marketed and promoted as a housing advice service for all residents. However, the service will particularly support and provide a safety net for vulnerable households who are at risk of homelessness or actually homeless. Another proposed feature of the service is to establish a structure to facilitate a customer led approach.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan and supports the Council's priority to protect the Vulnerable People.

This proposal is facilitating the deletion of the Senior Housing Officer Options Post and a reinvestment of a proportion of the budget into front-line service improvement and the creation of a Housing Support post which will focus on homeless prevention activity such as financial inclusion, as approved by Cabinet on 15th October 2014. This releases **salary savings of £13,334**.

- As part of establishing the new Housing Solutions Service, a key accommodation resource and housing option available to help increase homeless prevention is the Council's Shared Housing & Lodging Scheme. This currently has 21 units. On the basis of existing and future anticipated demand, it is recommended the scheme be expanded to strengthen the Council's ability to prevent homelessness and help meet the pending statutory duty which will commence in April 2015. Due to the management of the current scheme being at capacity, it is recommended that a part/time fixed term appointment be made to support the management of the scheme whilst it is being grown. The growth of the scheme (and allowing for the costs of a part-time fixed term post until September 2015) will facilitate **income generation of £20,000**. A positive impact of the scheme is a reduction in the need to use B & B accommodation. This, therefore, will facilitate a **saving of £6,522**.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan, supports the Council's priority to protect Vulnerable People and it supports the Council's Improvement Objective to be an efficient, effective and sustainable organisation

Housing Renewal Team

- The Housing Renewal Manager, who manages disabled adaptations and the Careline service, has recently requested flexi-retirement. Due to the introduction of more efficient working methods the opportunity exists to facilitate the request and reduce the post to a 0.8 w.t.e. without any detrimental impact upon service provision. This will generate **salary savings of £9,944**.

This proposal does not impact upon the on-going delivery of disabled adaptations and the provision of the Careline Service, both services of which will continue to contribute (through supporting independent living) to the vision, Resilient and Sustainable Communities, of the

Single Integrated Plan, it supports the Council's priority to protect Vulnerable People and supports the Council's Improvement Objective to be an efficient, effective and sustainable organisation

Careline

- It is considered that the Careline Service continues to provide a suitable business model to continue developing and building upon to generate surplus income for the Council. The Careline Service has an established client base which typically remains constant, although there has been a slight decline in client numbers. Although the service successfully recruits 40-50 new clients per quarter, a similar number leave the service due to death or moving to alternative accommodation for support. The priority, is to continue marketing the service using a range of methods and more commercial techniques to raise awareness of the scheme and its benefits. The previous Housing mandate required £15,000 income generation through the growth of the client base. As the client base has continued to remain broadly static, but nevertheless financially viable, it is proposed that the £15,000 be revised to **£5,000 income generation**. However, combined with the reduction of the management costs relating to the Housing Renewal Manager mentioned above, the total contribution to the budget mandate in respect of Careline is £9,972.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan and supports the Council's priority to protect Vulnerable People

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. You need to think about how these will be measured as this will be the key to identifying what success looks like and being able to assess whether we have achieved what we set out to achieve. These are the 'What Matters' measures. Specify timescales for these outcomes.

- The following are headline outcomes that the new joint Housing Solutions Service will be seeking to achieve, which will be monitored quarterly:
 - Increase in the number of cases prevented from becoming homeless and a reduction in homelessness
 - A reduction in the use of B & B
 - Achieve efficiency savings as per the Cabinet budget mandate and meet the current Medium Term Financial Plan targets. (It will, however, be an on-going priority to identify further income generation targets.
 - Increase in the number of private sector landlords working in partnership with the Council.
 - Satisfaction feedback from clients

- The outcome for the Careline service is to continue to seek to increase the number of clients, which is monitored quarterly

Blue Print

The Future State

Describe how the organisation will look and function in the future and the business changes that will be needed in terms of new processes; new organisational structures; technological and infrastructure requirements and new information requirements.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Eg business processes, performance levels and operating costs		N/A
Organisation structures	Eg should include staffing levels, roles, skills and culture	New Housing Solutions Team The new structure agreed by Cabinet on 1th October 2014 facilitates the deletion of the Snr Housing Options Officer and the creation of a Housing Support Officer and saving £13,334	None

		<p>In order to expand the Shared Housing Scheme there is a need to appoint a fixed term Private Sector Housing Assistant x 0.5 in order to release capacity to engage with private sector landlords and expand the existing portfolio</p> <p>Housing Renewal Team The structure of the team will change through the full time Housing Renewal Manager post becoming 0.8</p>	<p>That team capacity is temporarily increased to support the expansion of the Shared Housing Scheme</p> <p>There is a small risk that the current post-holder withdraws their flexible retirement request</p>
Technology/infrastructure	Eg. ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements		N/A
Information and data	Eg Management information and data required to operate the Future State		N/A

Options Appraisal

Identify the options being considered and how each will fulfil the blue print for the future state above. This will enable the Cabinet to be clear about the main features of the solution proposed and how it differs from the other options presented.

Option 1

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Establishment of new Housing Solutions Service and restructure in relation to deleting Snr Housing Options Officer and creation of Housing Support Officer	Housing Options Team Budget - £352,399.	£13,334 through the deletion of the Snr Housing Options Officer and creating a Housing Support Officer	April 15			
Expansion of Shared Housing Scheme	Nil	£20,000 income generation	Apr 15 – Mar 16			
B & B Reduction	Housing Options Team Budget - £352,399	£6,522	Apr 15 – Mar 16			
Flexi Retirement of	Housing Renewal	£9,944 - £4,972 from	Apr 15			

Housing Renewal Manager	Budget £21,217 & Careline Budget (£19,874)	Housing Renewal Budget and £4,972 from Careline)				
Careline Marketing	Budget (£19,874)	£5,000 income generation				
Non financial benefits	Current performance	Target performance				
Reduction of B & B Use	71 Placements 13/14	30 Placements				
Improvement of homeless prevention	24.15% 13/14	35%				
No . of homeless determinations	390 13/14	350				
No. of Careline Clients	741 13/14	800				
Cost Eg any one off costs, or increases in operational costs which need to be netted off the savings The appointment of a temporary part-time	Current costs Nil	Revised costs £5,412				

Private Sector Housing Assistant						
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Impact

Describe the negative results of undertaking this proposal e.g. existing universal benefit is reduced and focused on those most in need
Describe the results of the detailed equality Impact assessment

There are no negative impacts arising out of this proposal

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The Council may not be able to identify private landlords willing to participate in the shared housing scheme, thereby, impacting upon the	Low	High	Between now and Mar 16	Ian Bakewell	The new Housing Solutions model established has a Private Sector Housing team that will provide a dedicated support service for landlords	Karen Durrant & Lindsay Stewart

projected income					The Council has an evolving framework for developing relationships with private landlords and increasing support to encourage more landlords to work with the Council	
The Housing Options Team will not have the capacity to increase the number of units or manage a higher level of stock	Medium	High	Between now and Mar16	Ian Bakewell	It is proposed that a fixed term part time post be appointed to provide support and assistance to the Private Sector Liaison Officer to facilitate growth of the scheme The establishment of the new Housing Solutions Service and the new Private Sector Housing Team will provide capacity once its bedded in fully	Karen Durrant
The Housing Renewal Manager may withdraw his request for flexi retirement	Low	Medium	Between now and De 15	Ian Bakewell	Seek approval to restructure the Housing Renewal Team	Ian Bakewell
There is a change in demand in relation to homelessness and/or homeless prevention which results in an increase in the use of B & B	Low	Medium	Between now and Mar 16	Ian Bakewell	The proposed expansion of the Shared Housing Scheme The establishment of the new Housing Solutions Service to improve homeless prevention	Karen Durrant & Lindsay Stewart

Careline isn't seen as a solution to supporting independence and reducing packages of care for Social Care & health	Medium	Medium	Between now and Mar 16	Ian Bakewell	The current Intermediate Care Grant is facilitating the installation and availability of Careline free of charge for Re-ablement clients.	John Parfitt & Sarah Turvey-Barber
Careline client base doesn't increase as per target	High	Medium	Between now and Mar 16	Ian Bakewell	On-going attempts to identify ways to more innovatively promote and market the service eg targeting carers, linking to Disabled Facilities Grants	John Parfitt & Sarah Turvey-Barber
DWP funding regulations changing which results in a reduction of the management fee paid via housing benefit	Medium	Low (for 15/16)	Between Apr 15 & Mar 16	Ian Bakewell	There are break clauses within agreements with landlords There would be attempts to renegotiate agreements with landlords	Karen Durrant

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
See risks				

Constraints

Describes any known constraints that apply to the option.

No constraints identified

Assumptions

Describes any assumptions made that underpin the justification for the option.

Option 2, etc

Repeat above sections for each option considered

Evaluation and comparison of options

Provide an evaluation of the options against criteria and weightings. Criteria could include:

- Timescale
- Overall level of cashable and no cashable savings
- Overall cost or up front investment required
- Fit with future state, strategic fit
- Organisation capability and capacity to deliver
- Degree of compliance to regulation
- Complexity eg number of stakeholders, organisations involved
- Degree of business change, including behaviour change
- Tried and tested vs leading edge solutions

- Degree of stakeholder support

Recommendation

Provide a summary of the evaluation of the options highlighting the preferred option with an explanation of why this options is recommended

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements eg reports to the Strategic Programme Board

Responsibility for the delivery of all aspects of this mandate rests with the Housing & Communities Manager. Lower level responsibility will lie with the Housing Options Manager in relation to actions relating to the new Housing Solutions Service and the Housing Renewal Manager in relation to Careline

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

6 Museums, Castles, TICs, Tourism

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	07102014		Rachael Rogers	
2	08102014			NE additions/Changes to reflect revised template/RR notes
3	15102014			RR update
4	16102014			NE, ML. AA updates
5	16102014			AR updates
6	17102014			Final updates
7	19102014			Final Changes

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Matthew/Annie/Nicola/Mike/Aileen/John/Ian		

Executive Summary

Our vision is that Tourism, Leisure and Culture will be an efficient and effective department. In order to do this we have set out below a variety of options which together will deliver the required savings.

Detailed Business Case

Vision

Our aim is to fully integrate cultural services, tourism services and attractions within the Tourism, Leisure and Culture Section to maximise the synergies between services and achieve a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and to achieve the resulting cultural, community and economic benefits. This mandate is intended to be implemented alongside the detailed examination of the options and opportunities to inform the future of Monmouthshire County Council's core cultural services and attractions including devolved or trust status as considered at cabinet on 15 October 2014.

Outcomes

Success for us will mean we come in at year end on budget, whilst remaining an innovative and effective service for our communities and visitors.

Blue Print

The Future State

Across Cultural Services we will make a saving of £190K in 15/16 – either in savings or income generation.

Current state and gap analysis

Options identified and agreed in Project Mandate 6 in October 2013 for 15/16

- Conservation Income - £30K
- Shire Hall Savings - £69K

New ideas detailed below:

- Income from weddings - £15K
- Countryside savings - £20K
- Savings from volunteers used at TIC - £10K
- Unrestricted income made by fundraiser - £9K
- Income from learning - £4K
- Savings from shared service model at Chepstow TIC - £10K
- Income from green screen technology - £20K
- Income from rental of Abergavenny Red Square window - £3K

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Weddings are being offered to a greater or lesser extent across our sites. Currently operating below potential capacity at each site with an inconsistent offer and a lack of coordinated marketing.	<p>Develop a co-ordinated site appropriate wedding package at Tintern Old Station, Abergavenny Castle, Shire Hall and Caldicot Castle</p> <p>Co-ordinated approach needed across sites. Can be applied across different functions beyond weddings.</p>	Income growth to be used to initially meet and then if possible improve on commercialisation targets as set out in Project Mandate 6
	Current opening hours at many sites are not in line with needs of modern visitors.	<p>Review the current opening hours and how these meet the needs of target audiences</p> <p>Consider the balance between ‘open to the public’ and ‘pre-booked groups’ across all museums and attractions as part of new marketing plan.</p> <p>Specific options include:</p> <ul style="list-style-type: none"> • Shire Hall shutting on a Sunday in winter if no events being held (Shire Hall currently operates a TIC service year round. This means proportionately high staffing and building costs when the building is not in use for other events) • Further considering opening hours outside peak times / days and events (potentially 5 day a week opening) at Caldicot castle • Reviewing museum opening hours particularly where there is lunch time and weekend closing. 	<p>We will re-align resources to maximise effectiveness of resources and skill sets and delivery of overall marketing plan.</p> <p>Desire that Monmouth should “look open for business” on a Sunday and that Shire Hall should support/lead on this.</p> <p>Winter Sunday dates will continue to offer low retail takings at Shire Hall.</p>
	Museums and attractions currently market their sites on an individual basis.	<p>Joint Marketing of Tourism & Culture Assets</p> <p>This proposal aims to make our services</p>	Better and more co-ordinated marketing and improvements to the offer will help drive the

		more sustainable, by continually improving the offer, making more effective use of marketing budgets and enabling access to external funding for ongoing development.	commercialisation / income growth targets
	Countryside vehicle fleet has evolved historically and needs review against future service requirements	Rationalising countryside service vehicle fleet and related costs. Reduction in overall vehicle numbers and changes to vehicle mix	Vehicles will be pooled, winter 4x4 cover will be reduced.
	Ad hoc contributions to / charges for countryside access and green infrastructure management / project costs	Securing landowner, developer & external funding contributions to countryside access and green infrastructure management costs. Commercial charging/ full cost recovery /management fee recovery where statute allows	Greater cost recovery for discretionary activity where statute allows (statutory constraints / charge limitations will limit this potential).
Organisation structures	There are structured opportunities for volunteering within the museums service. This can be widened to help make the service more sustainable, improve the visitor experience and realise the potential of social capital.	Development of volunteer opportunities across the service Use of ambassadors in TICs will help to achieve the savings target on the TIC budget.	Sufficient numbers of ambassadors are recruited, trained and willing to help deliver an effective visitor information service.
	Museum Fundraiser is currently in place until February 2015. Good progress has been made but this needs to be sustained.	Establish a Fundraising and Relationship Development role. To work not just for Museums but across the department The Museums' Fundraiser's targets are currently met with a mix of grants related to specific projects or posts and 'unrestricted' income. The unrestricted income – money raised which can be applied to core funding and to keep the services running, needs to be seriously increased if the services are to be maintained.	Income target for 2015/16 was originally identified for Museums and is included in Project Mandate 6. If we worked across the service this total would still be the same initially but distributed over the service not just museums. The current Museum Fundraising Post to work across the wider Service where possible to create the opportunities to raise greater

			amounts of 'unrestricted' income and revenue focused income.
	Learning Officer is in post until December 2014. There is an untapped income via learning opportunities which if this post is permanent we can build on.	Establish a Learning and Community role, to potentially work across TLC. There is potential to increase income via learning opportunities particularly schools if this post is in place.	Post would need to be permanent in order to benefit from income stream.
	A reduced TIC service is currently in place in Chepstow due to previous budget cuts. The development of community hubs will provide further opportunities.	Development of Shared Service Model for Chepstow TIC Proposal submitted to Chepstow Town Council requesting a contribution of up to £15k for delivery of the TIC service for specified opening hours and agreed staffing levels, plus additional marketing activities for the town.	Savings to be used to achieve the target savings on the TIC budget Quarterly management meetings with the TC and other stakeholders in the town to report / monitor performance
Technology /Infrastructure	Attractions are not currently realising opportunities presented by latest technologies to enhance the visitor experience through improved interpretation.	Development of green screen products for attractions to improve visitor experience and increase opportunities for income generation.	This will be funded under Welcome Monmouthshire RDP project to improve the visitor experience at sites and provide a new income stream.
Information and data	New VisitMonmouthshire.com website being launched in November funded through Welcome Monmouthshire RDP project.	Development / promotion / prominence of engaging content. To promote Monmouthshire attractions and inspire visits and use of the new product database to feed relevant Visit Monmouthshire website content to kiosks and Visit Wales website.	Our existing website is old and not effectively integrated with content from the Wales Tourism Product Database.
	The display area in Red Square Abergavenny is owned by MCC but is currently managed and income received by Abergavenny & District Tourism Association. The arrangements are cost neutral but do not generate income.	Investigate potential to generate income through renting out Red Square window, Abergavenny.	Appropriate handover between the two organisations. Securing a commercial lease on this window may reduce tourism benefits to the town.

Options Appraisal

We are suggesting as many of the following options as possible should be taken. They are not linked to each other so it is not a case of doing one or the other. Carrying out a combination of them will enable us to deliver required savings.

Other options were laid out in Project Mandate 6. Some of these were not approved hence the need for alternative solutions. However some were and we will continue to deliver those (identified at end of table).

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17
Cashable benefit	£1,573, 583. Total budget for all Museums (including invest to redesign money), Attractions, Tourism and Countryside.				
Budget saving target		£190K			

Develop a co-ordinated site appropriate wedding package across attractions.		£15K	<p>Devise rate card</p> <p>Organising photography for wider offer.</p> <p>Creating a joint online resource and brochure</p> <p>Earning income from supplier advertising and commission.</p> <p>Investigating the use of a wedding co-ordinator</p>	Launch product	
Savings from countryside via fleet and increasing income for countryside access and green infrastructure management costs	£24K (Vehicle fleet)	£20K	<p>Complete review of fleet and implement as existing contracts allow.</p> <p>Establish full cost base and devise rates.</p>	Countryside - Rationalising vehicle fleet and related costs. Greater cost recovery for discretionary activity where statute allows.	
Development of volunteer opportunities across Tourism & Culture (& possibly leisure too)	£60K TIC budget for 14/15	£10K TIC salary saving.	Development of TIC ambassador training course October and delivery 19 November. Funding for training secured through CRT.	<p>Investment in development of volunteer programmes / opportunities across Tourism & Culture</p> <p>Pilot the use of Monmouthshire ambassadors in TICs</p>	
Establish a Fundraising and	Post currently funded until Jan	£9K <i>unrestricted funding.</i>	Appoint a Fundraising and Relationship Development role,		

Relationship Development role, possibly to work across TLC	2015 through HLF Transition grant.	In addition to project related grant income streams.	possibly to work across TLC		
Establish a Learning and Community role, possibly to work across TLC		£4K income from learning services	Appoint a Learning and Community role, possibly to work across TLC		
Development of Shared Service Model for Chepstow TIC	£60k TIC budget 14/15	£10K	Proposal submitted October 2014	Proposal submitted to Chepstow TC requesting contribution of up to £15k for 15/16 to deliver TIC service and additional marketing / promotional activity.	
Development of green screen products for attractions to improve visitor experience and increase opportunities for income generation.	This will be funded via the RDP scheme.	£20K	Green screen product experiences in place at sites December 2014.	Green screen product experiences on offer at sites and exhibitions, and generating income.	
Long term rental of Red Square window, Abergavenny	No cost or income currently as ADTA manage window and claim	£3K	Advise ADTA that MCC can no longer offer free facility. Work to secure potential long term rental by MCC to external body.	Monitor and carry out rental as appropriate.	

	100% small business rate relief				
Savings already identified in October 2013		£30K		Income from Museum Conservation Post	
		£69K		Savings from Shire Hall Budget	
Non financial benefits	Current performance	Target performance			
Review the current opening hours and how these meet the needs of target audiences	Current hours at some sites are not in line with a modern service.	This is the process by which we will become more effective and efficient. Consider the balance between 'open to the public' and 'pre-booked groups' Tie in with marketing plan	Carry out an options appraisal for each site.	Introduce and monitor NB: This will allow us to be a more modern service.	Make any changes as necessary .
Joint Marketing of Tourism Leisure & Culture Assets			Commissioning of interesting / engaging digital content to promote attractions and encouragement of visitors / stakeholders to create interesting content they want to share.	Continue using existing digital tourism marketing officer to deliver plan and develop joint marketing collateral Continue joint	

			<p>Development of new Monmouthshire attractions visual identity</p> <p>Development, delivery & monitoring of single tactical marketing plan and strategy for Monmouthshire attractions which identifies the key audiences and best prospects for each attraction.</p> <p>Monitoring satisfaction of the visitor experience at each site through the online visitor survey</p> <p>Monmouthshire online visitor survey results used to develop the offer at each site / demonstrate demand to access external funding.</p>	marketing activity and promotions.	
<p>Development / promotion / prominence of engaging digital content to promote Monmouthshire attractions and inspire visits and use of the new product database to feed relevant visitmon website content to kiosks</p>	<p>Digital content for attractions needs increasing / improving.</p>		<p>Ongoing digital content development and promotion through all available channels</p>	<p>Ongoing content development and promotion through all available channels</p>	

and Visit Wales website.					
Visitor Figures			Increase visitor numbers and yield per visitor through more effective marketing and an improved offer.	Enhanced visitor experience	
Educational visits				Learning post will ensure focus on core role of education for cultural services.	
Cost	Current costs	Revised costs			
<p>Joint marketing of tourism and culture assets.</p> <p>Establish a Fundraising and Relationship Development post.</p>		<p><i>To deliver an effective / impactful marketing campaign for the attractions, will require pump priming from the invest to redesign fund. A marketing plan will be developed to fit the available budget.</i></p> <p><i>The cost of funding the post (£32K) needs to be covered from core costs.(It is covered by a</i></p>			

Development of Shared Service model for Chepstow TIC		<i>grant until January 2015)</i> <i>£15k contribution being sought from Chepstow Town Council for 15/16</i>			
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Impact

There is a huge reliance on income generation for the services involved. If targets are not met it leaves the service in a very vulnerable situation.

Key Risks and Issues

Risks – anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Rationalising vehicle fleet will reduce winter 4x4 cover to one or two countryside vehicles (from 4no.)	High	Low	As soon as existing contracts allow	Matthew Lewis	Discussing impact with transport section and relevant services so alternative winter arrangements can be put in hand.	Matthew Lewis
Not securing increased income for countryside access and green infrastructure management costs	Low	Medium	From April 2015	Matthew Lewis	Testing and monitoring approach as it develops	Matthew Lewis
Chepstow Town Council not providing £15K	High	High	April 2015	Nicola Edwards	Increase use of ambassadors or reduce opening hours / close for winter months if this	Nicola Edwards

					doesn't work	
Not establishing a permanent fund raising post It is essential that the real potential that exists for raising unrestricted funding through such means is maximised. This can only be successfully achieved with a dedicated post in place. Without an experienced fundraiser in post such ambitious targets set cannot be reached	Medium	High	From Feb 2015 (contract ends)	Ian Saunders	Suggestion that the post works across TLC so cost can be spread further than museums or is combined with a role such as business development	Ian Saunders
Not establishing a Learning and Community role will have detrimental effects in two ways – will reduce the potential income from learning and will also mean that learning is not at the heart of Monmouthshire's Cultural offer.	Medium	High	From Dec 2014 (contract ends)	Ian Saunders	Suggestion that the post works across TLC so cost can be spread further than museums.	Ian Saunders
Not having sufficient budget / resource to effectively market attractions will affect their ability to generate income	Medium	High	Ongoing	All	Ensure best use of available budget to deliver maximum benefits	All
Securing a commercial lease for Red Square window may reduce tourism benefits for the town.	High	Medium	As soon as access to free facility removed.	Nicola Edwards	Ensure town is promoted effectively through all available channels	Nicola Edwards
Failure to recruit and train sufficient numbers of enthusiastic ambassadors will impact on our ability to	Medium	High	From December 2014	Nicola Edwards	Ensure volunteer opportunities are attractive	Nicola Edwards

continue delivering an affordable / effective visitor information service						
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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of capacity to carry out activities	High	Ian Saunders	Ensure suitable staffing structure is in place	Ian Saunders

Constraints

Some invest to redesign budget will be needed to pump prime some initiatives and some posts establishing as part of the permanent structure. We recognised that the current economic climate may make this difficult in which case joint marketing activity will be limited to what is deliverable within core budgets and specified activity delivered under what remains of Welcome Monmouthshire budget.

Assumptions

- We have assumed that the correct staffing structure will be in place to deliver these savings.
- We have assumed that because some of these ideas are new to us, if we are more successful in some areas than others we can balance them against each other
- If the investment is not available where required then the proposed income related to those areas cannot be made.

Evaluation and comparison of options

All of these options in conjunction with each other can help to deliver the savings as set out in Project Mandate 6 for 2015/16.

Recommendation

Implementing all options above

High level Plan for delivery

- The relevant staff will continue to work on delivery of this programme.
- Ongoing consultation will be carried out
- We will report developments via Review Updates and to the Economy & Development Select Committee.

Sign-Off

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture Date completed: 16 October 2014		Please give a brief description of what you are aiming to do. Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Greater opportunities for developing learning packages with a range of groups.
Disability		No impact	
Marriage + Civil Partnership			Greater opportunities for marriage and civil partnership ceremonies
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			<p>Further development of tourism content and promotion of attractions provides new opportunities to promote Welsh Language content.</p> <p>Increased possibilities to work in bilingual setting via learning opportunities.</p>
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤

Signed

I Saunders

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	Tourism, Leisure & Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Matthew Lewis / Rachael Rogers 17/10/2014

1. What are you proposing to do?

- | |
|--|
| <ul style="list-style-type: none"> • Develop a coordinated wedding package • Review of opening hours and how these match against target audiences, including days/times of opening at all museums and attractions. • Joint marketing of tourism and cultural assets • Countryside vehicle fleet rationalisation • Increasing income /charges for countryside access and green infrastructure activity • Development of volunteer opportunities • Establishing a fundraising and development role across cultural services and attractions • Establish a learning and community role across cultural services and attractions |
|--|

- Development of shared service model for Chepstow TIC
- Development of green screen product for attractions
- Development of product database and content
- Long term rental of Red Square window, Abergavenny
- Income generation by Museum Objects Conservator (as agreed in project mandate 6 - October 2103)
- Savings to Shire Hall Budget (as agreed in project mandate 6 - October 2103)

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

None identified

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

The review of opening hours and how these match against target audiences, including days/times of opening at all museums and attractions will include consultation with users.

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

Based on reassessment of EIQA's completed (October 2013) for Shire Hall, Museums and Tourism, Old Station Tintern and Caldicot Castle and their review by the Equalities Policy Officer as part of 14/15 budget process, and a review against current proposals for 15/16

Signed...I Saunders.....**Designation Head Of Tourism Leisure & Culture**.....**Dated 21.10.14**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Matthew Lewis/Rachael Rogers		Please give a brief description of the aims proposed policy or service reconfiguration Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	
Name of the Division or service area Tourism, Leisure & Culture		Date “Challenge” form completed 16/10/2014	
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 impact	
Improve housing quality and provision		No impact	
Reduce ill health and improve healthcare provision		No impact	
Promote independence			Learning opportunities for a wide range of community groups. Existing projects have shown a positive benefit in terms of independence and confidence building. E.g. Young Carers Happy

			Museum Project
Encourage community participation/action and voluntary work			Creating greater volunteering opportunities and investment in volunteer programmes;
Targets socially excluded			Learning opportunities for a wide range of community groups. Existing projects have shown a positive benefit in terms of confidence building for socially excluded e.g. Memory Box Project with Building Bridges.
Help reduce crime and fear of crime			Increased use of castle grounds by a variety of users will ensure they are more accessible to all – more use means less opportunity for negative behavior.
Improve access to education and training			Improving provision of learning opportunities across cultural services and attractions
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			Rationalisation in countryside

emissions			vehicle fleet will reduce emissions
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			Increased use of grounds for weddings etc. will naturally lead to an enhanced visual appearance.
PROFIT			
Protect local shops and services			Maintain and develop core tourism assets /offer to support local economy and businesses
Link local production with local consumption			Continue to exploit opportunities to promote local goods, food etc.
Improve environmental awareness of local businesses		No impact	
Increase employment for local people			Maintain and develop core tourism assets /offer to support local economy and businesses
Preserve and enhance local identity and culture			Maintain and develop core cultural services, attractions, tourism assets /offer to enhance local sense of place and cultural connections
Consider ethical purchasing		No impact	

issues, such as Fairtrade, sustainable timber (FSC logo) etc.			
Increase and improve access to leisure, recreation or cultural facilities			Maintain and develop core cultural services, attractions, tourism assets /offer and match offer more closely to target audiences

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

<ul style="list-style-type: none"> • Rationalisation in countryside vehicle fleet will reduce numbers and 4x4s resulting in modest reduction in emissions • Maintain and developing core cultural services, attractions, tourism assets /offer gives positive benefits, to enhance local sense of place and cultural connections; to support the local economy and businesses, including jobs directly related to the tourism economy; and to directly increase and improve access to leisure, recreation and cultural facilities • Sites and attractions already exploit opportunities to promote local goods, food etc. and these proposals will assist them in continuing to do so
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- 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:

[Empty rectangular box for signature and date]

Signed

Dated

14 – REVISED HOME TO SCHOOL TRANSPORT

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	15.0.14	Draft	Richard Cope	Removal of Post 16 travel grant, Increase in cost of concessionary & post 16 concessionary seats.
02	27.10.14	Final	Roger Hoggins	
				Increase statutory mileage limits from 2 to 3 miles for secondary and 1.5 to 2 miles for primary
				Introduce pick up/Drop off Points on contracted routes

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Vision:

1). To Re-vise the Current Home to School Transport Policy from 1st September 2016 as detailed in the following proposals:-

a) Increase statutory distances from 2 miles to 3 miles for secondary schools and from 1.5 miles to 2 miles for primary schools as set out in the revised Learner Travel Wales Measure June 2014.

b) To Introduce dedicated pick up/drop off points on contracted bus routes.

2) To complete the non statutory element of removing the provision of travel grants to post 16 students by July 2015 and increase the charge of Concessionary & post 16 concessionary seats as an agreed Policy change in September 2014.

3) To review existing school transport policies of MCC and other local authorities within the context of cost and statutory obligations. Prepare proposals for consideration by members outside of the 15/16 budget process that may impact upon future years provision and the medium term financial plan.

Outcomes

To reduce costs to the authority on providing Home to School Transport Services, increase income from providing discretionary and concessionary transport services.

The savings will be made on the removal of travel grants by the end of July 2015. Full year savings will be made in 2016/17 on this element. Some savings on contract costs may be made by increasing statutory limits and introducing pick up/drop off points (members wish to examine the impact of such a policy based upon some illustrative case studies).

The increase in income will be generated if the take up of concessionary and Post 16 concessionary seats remains the same or increases during the forthcoming financial years. Away from the 15/16 budget process investigation and consultation will be undertaken to ensure members are fully briefed on options surrounding the future Home to School Transport policies within MCC and their impact upon pupils, schools, costs etc. and any implications for the medium term financial plan.

Blue Print

The Future State

To support any statutory duties within the Home to School transport policy and remove the non statutory elements of post 16 travel grants

Support an increase in concessionary seat charges.

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	PTU Currently administer and support Post 16 travel through the award of a travel grant or the purchase of a concessionary seat on a contract vehicle for qualifying pupils. Feeder routes are provided to pick up points throughout the county for some contracts. Statutory distances are currently more generous than the statutory distances set out in the Learner Travel Wales Measure.	Remove the award of a travel grant for new entrants to the scheme, increase the concessionary charge for the purchase of spare places on contract vehicles. Change the Home to School Transport Policy to increase statutory distances, introduce designated pick up and drop off points, subject to better understanding of impact upon pupils and families of such a change	Policy needs to be altered to accommodate these changes , Consideration will have to be made on whether the policy changes will apply to existing pupils or be limited to new applicants which will be a factor in achieving the savings. Investigation of longer term policy changes need to be aware of timescales associated with admissions and publishing changes to travel policies (October '15 for implementation in September '16).
Organisation structures	Two members of admin staff deal with aspects of these functions at present,	No Change to staffing levels	After 2016 roles will be re aligned to take into account policy changes
Technology/infrastructure	Currently administered through CTX system & Sundry Debtors	No Changes Required	ICT connections remain constant

Information and data	Database held on CTX system through Citrix & Sundry Debtors system for income.	No Changes Required	Server connections remain constant.
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Cost-Benefit Analysis

A breakdown of cost benefit analysis for each element is listed below:-

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Removal of post 16 travel grant from July 2015	£102,000	£102,000	£72,000	£30,000	£0000	£0000
Increase charges for post 16 & concessionary seats from £1.34 per day to £2.00 per day then by inflation on a year by year basis.	£60,000	£29,000 per annum in income	£29,000	<i>Inflation increase on charge</i>	Inflation increase	Inflation increase

Increasing statutory distances from 2 to 3 miles and 1.5 to 2 miles	<i>Assumed £30,000</i>	<i>£30,000</i>	£0,000	£20,000	£10,000	£0000
Introducing pick up points to contracted routes Removing some feeder services	<i>£100,000</i>	<i>£30,000</i>	£0000	£20,000	£10,000	£0000
Non financial benefits	Current performance	Target performance				

Impact

The removal of post 16 travel grants may have an effect on what choices are made by post 16 students when choosing Further Education courses (although this policy is already adopted and this is the completion of implementation). The increase in charge for concessionary seats may be a worry for parents/students. Increasing the statutory distances will mean that pupils will have further distances to walk to school, introducing

pick up points will make parents responsible for getting their children to the pick up/drop off point or may mean pupils will need to walk to bus stops in the future.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Decrease in concessionary applications	Low	High	Any	R Cope	The increase to £2 per day still offers value for money for parents/students as this is only a fraction of the cost of running a car or purchasing a bus/train ticket.	R Cope

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Consultation not taking place on time and within timescales set out in Learner travel Wales measure	High	R Cope /D Mountfield	Ensure consultation takes place within timescales so publication of policy can be achieved before 1 st October 2015 for implementing in Sept 2016 (should policy changes be adopted by the Council)	R Cope /DF Mountfield

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Constraints

Wider consultation needs to take place with Schools parents and other stakeholders. Legal advice needs to be sought on the interpretation of the Learner Travel Wales Measure Guidance.

Assumptions

On these proposals it is assumed that consultation will take place on any future policy changes within the statutory timescales for implementation and that existing numbers of pupils travelling will be maintained.

Evaluation and comparison of options

The timescale of these changes and financial impact will depend on the option taken if existing pupils are included then savings will be made much sooner if the option on policy changes is to phase in these as new pupils start then the savings will be made over a period of five years in full although if a reduction in numbers occurs then this may be sooner.

Recommendation

That members consider options for future changes to Home to School transport policies (over and above statutory distances and pick up/drop off points). Any proposed changes will require consultation with stakeholders within the timescales indicated for the Home to school transport policy changes to be revised in line with the timescales set out in the Learner Travel Wales Measure June 2014. For example the deadline for publication will be 1st October 2015 to come into effect on 1st September 2016.

High level Plan for delivery

To be agreed after Consultation period ends.

Sign-Off

14 – EQIA – Home to School Transport Policy Changes

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Continuation with implementation of existing post 16 grant and concessionary travel polices. Increase to statutory distances from 1.5 miles to 2 and 2 miles to 3 for primary and secondary sectors respectively	
Name of the Division or service area Passenger Transport Unit		Date “Challenge” form completed 27.10.14	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Children are affected by moving to statutory distances before travel offered and to pick up/drop off points which is less convenient		
Disability		Outside of policy	
Marriage + Civil Partnership		Not affected	
Pregnancy and maternity		Not affected	
Race		Not affected	
Religion or Belief		Not affected	
Sex (was Gender)		Not affected	
Sexual Orientation		Not affected	

Transgender		Not affected	
Welsh Language		Not affected	

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).
➤ <i>Pupils that live over 1.5 miles (primary) and 2 miles (secondary) currently enjoy transport to school provided by the Council free of charge. This is over and above the statutory requirement of 2 miles and 3 miles so pupils that presently enjoy free travel (i.e. between 1.5 and 2 and 2 and 3) may lose that benefit.</i>	➤ Although more pupils will now have to walk or arrange their own transport the council will continue to assess cases where a safe route is not available and in these cases transport will be arranged free of charge.
➤ Pick up and drop off points will be introduced for secondary pupils. This is less convenient to those that presently enjoy a pick up at the door.	An assessment system will be developed to manage exceptions to the policy where danger or hardship can be demonstrated.
➤	➤
➤	➤

The next steps

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

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- 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:

The existing safe routes policy remains even if the statutory distances of 2 and 3 miles are adopted.

Members wish to examine options to introduce some form of assessment and appeals strategy to assist in cases where danger or hardship can be demonstrated.

16 REVISED SCHOOLS DELEGATED BUDGETS

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	15/10/2014	Draft	Deb Mountfield/Nikki Wellington	Proposals to hold school budgets at current funding levels for the Individual School Budget thereby contributing £1,124m to the overall saving required for the financial year 2015/16.

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Sarah McGuinness	MCC	Chief Officer Education
Sharon Randall Smith	MCC	Head of Standards

Nikki Wellington	MCC	CYP Finance

Business need

The Authority is facing a reduction in core funding for the financial year 2015/16 amounting to 4.3%. The Schools budgets within Monmouthshire are the largest single budget heading and in the previous four financial years have been protected above the 1% Welsh Government limit.

Given the pressure the Authority is facing Schools have been asked to explore new ways of working that will contribute to the budget savings of the Authority.

Welsh Government requires Authorities to protect Education budget by 1% cover and above other service areas. Monmouthshire has exceeded this protection element for schools amounting to £1.5m, this is cumulative from 11/12 to 14/15.

Outcomes

The Schools budget will be not increase for the financial year 2015/16, in addition new pressures related to Teachers Pension increases and any inflationary pay/increments will need to be met by schools.

For an average Monmouthshire Secondary School with current funding of £4,496,427 this anticipated budget reduction would amount to circa £116,457, a 210 pupil size primary with an average funding of £706,459 would have an anticipated budget reduction amounting to circa £18,297.

The current known pressure for the financial year 2015/16 for increased pension contributions amounts to £330k, this however only represent 7 months were of costs and the following year a full year pressure would equate to £573k.

Proposal Vision

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will costs and how long it will take to complete the work.

Headteachers and Governing Bodies have been informed of the wider corporate pressures that the authority is facing and the longer term financial impact being modelled. Clusters are now exploring ideas to generate future savings. The Directorate have supported the clusters and proposed a focus forum to explore these ideas further.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable benefit	Benefit owner
<i>Holding a standstill budget for the Individual Schools Budget.</i>	<i>Service budget £43,328,019</i>	<i>£1,124,000</i>	<i>2015/16 financial year</i>		CYP
<i>Cross cluster working models to allow efficiencies and good practice</i>	<i>Part of above</i>	<i>Part of above</i>			CYP

Non - Financial Benefit

Further cluster working could promote the sharing of good practice, streamlining back office functions for staff could release staff time to invest in teaching and learning.

Impact

May result in more schools moving into a deficit position requiring a budget recovery plan.

Due to the continued financial pressures with increases in pay and pensions, School recovery plans may not achieve a balanced budget.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Clusters to inform CYP on areas to explore	Ideas generated will be prioritised based on financial gain and timescales to implement	December 2014	Staff resources	Cluster Lead
LEA Cluster Meeting re-established.	Ensure open communication with all service areas of the Authority to enable schools and governing bodies to engage with each other to look at collaborative working around a cluster model.	Commences Nov 2014	Staff resources	Deb Mountfield
Early draft indication on budget allocation to schools.	Draft budget provided based on September pupils numbers.	November/December 2014	Staff resources	Nikki Wellington

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits
--

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
School reserve balances may continue to reduce.	High	Medium	April 2015	Sarah Mcguinness	Work with schools to produce early budgets. Further explore budget savings ideas generated by the cluster	Deb Mountfield
Staff reductions may result in redundancy costs for the Authority/Schools	High	High	31 st May 2015	Sarah Mcguinness	Involvement of Challenge advisors and Employee Services to ensure policy is adhered to.	Nikki Wellington/Sally Thomas/Sharon Randall Smith

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Cluster unable to work collaboratively to identify savings	High	Head Teachers and Governing Bodies	Through Cluster meeting LEA encourage cross cluster working	
Uncertainty of grants	High	Welsh Government	Monitor grant proposals, to ensure sustainability in schools on new interventions.	

Financial Information

Redundancy costs may need to be borne by MCC and amounts unknown at this stage.

Increased financial pressure on school budgets if redundancy costs to be shared between MCC and Schools.

Where restructure takes place, payment protection is currently borne by the Authority and continues for up to 3 years.

Constraints

Governing Bodies engaging in the process to reduce education costs.

Assumptions

At this draft stage the assumption has been made that should the Welsh Government 1% protection not be met by the Authority there are no financial penalties.

Proposal Capability

Staff time within the Directorate and Head Teacher and Governing Body involvement.

Sign-Off

This section should be signed off by the Cabinet portfolio holder to confirm acceptance of the mandate. Use the version and authority sign-foo on the front page.

16. EQIA – CYP SCHOOL BUDGETS

M.C.C. Financial Savings “Equality Challenge” 2015/16

Savings Proposal: Schools delegated budgets		Responsible Officer: Deb Mountfield	
Proposal number: ____16			
Division CYP		Date 17th October 2014	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
		X	
Age		X	
Disability	X		
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	

Sexual Orientation		X	
Transgender		X	
Welsh Language		x	

Please give details of the negative Impact/s	
➤	
➤	
➤	
➤	

The next steps

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: E.g. mitigate/amend or carry out engagement / consultation

<p>Taking 1,124k off the top of a pot of money that is set by council that is delegated to schools so governing bodies have the cash to do what they want. Formula of delegation is not scientific. Some schools have reserves whereas others are in deficit position so it will impact but don't know who. Will go out in March when full budget is known</p>
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Signed Deborah Mountfield

Dated 4th November 2013

20 Schools music service Mandate

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
	14/10/2014	Draft	Deb Mountfield	Update on Service delivery for 2015/16 to enable budget savings.

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Emma Archer	Gwent Music	
Nikki Welligton	MCC	Finance Manager

Business need

Children and Young People – the need to refocus services to make them more efficient and increase the value added in the current financial climate is essential.

Gwent Music service prior to the reduction provided support to 3,578 pupils within Monmouthshire, representing about 1/3 of our pupils, and supports four music centres in the four towns. There were 14,201 a week hours of individual support. This is a non-statutory service.

Outcomes

Gwent Music is a joint service hosted by Newport, the service has seen many changes over the last 24 months with two other authorities having changed their support to the Music Service, which has resulted in a reduction in financial support.

The contribution to the **Gwent Music** from Monmouthshire County Council for the financial year 2014/15 decreased by £50,000, with original mandate proposal outlying further reductions for the financial years 2015/16 and 2016/17

Proposal Vision

Gwent Music to monitor the number of pupils accessing services going forward and continue open dialogue with Monmouthshire to ensure maximum opportunities exist for our young people whilst recognising the financial climate that we are operating in.

Increase charging to parents from £15.50 per pupil, per term to access Music Centres to £31.00

In 2014/15 charging of £15.50 per pupil, per term commenced in Monmouthshire to access the Music Centres in the North and South of the County. Prior to charging 200 pupil accessed the North Monmouthshire Music Centre and 260 pupils in the South, following the charging introduction these numbers decreased to 160 pupils in the North of the County and 210 pupils in the South.

The proposal would be to further increase the charging the to £31.00 per pupil, per term, this charge would be in line with both Newport and Blaenau Gwent charges to access similar provision. The increase in charges would increase income to the service by £16,470.

Introduce an instrument charge

Proposal being considered to introduce an annual charge to all pupils for using Music Service instruments, with anticipated income to the service to increase by £10,000.

Current staff vacancies to remain for thee financial year 2015/16.

The service currently has a vacant post within the team, whilst this has resulted in additional pressures for the other team members the service is hopeful that with the introduction of more efficient administration processes and online payment systems we enable this vacant post to continue in the medium term resulting in service savings.

Benefits

A music service will still be available to the young people of Monmouthshire but with budget savings being achievable.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable benefit	Benefit owner
Increase charging to Gwent Music service users.	Net Budget £210,000, following contribution reduction of £50,000 in 2014/15	<i>Further £100,000</i>	<i>£50,000 in 2015/16</i> <i>£50,000 in 2016/17</i>		Deb Mountfield

Non - Financial Benefits

Reduced need to impact on priority frontline services to make budget savings.

Impact

- Potential effect on **Gwent Music**, we are one of three authorities to withdraw/reduce our contribution, this could put the viability of the whole service at risk.
- Could reduce the opportunities open to our pupils.
- Could further increase the charges for pupil lessons and participation in orchestra etc.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Increase Music Centre charges	Charging per pupil, per term from £15.50 to £31.00 (we may need to add a 1% on this in line with inflation as well)	Sept 2015	Staff time	Gwent Music
Introduce Charging for Instrument Loan	Introduce a charge for instrument loan of £30 per year per pupil	April 2015	Administration time	Gwent Music

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits
--

Description	Likelihood	Impact	Proximity	Risk Owner	Mitigating Action	Action
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			(when it is likely to occur)			Owner
Potential concerns from parents and schools regarding the withdrawal of support to the Gwent Music .	High	Medium	By December 2015	Sarah McGuinness	Gwent Music continue to promote services available to parents, concerns from parents and any reduction in pupil number accessing the service reported to the Local Authority.	Deb Mountfield/ Gwent Music
Potential loss of opportunities for our young people	High	Medium	By December 2015	Sarah McGuinness	Gwent Music to monitor the number of pupils accessing services and to report back quarterly to the Authority.	Deb Mountfield/ Gwent Music

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

Describes any assumptions made that underpin the justification for the proposal.

Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

25 – REVISED TRANSPORT REVIEW AND FLEET RATIONALISATION

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	15/10/2014	Draft	Debbie Jackson	Fleet Review & Rationalisation

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

To improve the utilisation and suitability of the Councils fleet of vehicles resulting in a reduction of vehicles, and the subsequent impact on the Transport Maintenance Staff.

Detailed Business Case

Vision

To reduce the number of vehicles on the fleet to make financial savings and increase better utilisation of the remaining fleet, the subsequent impact will result in the loss of one Vehicle Maintenance Fitter.

Outcomes

Improved utilisation and suitability of the vehicle fleet which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority.

Blue Print

The Future State

Ability to achieve greater financial savings by constantly reviewing the operational vehicle requirements.

New

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Eg business processes, performance levels and operating costs		
Organisation structures	Eg should include staffing levels, roles, skills and culture	To delete one vehicle maintenance fitter post.	No assumptions or constraints
Technology/infrastructure	Eg.ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements		
Information and data	Eg Management information and data required to operate the Future State		

Options Appraisal

Identify the options being considered and how each will fulfil the blue print for the future state above. This will enable the Cabinet to be clear about the main features of the solution proposed and how it differs from the other options presented.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non-financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Reduce the number of vehicles currently operated</i>	<i>Service budget within operational departments £31k</i>	<i>£31k</i>	<i>£31k</i>	<i>£x</i>	<i>£x</i>	<i>£x</i>
<i>Reduce the Transport Vehicle Maintenance staff by the loss of one post.</i>	Transport Vehicle Maintenance Fitters Budget £281k	<i>£31K</i>	<i>£31K</i>			
<i>Non financial benefits</i>	Current performance	Target performance				
<i>Reduced CO2 emissions.</i>						
Cost	Current costs	Revised costs				

Impact

Job loss.

Key Risks and Issues

There are no negative risks or issues arising out of this proposal.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Constraints

No constraints identified

Assumptions

No assumptions made

Recommendation

High level Plan for delivery

Staffing restructures in Waste & Street Services has resulted in better utilisation of vehicles, enabling the reduction of 3 vehicles in their fleet. Resulting in a saving for Waste of £7K.

Better utilisation of vehicles in Passenger Transport Unit has resulted in the ability to remove one vehicle. Resulting in a saving of £4K.

Better utilisation of vehicles in Fleet Transport has resulted in the ability to remove 7 vehicles. Resulting in savings of £20K

In addition to the above 14 vehicles have been disposed of in September and October 2014 from other sections within the authority, this will subsequently impact on the Transport Staff.

Sign-Off

26 Revised Property Review

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	16/10/2014		BW	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

The councils Asset Management Plan (due Nov 14) identifies the rationalisation of the estate to minimise revenue expenditure as a priority for the authority.

- The proposal to reduce the property portfolio and running costs is borne from Monmouthshire County Councils requirement for property rationalisation.
- The primary focus of the proposal is to drive efficiency in the property portfolio.
- The property portfolio is required to be reduced in line with changing service requirements and corporate rationalisation.

- The solutions proposed will generate £100,000 of ongoing savings/income once achieved.
- The reduction in grants given to community groups may effect certain community groups which are unable to replace lost subsidy.

Detailed Business Case

Vision

The prevailing financial climate and on-going budget cuts in both revenue and capital have necessitated changes to the way that we deliver services and the capital projects that the Council is able to support. The councils asset management plan identifies that rationalisation is a priority that will be implemented alongside Whole Place using strategic local planning principles.

In 14/15 Members agreed that revenue savings amounting to £550,000 over a three year period would be achieved from property rationalisation this is a percentage of that overall total, these savings are now embedded within the Estates team Business Plan for the forthcoming years. These savings are predicated on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance.

The concessionary rental grant policy encourages organisations to work collaboratively and where possible seek more sustainable ways of meeting the financial needs of their organisation.

Outcomes

- In line with the Asset Management Plan (due Nov 14) the Councils property estate will be rationalised which will save revenue on the associated running costs e.g. rates and utility bills. There may be changes to where services are provided when it is considered appropriate to amalgamate services into a single building.
- The generation of income from investment assets will also be maximised by rental to private sector tenants on appropriate tenancies. This will produce a rental income and reduce the running costs of the buildings.
- A review of the concessionary rental grants policy will be undertaken which is likely to reduce the existing maximum grant from the current 95%, this may adversely affect organisations who currently rent Council properties if they are unable to replace the lost grant.

Blue Print

The Future State

The Council holds property to enable service delivery and to generate an income. The investment portfolio is made up largely of commercial, industrial and agricultural properties. These are managed to ensure that we maximise value subject to the constraints of the lease agreement and prevailing legislation. The portfolio is regularly reviewed and when appropriate assets are sold to generate capital receipts to support the Capital Programme. This process is expected to continue so that we have a robust portfolio that continues to generate a surplus revenue stream to support front line service delivery.

The operational property portfolio was last reviewed in 2009 driven by the need to re-locate from County Hall in Cwmbran. Given the evolving needs of our service users, the ever increasing availability of technology, the move to area based service provision through our Whole Place

programme and the need to reduce revenue costs it is inconceivable that the current provision of a single building for a single user can continue unchallenged. It is anticipated that where appropriate we will move towards a “hub” style approach where service users will be able to visit one property to access multiple services.

The Council currently provides rental grant subsidies in the region of £109,000. Given the prevailing financial position it is unlikely that this can continue and tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<ul style="list-style-type: none"> - The Estate is too large for a reducing workforce and the implementation of a greater staff to desk ratio. - Grants are given out to community groups who require the subsidy with a maximum of 95% - A property asset is occupied by service areas and when they no longer require it for service delivery it is 	<ul style="list-style-type: none"> - Review of office accommodation and identify opportunities to reduce. - Review the method of assessing the grants and criteria. - Agreement for the release of operational property. 	<ul style="list-style-type: none"> - Marketplace exists for rental properties. - Services will accord with rationalisation. - Community groups can replace lost grant.

	declared surplus and transferred to Estates in accordance with the disposal policy that will either re-allocate it or dispose of it.		
Organisation structures	<ul style="list-style-type: none"> - Estates team manages the strategic direction of the portfolio to ensure it aligns with authorities core principals. 	<ul style="list-style-type: none"> - None, Estates team will use external advice and resource when required. 	<ul style="list-style-type: none"> - Teams will be rationalised.
Technology/infrastructure	<ul style="list-style-type: none"> - The buildings contain infrastructure which can be reused where appropriate. - The implementation of agile working supported by technology has significantly impacted on the way officers work. 	<ul style="list-style-type: none"> - None - Further opportunities for agile working need to be explored which may result in a further reduction in required office space. The centralisation of staff to County Hall would reduce operating costs through the disposal of Innovation House and reduce travelling time and expenses. 	<ul style="list-style-type: none"> - Users can integrate into other buildings or fund technology or infrastructure upgrades. - If floor space is further reduced the availability of meeting space becomes more essential. - Access to services cannot be reduced
Information and data	<ul style="list-style-type: none"> - We need to understand 	-None	-None

Option

This option will provide a smaller more efficiently run property portfolio which will result in financial savings.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Rates Savings on vacant buildings</i>	43,000	<i>Target saving in total £43,000 pa</i>	£43,000	£0	£0	£0
<i>Release of Boverton House</i>	27,000	£27,000	£27,000	£0	£0	£0
<i>Rental of buildings</i>	0	£20,000	£20,000	£0	£0	£0
<i>Rental Grant Reductions</i>	109,000	£10,000	£10,000	£0	£0	£0
Non financial benefits	0	0				
Eg improvements in service	Current performance	Target performance				
Cost	0	0				
	Current costs All costs can be met within the existing estates budget or highlighted through	Revised costs				

separate reports.				
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Impact

Some community groups may not be able to replace grant.

Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Tenants and purchasers are not present in Marketplace	Low	Reduction in rental income	Before April 15	BW	Ensure marketing is comprehensive and effective.	BW
Rates savings cannot be achieved	Medium	Rates savings are reduced	Before April 15	BW	Work out alternative methods of saving.	BW
Community Grants reductions cannot be achieved	Medium	Current level of grant maintained.	Ongoing	BW	Monitor	BW
Delays in achieving sales of surplus assets delays revenue savings	Medium	Delay of savings	Ongoing	BW	Monitor and review disposal methods	BW

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Grant reviews do not align	High	BW	Investigate and monitor	BW

Constraints

- The relocation of staff requires a reduction in working space and an acceptance of the changing work environment.
- Community groups will resist the reduction in funding.

Assumptions

- Staff can be relocated from buildings that are occupied.
- Rates saving schemes are acceptable to stakeholders and billing authority.
- Internal uses for the buildings are not found prior to disposal.

Recommendation

That a review of all the Councils operational properties is undertaken to identify further opportunities for savings and rationalisation.

That the Concessionary Rental Grant Policy is reviewed.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- The savings and income will be driven and managed by the Estates team.
- Current building users will be contacted and consulted.
- Permission for disposals will be sought through the usual process.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

26. EQIA – PROPERTY REVIEW

The “Equality Initial Challenge”

Name: Ben Winstanley Service area: Estates and Sustainability Date completed: 17/10/14		Please give a brief description of what you are aiming to do. Rationalise the property portfolio and review current level of rental grants within community buildings.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	Reductions in rental grant may effect certain community groups who have protected characteristics.		
Disability	Reductions in rental grant may effect certain community groups who have protected characteristics.		
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	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>Community groups may not be able to replace lost rental grant.</i>	<ul style="list-style-type: none"> ➤ Provide business development support. ➤ Tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs
➤	➤
➤	➤
➤	➤

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The rationalization of property and the creation of efficiency gains within the property portfolio.	Estates and Sustainability
Policy author / service lead	Name of assessor and date
Ben Winstanley	Ben Winstanley

1. What are you proposing to do?

Rationalise corporate property and create financial efficiency gains within the property portfolio.

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	Yes	Race	No
Disability	Yes	Religion or Belief	No
Gender reassignment	No	Sex	No
Marriage or civil partnership	No	Sexual Orientation	No
Pregnancy and maternity	No	Welsh Language	No

3. Please give details of the negative impact

Community groups may not be able to replace lost rental grant.

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

Work with the groups to provide business development support to increase financial sustainability.

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..

N/A

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration Rationalise the property portfolio and review current level of rental grants within community buildings.	
Name of the Division or service area Estates and Sustainability		Date 17/10/2014	
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		None	
Improve housing quality and provision		None	
Reduce ill health and improve healthcare provision		None	
Promote independence		None	
Encourage community participation/action and		None	

voluntary work			
Targets socially excluded		None	
Help reduce crime and fear of crime		None	
Improve access to education and training		None	
Have a positive impact on people and places in other countries		None	
PLANET			
Reduce, reuse and recycle waste and water		None	
Reduce carbon dioxide emissions			Reductions in property demand will result in reduced energy consumption.
Prevent or reduce pollution of the air, land and water		None	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		None	
Protect or enhance visual appearance of environment		None	
PROFIT			

Protect local shops and services		None	
Link local production with local consumption		None	
Improve environmental awareness of local businesses		None	
Increase employment for local people		None	
Preserve and enhance local identity and culture		None	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		None	
Increase and improve access to leisure, recreation or cultural facilities	Some sports groups may see reductions to funding.		

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ Some sports groups may see reductions to funding.	<ul style="list-style-type: none"> ➤ Provide business development support to increase groups financial sustainability. ➤ Tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs

➤	➤
➤	➤
➤	➤

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:

Provide business development support, tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs

Signed

Dated

28 REVISED (2nd) COMMUNITY HUBS AND CONTACT CENTRE

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	13/10/14	Draft	R Hoggins	First working draft
	24/10/14	2 nd draft	RHoggins, Deb H-H	Final draft

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

This initiative will introduce major changes to how some front line services are delivered – it is about delivering services in a different way and aligning them with the Whole Place philosophy.

The scheme will create a place in each town (which so far we have termed as ‘hubs’ – *but is there a more descriptive name?*) where most, if not all, services that need to be provided face to face will be combined into one venue and as far as possible provided by one multi function team. Initially this will be by combining library and OSS front desk services into one venue with one integrated team.

The hub will increasingly become recognised as the place to go for Council services but similarly other public services will be invited to take advantage of a single ‘public service’ venue. Local Town Teams, Area Co-ordinators (social services project) and other community groups supporting the Whole Place agenda will be encouraged to share this space strengthening its role within the community and actively supporting local involvement in the delivery of these services and maximising the utilisation of this space.

Running alongside the Hub initiative will be the combining of existing dispersed resources to improve the telephony, email and social media function for the authority. The scheme will see those staff that presently provide first point of contact from different offices and services (predominantly by phone but email and social media will be included) being combined to create a single facility. The combined Contact team will improve the effectiveness of reduced resources and improve our performance and capacity to manage enquiries and complaints and general communications with the public. The Contact team brings together existing staff who are already dealing with customers and are familiar with the services that the county provide – this arrangement simply ensures that our staff resources are used to best effect which is more difficult when devolved to different offices.

It needs to be highlighted that this proposal is intended to maintain services whilst at the same time reducing costs. It does affect staff and which buildings we provide services from.

Detailed Business Case

Vision

The Hub will be the symbol of whole place in each town, providing a single venue where we will seek to concentrate council services provided by a multi skilled team. The financial forecast for councils is dire and the affordability of the future provision of non-statutory services is in question. This new arrangement reduces service costs but retains the service, albeit the availability of a service (in other words when the Hub might be open) and possibly the range of service enhancements (knitter natter, board games, children reading events etc.) may be less than is presently

the case. Opening times will be based upon proposed MCC staffing levels in the first instance but support will be sought from other groups ('friends of', Town Teams, volunteers, town and community councils etc.) to extend the availability of services.

Access to books and IT facilities will continue although the opening hours will be dependant upon the level of staff resource available. Front desk services from the One Stop Shops will move to the Hubs so there is no diminution in service, but it will be delivered from a different place. Other services that are provided from the One stop shops (e.g. credit union, benefits surgeries etc.) would continue although some alterations to the Hub to create rooms or at least space for confidential conversations will be required.

The Combined telephony/IT media service (Contact Team) will initially be based upon drawing together some staff from the OSS, telephony and Operations (who already provide such services) to create a resilient team of staff capable of sustaining a reliable and informed first point of contact for those contacting the Council, other than face to face or direct to officers. Other than calls going direct to staff (individuals or teams), all calls will be handled through the Combined team in the first instance. As far as possible enquiries will be answered at the Combined Team but those that cannot or complaints will be forwarded to the relevant officer/section to resolve; logging and chase ups will underpin the management and efficiency of the service.

Although the proposal talks of a single venue for the Hub(s) it is recognised that the Council has other buildings where services are provided (leisure centres and public buildings in particular). Other mandates make reference to developments in these areas but as a matter of principle all council outlets to the public should be equipped as far as possible to offer support to the public for a wider range of services and enquiries. Staff should be trained and encouraged to help the public with all their council enquiries.

Outcomes

The proposal will remove significant staff costs (from 43 FTE's to 30 FTE's with a subsequent revenue reduction of approximately £300k) and release property for disposal or alternate use (to support the asset management plan and current capital budget priorities/strategy).

Telephony software (already purchased and scheduled for implementation) will record the volume of calls received, calls lost etc. to measure the effectiveness of the Combined service.

The present OSS customer relations system (CRM) is HEAT. This is a relatively basic system with limited functionality. Budget has been put aside and work commenced to develop a new CRM system internally ('tailor made' for MCC plus potential for third party sales/income).

The CRM system will be common to the Hubs and Combined telephony team operating as the logging, management and follow up system for all first contacts whether face to face, letter or through telephony/IT based contact. It is accepted that the CRM system will not initially replace various pieces of service management software (e.g. Mayrise for highways matters) but will supply a link between the two to reduce or remove the need to enter information twice.

The CRM system will be used to monitor the number of contacts, trends, customer satisfaction levels etc. It is acknowledged that the proposal is likely to have a negative impact on the KPI's measured by the CyMAL framework, however the retention of the service albeit in a changed and potentially reduced format is preferable to having to cut services from communities to meet the financial pressures.

Blue Print

The Future State

Implementation of both the Hubs and Combined Team will be co ordinated to, as far as possible, avoid disruption to the public during a time of major upheaval to two front line services.

Staff establishments to the individual Hubs have been drafted and numbers of staff available to set up the Combined telephony team have been assumed.

Recruitment to the individual Hubs and Combined telephony team will be undertaken and physical alterations to buildings to facilitate the Hubs and if necessary the Combined Team will be carried out, ideally prior the new arrangements 'going live' in each area.

However it is acknowledged that drift associated with assumptions of improved facilities in new locations should not be allowed to delay implementation significantly and interim measures may be necessary to get the Hubs and Combined team operational (this is elaborated upon below).

The provisional plan upon which staff and union consultation will be based is outlined below:

The Combined Contact Team will be established in a vacant office in the Chepstow Library/OSS building. The office has space sufficient for 12 staff.

Provisional staffing establishment is assumed as 8 staff from the current OSS establishment plus switchboard staff with initially 1 member of staff being co-opted from the Operations Department (JD's may be revised to reflect the roles of the team). To improve the extent of services available at the first call and to improve the resilience of the service overall, other departments will be encouraged to transfer functions to the centre.

New telephony software has been purchased and is scheduled for test in MCC in November and may be ready for implementation in conjunction with the creation of the Combined Contact Team. If not then the team will continue to operate on the current telephony software. Similar to the CRM system, If the new telephony system is ready for implementation then this can be introduced in conjunction with the establishment of the arrangements. If not then the HEAT software and other service based software solutions will continue until such time as the new telephony system and CRM system are ready for implementation.
(All Hubs will be established on the same premise).

Works are already underway to establish the Usk Hub. In the other main towns the next Hub to be created will be in Chepstow. The Hub will be created by joining the OSS and library spaces together (relatively straightforward with the removal of an internal wall). The staff establishment is assumed to be 6 FTE's (to include site management/supervision). This establishment will be recruited from amongst existing library and OSS staff based upon new job descriptions that will reflect the wider role of the Hub staff. The actual number of hours that each Hub will be open has to be agreed but based upon this number of staff it is assumed that an 8 hour opening pattern on weekdays can be maintained but to open on a Saturday may require early closing on one day during the week or reliance upon volunteers to fill staff shortfalls.

It is anticipated that the Monmouth Hub will follow on. This will be created on a staff establishment of 5. The OSS is presently provided from the Market Hall and the library from the Rolls Hall. Both are important to the town but possibly the more 'iconic' and with least opportunity for alternative use is the Rolls Hall. As such officers would recommend that the Hub be created in the Rolls Hall and alternative uses for the Market Hall be investigated in line with the Asset Management plan. Some work will be required to create separate interview rooms or areas for confidential conversations (it is acknowledged that consultation may see this switched – i.e. Market Hall retained and Rolls Hall made surplus).

Caldicot will have an establishment of 5 staff.

There have been discussions about the benefits of moving the library and OSS functions from their present buildings. The benefits are several but in particular to do so creates opportunities for retail in these buildings or any new buildings that might be put on their foot prints. This helps to establish a stronger retail offer linking the new ASDA with the pedestrianized area whilst also creating some income by the release of the sites. Situating the Hub in the pedestrianized area also provides a draw for the public to visit the existing retail offer rather than just the superstore. Work is underway to examine the options to house the Hub in one of the empty shops in the pedestrianized area and creation of the Hub will ideally coincide with the acquisition and development of a new venue. However officers are conscious of work still to be done around this option and the lack of capital funding so this aspiration may have to go on hold in which case the Hub will be developed in the existing library building in the interim.

Abergavenny will have an establishment of 6 staff.

Where the Hub might be created in Abergavenny is presently the most involved and complex assessment amongst all of the towns.

Officers are charged with reporting back to members on options surrounding the use of capital to build a new library (the current decision of the authority) and other ideas/options about how the capital may be better invested to the overall benefit of the town/authority. This includes possible new sites to house a Hub in the town's main retail streets.

This makes the creation of detailed plans for the actual siting of a Hub impossible for the time being and timescales for implementation of any new proposal must also be in abeyance. Therefore officers will delay the full creation of a Hub until further work is done around sites and capital investment. However recruitment to the combined Contact Team from amongst Abergavenny OSS staff will continue in order that this aspect of the mandate is not delayed.

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Library and OSS front desk services are well established. Telephony service is apparently weak on occasions with calls being lost or not being answered effectively.	Assessment of the range of essential versus 'added value' services needs to be undertaken along with working with service staff to understand what can be switched off or redirected elsewhere. With reduced resources in the Hubs it will be necessary to assist customers to access services in a different way – by phone, internet etc. to encourage a change in how they choose to communicate (face to face being the most expensive model)	Officers to be released to do this work. The potential loss of 'added value' services in libraries will inevitably generate criticism so a clear communication strategy is required.
Organisation structures	Staff included in these proposals are library staff	An assumed reduction of 13 FTE's is made (going from 43 staff so far identified to 30).	Overall reduction on revenue budget of £300k (excluding other

	<p>(excluding library managers who are included in a restructure elsewhere), OSS staff and managers (team leaders), telephony and reception staff and managers, some Operations administrative staff.</p> <p>Two Heads of service (Deb Hill-Howells and Rachel Jowitt) manage the Hubs and Contact centre respectively. Roger Hoggins is presently 'caretaker' manager of the OSS</p>	<p>New structures and JD's (evaluated) are required.</p> <p>Staff and union consultation to be co-ordinated to coincide with the proposal going public.</p>	<p>restructure exercises). Severance costs will be incurred.</p>
Technology/infrastructure	<p>Telephony software acquisition is already funded and implementation is underway. Development of CRM software is underway and a budget has already been created to fund it.</p>	<p>Installation of telephony software needs to be chased (albeit SRS has very recently indicated start of implementation in November). CRM software is being developed by CMC2 – progress needs to be monitored although creation of the Combined Contact Team or Hubs are not wholly reliant on new software being in place.</p> <p>To modify Chepstow Library/OSS building, Rolls Hall and Caldicot Library to create Hubs has to be assessed but an estimate of £50k is made at present – Funding has to be released to achieve this and it is not in the capital programme for 14/15. Possible diverting of Abergavenny Regeneration</p>	<p>As the Hubs become established other public sector services will be encouraged to share venues.</p>

		funding might be appropriate until such time as the Abergavenny option is resolved.	
Information and data	Current information from Heat records numbers of enquiries, complaints etc.. Libraries have visitor numbers to base comparisons upon. Telephony records are not comprehensive	'Old versus New' will indicate usage – recognising that part of the exercise is to redirect enquiries to telephony, email, social media etc. to reduce costs.	Gradually the public will use IT and telephony to contact the authority thereby reducing the demand upon staff resources to serve customers for 'routine' enquiries allowing greater time available for more involved matters (benefit enquiries , homeless interviews etc.)

Options Appraisal

Various options have been discussed and debated. The approach outlined above draws together the preferred option that has emerged through the numerous discussions on the various options and work done in other groups (e.g town teams, public meetings etc.)

Option 1

As above

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						

Reduction in employee costs	1,255,480 (exc library management)	£300k	£300k in total but only £200k actual due to speed of implementation	£100k	£x	£x
Non financial benefits	Current performance	Target performance				
See above						
Cost One off severance costs – not available at this stage Alterations to existing buildings to allow Hubs to proceed (as detailed above)	£50k – one-off costs	Nil	£50k – possibly in 14/15 depending upon the speed of decisions			

Impact

There is a reduction in staff resources which (without supplementary support from the voluntary sector) will mean that some ‘added value’ services offered in the libraries may no longer be available. There is probably a debate about the fundamental purpose of a library and whilst the lending of books and use of IT facilities will continue there is a potential loss of initiatives that others presently enjoy in the libraries and a reduction in performance against the CyMAL performance measures. The OSS front desk services should continue albeit amended to suit the new environs although it is true to say that the reason for a caller to a OSS may be to complain and occasionally members of the public may

wish to raise their voice – although infrequent it is a scenario probably unusual for visitors to libraries – the point will need to be made that the Hub is a venue for many services – not a library with a new desk in it.

Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Adverse reaction from service users	Very likely	Member decision	November		Strong communications package	
Staff reaction and subsequent dissipation to service users	Unknown	Union consultation, conflicting messages from different groups	November		Staff and union consultation, clear communications package	
Reduction in performance against CyMAL performance standards.	Very likely	Reduction in qualified staff and opening hours may result in reduced service	At point of implementation of hub model		Develop volunteer programme to support traditional “library” activities.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Funding	High		Release provisional £50k for building alterations	
Speed of software development	Unknown		Close progress monitoring	

EQIA

EqIA Challenge provided below

Recommendation

That the creation of Hubs and a Combined Contact Team based upon the proposals contained above be progressed through to a decision as soon as is practicable and in compliance with the relevant MCC policies and that this be done in order that implementation may be in place by April 2015.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements e.g. reports to the Strategic Programme Board

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

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	
Protected 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 result in reduced service provision		Improved telephony and IT media 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		Improved telephony and IT media contact service by centralising staff

	in reduced service provision		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).
➤ <i>The development of the hub model may result in reduced operating hours which may impact on access to library and one stop services</i>	➤ 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

31 REVISED - ICT SAVINGS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1.1	19 th October 2014	Draft	Peter Davies	First draft

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Kellie Beirne	Monmouthshire County Council	Chief Officer - Enterprise
Joy Robson	Monmouthshire County Council	Head of Finance
Sian Hayward	Monmouthshire County Council	Digital and Technology Manager
Matt Lewis	Shared Resources Service (SRS Public)	Chief Operating Officer
Stuart Arthur	CMC2	Chief Technology Officer

Executive Summary

Monmouthshire's ambitions for digital advancement are set out in its [iCounty](#) strategy and accompanying digital roadmap. iCounty is the Council's digital policy centre piece. Our ambition to deliver more radical forms of efficiency and effectiveness is increasingly reliant on the contribution of intelligently deployed technology.

This mandate is wholly consistent with the Authority's [iCounty](#) strategy and centre around the key strategic priorities that look to:

- Improve internal systems, data and infrastructure
- Creating products and commercial assets

This proposal aims to:

- Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) that will subsequently result in the Authority's benefitting from a reduced budgeted contribution for 2015/16, without any significant adverse impact on service standards.
- Generate ongoing savings and user benefits from custom-built software solutions being developed, together with potential profits being generated from software being productised and sold commercially.

It is key that the Authority's ICT systems, data and infrastructure enable services to be as effective and efficient as possible. However, this should be at the optimum level of cost and effectiveness.

This proposal will look to derive £150,000 of savings in the annual contribution that the Authority makes to the SRS for the provision of its ICT network and infrastructure, and a further £100,000 of savings and income generation from custom-built software solutions being developed and commercialised.

Key risks involve services having sufficient internal capacity to support software development, existing pressures on SRS budgets being managed and contained and the potential adverse impact on SRS service standards.

There are no anticipated negative equality or sustainability impacts that result from this proposal based on the initial equality and sustainability challenge

Detailed Business Case

Vision

The prevailing financial climate and public sector funding issues require the Authority to be highly efficient and effective in everything that it does. This proposal looks to ensure that the Authority's ICT systems, infrastructure and network operate at the optimum level of efficiency and effectiveness, and furthermore to ensure that ICT act as an enabler to services across the Authority.

Outcomes

This proposal looks to continue the focus on reducing ICT costs within the Authority and from two primary sources being:

- Cost efficiencies and income generation opportunities by the Shared Resource Service (SRS) that will subsequently result in the Authority's benefitting from a reduced budgeted contribution for 2015/16.
- A move away from expensive legacy IT systems, with savings and user benefits being derived from custom-built software solutions being developed, together with potential profits being generated from software being productised and sold commercially.

The majority of measures will be based on cost and income. However, ongoing assessment of user feedback will be necessary to ensure that changes implemented do not have a significant and adverse impact on user satisfaction and service standards.

Blue Print

The Future State

The SRS was setup to take advantage of shared learning across organisations, to share expert resources across organisations and to make the most efficient use of all resources. This proposal will enable the SRS to deliver on some its core principles such as value for money, efficient use of resources and reducing the overall cost of ICT.

Beyond those savings implemented for 2014/15, the options being targeted to allow delivery of the targeted £150,000 savings for 2015/16 include:

- Staff vacancies being held open in the Service Desk, Infrastructure and Applications teams
- The removal of a disaster recovery line currently shared between Torfaen and Monmouthshire
- The surplus from SRC account shared back out
- Income from SRS Business Solutions
- Additional income being generated from CCTV operations, or removal of CCTV costs currently being incurred by the Authority through service changeover from current expensive external providers
- Contract efficiencies and removal
- PSBA (Public Sector Broadband Aggregation) line review, with identified scope for reduction of speed and cost
- Complete communications line review and reduction
- Other staffing efficiencies

In terms of custom-build software solutions, the Authority is currently undertaking a review of existing ICT systems. Early indications and feedback suggests that there are clear opportunities that present themselves. This will allow bespoke solutions to be developed that result in savings from annual maintenance and support costs that outweigh the software development cost over the product lifecycle. Furthermore, software solutions will provide an enhanced user experience, which will in turn driving staff efficiencies.

Where appropriate, and where there is clear market demand, the Authority will look at productising and commercialising software solutions to generate ongoing income streams.

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Legacy software systems are expensive and inefficient	Purpose built software solutions developed using user-centred design principles	See specific section
Organisation structures	Staff are working with systems that are not intuitive or	Purpose built software solutions developed using user-centred design principles	See specific section

	effective with resultant staff inefficiencies		
Technology/infrastructure	Legacy software systems are expensive and inefficient	Purpose built software solutions developed using user-centred design principles	See specific section
Information and data	Management information and reporting systems on existing IT systems are generally poor	Purpose built software solutions will allow for reporting tools to be developed in line with the needs of users, management and regulators	See specific section

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Staff vacancies held open by SRS	£2.188m	£60,000	£60,000	-	-	-
Driving cost efficiencies and income generation in the SRS	£2.188m	£90,000	£90,000	-	-	-
Savings/income generated from custom-built software solutions developed	£0	£100,000	£100,000	-	-	-
Non-financial benefits	Current performance	Target performance				

Improving and consolidating internal systems	Dependency on legacy and proprietorial systems	High quality custom-built software solutions built around user needs				
Cost	Current costs	Revised costs				
Software development costs	£0	£TBC				
Legal advice to secure and exploit IPR	£0	£TBC				
Sales and marketing costs	£0	£TBC				
All other costs anticipated to be met from existing authority and SRS budgets						

Impact

The potential dis-benefit relates to service standards not being maintained at the current levels as a result of vacancies being held open, or decisions to reduce costs having an impact on the level of ICT service provision.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
SRS Cost efficiencies and income generation opportunities being targeted do not materialise	Low	High	Ongoing	Matt Lewis	Alternative savings proposals will need to be sought	Matt Lewis
SRS service standards materially decline	Low	High	Ongoing	Matt Lewis Sian Hayward	User feedback and satisfaction periodically monitored and corrective action taken as necessary through resources being prioritised in line with need	Matt Lewis
Costs escalate during the software development phase and mitigate savings targeted	Medium	High	Ongoing	Peter Davies Sian Hayward	Ensure that any contracts or SLAs are clear and explicit on specification and cost.	Sian Hayward
Capacity or expertise does not exist internally or externally to develop custom-built software solutions	Low	High	Ongoing	Peter Davies Sian Hayward	Assessment of capacity to be undertaken alongside initial scoping of existing systems	Sian Hayward
The Authority does not possess the requisite skills and expertise to market and sell custom-built software solutions	High	Medium	Immediate and Ongoing	Peter Davies	Skills and expertise to be secured at an early stage	Peter Davies

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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Business cases brought forward for custom-built software solutions do not derive the level of required savings or do not offer sufficient payback on any investment required.	High	Peter Davies Sian Hayward	Complete initial scoping of existing systems; Co-ordinate production of business cases for relevant system	Sian Hayward
Competition from other software providers impact on the level of potential income to be generated from software solutions being marketed and sold.	Medium	Peter Davies Sian Hayward	Market testing to be undertaken ahead of any targeted marketing and sales activity.	Sian Hayward

Constraints

- Capacity and resource constraints
- Limited scope to reduce costs of existing SRS contracts
- Ability to curtail maintenance and support agreements for existing ICT systems
- Market demand for software solutions developed

Assumptions

- The SRS is able to manage all other pressures within its existing budgets
- That sufficient opportunities are identified to allow savings to be derived from custom-built software solutions
- Service departments will be able to provide the necessary support to allow custom-built software solutions to be developed

High level Plan for delivery

The Authority has governance arrangements in place to oversee successful delivery of this proposal. A Digital Board has recently been established as part of the Authority's revised programme board structure. This Board will actively monitor progress.

Robust revenue budget monitoring arrangements will also ensure that SRS savings are being secured and achieved. The proposal will also be included within the relevant business plan (service improvement plan) to ensure performance is being monitored and evaluated.

The Chief Operating Officer (SRS) will hold direct responsibility for delivering the SRS savings contained within this mandate. The Head of Commercial and People Development (Peter Davies) and the Digital & Technology Manager will oversee delivery of the savings arising from custom-built software as well as acting as the 'account manager' for the SRS.

User feedback and customer satisfaction will be captured on an ongoing basis to ensure that non-cash benefits are being derived and SRS service standards are not being adversely impacted.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the proposal for onward approval by Cabinet. Use the version and authority sign-off on the front page.

31 EQIA - ICT SAVINGS

The “Equality Initial Challenge”

Name: Peter Davies Service area: Commercial and People Development Date completed: 20/10/14		Please give a brief description of what you are aiming to do. <ul style="list-style-type: none"> • Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) • Generate ongoing savings and user benefits from custom-built software solutions being developed 	
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	
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed: Peter W Davies
Designation Head of Commercial and People Development
Dated 20th October 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Policy author / service lead	Name of assessor and date

1. What are you proposing to do?

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.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer Peter Davies		Please give a brief description of the aims proposed policy or service reconfiguration <ul style="list-style-type: none"> • Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) • Generate ongoing savings and user benefits from custom-built software solutions being developed 	
Name of the Division or service area Commercial and People Development, Enterprise Directorate		Date 20 th October 2014	
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		None	
Improve housing quality and provision		None	
Reduce ill health and improve healthcare provision		None	
Promote independence		None	

Encourage community participation/action and voluntary work		None	
Targets socially excluded		None	
Help reduce crime and fear of crime		None	
Improve access to education and training		None	
Have a positive impact on people and places in other countries		None	
PLANET			
Reduce, reuse and recycle waste and water		None	
Reduce carbon dioxide emissions		None	
Prevent or reduce pollution of the air, land and water		None	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		None	
Protect or enhance visual appearance of environment		None	
PROFIT			

Protect local shops and services		None	
Link local production with local consumption		None	
Improve environmental awareness of local businesses		None	
Increase employment for local people		None	
Preserve and enhance local identity and culture		None	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		None	
Increase and improve access to leisure, recreation or cultural facilities		None	

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

Dated

33 & 34 REVISED ADULT SOCIAL CARE SERVICE TRANSFORMATION

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
	16 th Oct		Julie Boothroyd	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Like many other local authorities Monmouthshire is faced with the twin challenges of declining budgets and an ageing population. If we want to keep delivering adult social care and health in the same old way we need to find another £25 million a year by 2030. Salami slicing isn't an option.

There are two key strands to this business case. Firstly, a continuation of the transformational approach to practice where we are 'helping people live their own lives' and secondly the development of a community health and well-being hub at Mardy Park.

They both build on the approach we have been developing over the last 5 years. We know we have created dependency on services when a more facilitated approach to practice concentrating on what matters instead of what's wrong is really starting to make a difference to individuals and our budget position.

We have re-considered the option of raising eligibility criteria to critical and substantial and are recommending we increase the threshold, removing moderate. We would maximise the use of all our approaches to supporting people who would have normally received support in this eligibility category using the 'what matters' approach to enable people to access appropriate support .

As we continue to face the challenge of yet further cuts to budgets we are proposing to respond by continuing to maximise the approach that has seen us manage a position within the community care budget of saving £1,400,000 over the last two years and a continued underspend with last year a further £97,000 being realised; this is against a backdrop of increasing demographic pressures and increasing complexity.

The further £1,488,000 required over the next 3 years will be realised through reducing further the community care budgets in line with our transformation. This will mean further reductions over the next 3 years to each cost centre. This will be supported by the approaches already invested in, e.g. community support; small local enterprise and community coordination. We expect to see a re balancing of practice that sees less reliance on formal support and a more blended approach for people to remain safe and connected to communities.

The second strand of work is wrapped around the development of Mardy Park Resource Centre and the review of current service provision from this site. Closely allied to the themes previously outlined, the review will aim to deliver a whole systems approach to the role of the directorate in helping people to stay healthy and well. The remodelling of service provision is anticipated to include an element of dis-

investment which will contribute to the required savings. The details of this dis-investment will be determined only following the current detailed review and full consultation with all stakeholders including direct conversations with the local community.

This reduction in budget is a difficult challenge, there are some risks which are beyond our control, these lie primarily in the variable and unpredictability nature of individual demand that could present for support within our service. There are risks around the continued capability of the workforce to deliver different practice outcomes with individuals.

We will be looking to maximise opportunities to support practitioners to transform their practice in order that we can achieve a more balanced approach with less reliance on formal services.

We are rising to this challenge by thinking very differently about the way we support vulnerable people in our communities – transforming the whole system of adult social care and health in order to “help people live their own lives” through community connection, contribution, care and support. To do this we have adopted and are developing a variety of approaches in order to:

- ▶ Divert individuals from statutory services
- ▶ Support individuals at risk of becoming dependent on services to develop local networks and connections
- ▶ Support people already in receipt of statutory services to reduce dependence through no cost/lower cost solutions
- ▶ Give people real choice and control re: the support and services which best enable them to live their lives and meet their health and support needs
- ▶ Support people to stay strong, safe and connected
- ▶ Nurture valued and helpful relationships – and reduce loneliness and isolation
- ▶ Develop welcoming and mutually inclusive communities
- ▶ Establish personal, flexible and accountable opportunities for support

- Results of Equality Impact Assessment

Detailed Business Case

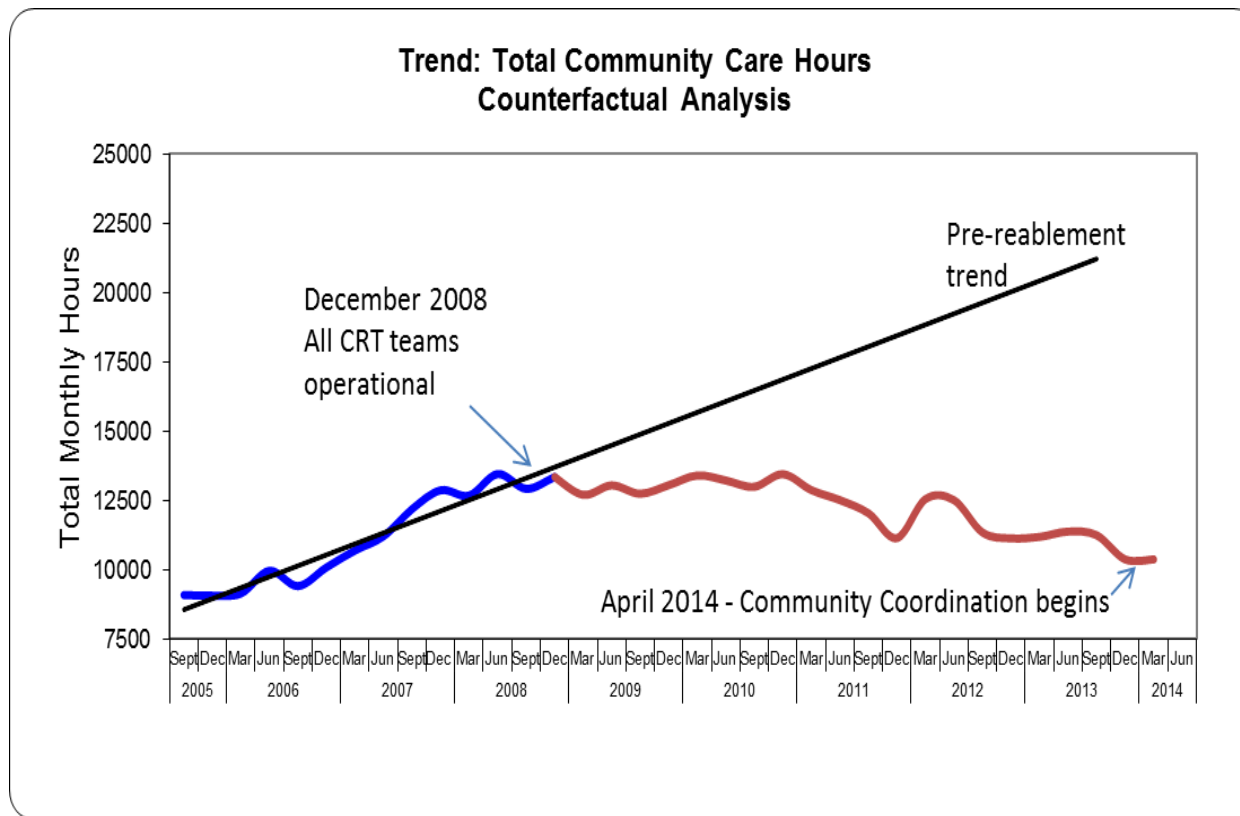
We have been developing new ways of working, these approach have begun to be reflected in the budget position .In the last financial year we were able to be in an underspend position at year end and this year we are forecasting break even or underspend. We continue to develop practice in line with 'helping people live their own lives'. This fits with the current direction of travel which sees a rebalancing of support between services families and communities.

Over the next fifteen years, the number of people aged 85+ in our county will more than double, while the complexity of need is increasing. A traditional social care package costs around £10,000 a year.

We did some projections and realised that we would need an extra £25 million to deliver the same old service to more and more people. Monmouthshire has the lowest level of funding per head of population of any council in Wales. In the current climate asking for more simply wasn't an option. We needed new ways to meet demand.

About five years ago in we took our first steps towards front-line integration of health and social care. Our emergent Short Term Assessment and Reablement Teams contained social workers, occupational therapists, district nurses and other professionals to work with people when they are at their most vulnerable. The outcome has been incredibly positive. More than 2000 people have used the service over the past five years and over half of these have been returned to full independence and do not require a package of care. Longitudinal studies have shown that the majority of these people remain fully independent for 2½ years. Those that do need care tend to require a much lower level of support than is typical.

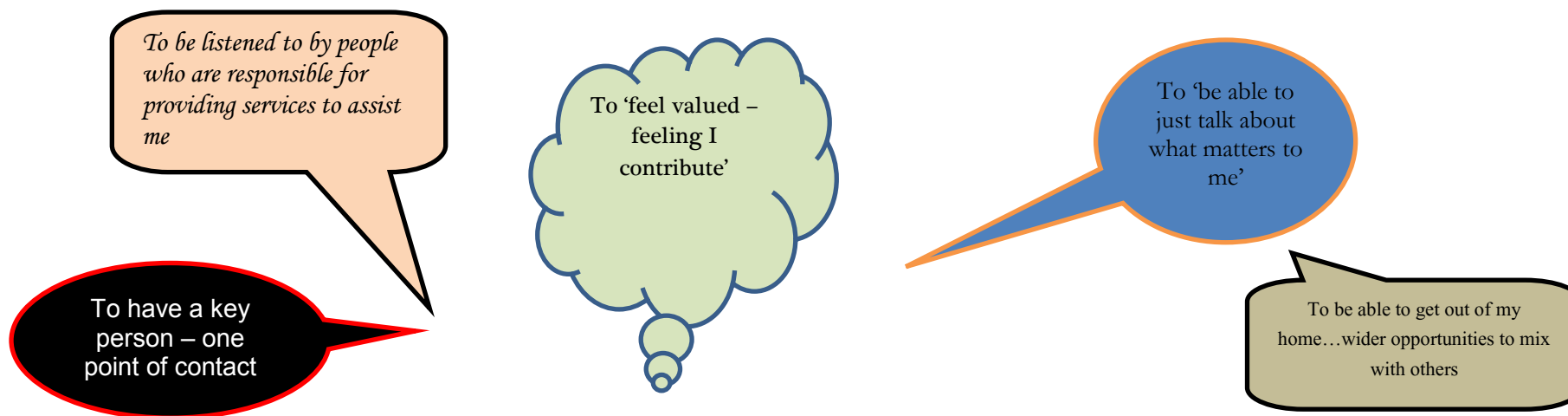
As the following graph shows we have been able to reduce the amount of traditional care we commission. This has meant that assessed need can be met within the current budget – in effect cost avoidance of £1.5million in the current financial year alone.



Although pleased with our progress in this area we knew that there were other aspects of our care management and assessment “system” that needed examination. In September 2011 we began a System Thinking approach as an evidence-based way of redesign to ensure we deliver what matters to people.

We brought together a cross section of staff from frontline practitioners, middle and senior managers to spend 5 days immersed in the methodology. This helped us understand that key to success is a shift from ‘old purpose’ to a ‘new purpose’ devised from really understanding what matters to people. We came away with real life stories, ‘snap shots’ of people’s lives, which painted a clear picture of what was good about our existing system, what was not so good, and in some cases what was pretty awful.

. It allowed us to identify the things that mattered to people including:



We gained a clearer understanding of what had helped us to deliver what mattered to people and just as importantly what had hindered. We also found a ‘gravitational pull’ into our services. This was compounded by delays between the point of contact and a conversation with someone who could help. Using a deficit model of assessment we focussed on what was wrong rather than what mattered and all the while the person’s expectation that a service was needed and would be provided was being reinforced.

Our new purpose has become:

'Helping People Live their own Lives'

Having introduced a new “front end” to our services known as FISH (Finding Individual Solutions Here) we have created easy access for people requiring social care and health by placing practitioners within the integrated teams as a first point of contact. Opportunities to identify and develop alternative solutions at this point were not as we originally envisaged and we realised we needed to rethink where we can carry out proactive FISHing to prevent crisis/traditional service responses.

Early conversations we have with people have been refocused from what's wrong to what matters. This provides the basis upon which we work together to ensure improved independence, and best quality of life using and building on the person's strengths and capabilities. This form of engagement is providing people with a stronger voice and more control of their solutions.

We recognised we were only part of the solution and identified two methodologies to help us to develop a more preventative 'down- stream' approach , Local Area Co-ordination (known locally as Community Coordination) and the development of small local enterprises. We compiled a business case and secured funding for learning sites in two areas of the county. We are confident that through these approaches we will:

- Help people to pursue their vision for a good life
- Learn about place based approaches to wellbeing and to build on the assets of individuals and communities
- Strengthen the capacity of communities to welcome and include people
- Develop micro-enterprises to deliver more personal, flexible and accountable services
- Co-produce community opportunities and support

This listen to understand conversation underpins our new integrated assessment, care and support planning and review process. A new single integrated assessment framework provides practitioners to work with people to establish personal outcomes and required actions that support achievement.

One of the most significant challenges we face is to measure impact and achievement, but also identify what works well and what fails, so we can support the future commissioning of new and different solutions.

We are developing this approach to measurement through our new Outcome Measurement Tool. Practitioners are beginning to use outcome recording as an analytical tool and as a way of clarifying the purpose of their actions. A simple scoring matrix helps practitioners to discuss whether and to what extent the person has achieved each outcome.

It has been crucial to support all practice initiatives with a new Information Technology System that enhances practice not over burdens practitioners with excessive and unnecessary data entry. We have taken a proportionate and simplified approach to what we collect based on, does it add value to what we are trying to achieve. I.e. help people to live their own life.

The savings from the first phase of work In 2013/14 and 2014/15 the Adult Services the demographic pressures. Delayed than two a month, we have the lowest rate residential care of any local authority in packages!

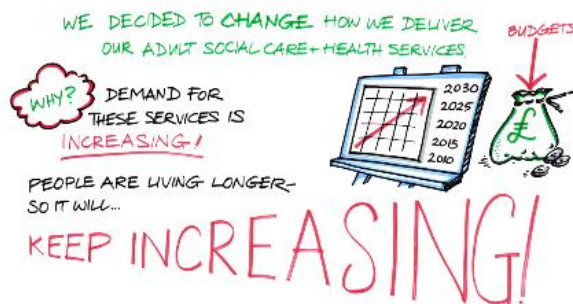
More importantly people are getting a very results of our independently administered ratings of 96% - the highest level in ten

The new model is already better. It's delivering one of the council's three priorities, support for vulnerable people in a more cost effective way allowing pressured resources that would have been spent on social care to support other vital front-line services. It is also closely aligned with the priorities within the Single Integrated Plan (Community Strategy) owned by all partners in the area.

Blue Print

The Future State

The future will see us supporting a reducing number of people through long term formal services with an increase in support through a range of formal and informal networks, including community connection. A maximisation of independence through enhanced reablement and enablement approaches with increased resilience this will become our default position.



are already being felt in the authority's budget. budget is on course to underspend again despite transfers of care from hospital are averaging less of older people in local authority funded Wales and are needing less long term care

different response. This is supported by the community care questionnaire with satisfaction years.

We will be able to report on personal outcome achievement at a population level, we will know how many people have been able to reach their stated personal outcomes. We will continue to manage demand within the reduced resources available.

We are rising to this challenge by thinking very differently about the way we support vulnerable people in our communities – transforming the whole system of adult social care and health in order to “help people live their own lives” through community connection, contribution, care and support. To do this we have adopted and are developing a variety of approaches in order to:

- ▶ Divert individuals from statutory services
- ▶ Support individuals at risk of becoming dependent on services to develop local networks and connections
- ▶ Support people already in receipt of statutory services to reduce dependence through no cost/lower cost solutions
- ▶ Give people real choice and control re: the support and services which best enable them to live their lives and meet their health and support needs
- ▶ Support people to stay strong, safe and connected
- ▶ Nurture valued and helpful relationships – and reduce loneliness and isolation
- ▶ Develop welcoming and mutually inclusive communities
- ▶ Establish personal, flexible and accountable opportunities for support

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	This work is a continuation of the direction of travel described.	Staff support/training to practice in an outcome focussed way, facilitating not fixing.	
Organisation structures	Transformation will be delivered through existing workforce.	We are looking at current structures to see what we need to continue to maximise this approach.	
Technology/infrastructure	IT new build is supporting	Implementing IT new build will simplify and	

	practice changes	deliver capacity for practitioners.	
Information and data	Ne It build will assist in generating more meaningful information and reports on progress.	Capacity to support the implementation of the new build IT system is being scoped.	

Options Appraisal

1. To date we have been able to evidence success in the approach we have taken to supporting people whilst at the same time managing demand. In order to go further we want to consider raising eligibility criteria. Currently we operate the eligibility level at moderate substantial and critical.

The number of people assessed as having critical or substantial risk to their independence has increased from 70% to 90% over the last four years. This means that out of the 2000 plus people supported with services 1800 are already in the two highest categories of eligibility. The remaining 200 people are therefore receiving support with a moderate eligibility. Based on a very average 'moderate' care package of £ 2,000 per year we could estimate a potential saving in the region of £400,000.

	2008-09	2009-10	2010-11	2011-12	2014-15
- Low Eligibility	3.57%	0.57%	0.68%	0.63%	0.72%
- Moderate Eligibility	26.05%	23.77%	12.57%	8.77%	11.59%
- Substantial Eligibility	38.04%	44.37%	45.25%	49.58%	39.86%
- Critical Eligibility	32.34%	31.29%	41.50%	41.01%	47.83%
(critical + substantial)	70.38%	75.66%	86.75%	90.59%	87.68%
	100%	100.00%	100.00%	100.00%	100.00%

As we have developed our approach to supporting people and concentrating on what matters, we would be continuing to work with people to maximise their own resources and link them to a wide range of community support, giving advice and information about what is available to assist them in managing their independence.

2. We are going to reduce the cost centre budgets over the next 3 years across all the service teams with an emphasis on increasing pace and intensity around 'what matters' and proportionate care and support planning in line with the new Health, Social Care and Wellbeing Act. This will mean focussed work on re assessment and using different options to meet need.

TEAM	£1.488m Split over 3 years			
	Year 1	Year 2	Year 3	TOTAL 3 Year
	2015/16	2016/17	2017/18	Reduction
	£	£	£	£
Abergavenny Adult Team	62,000	115,000	57,000	234,000
Monmouth Adult Team	27,000	100,000	25,000	152,000
Chepstow Adult Team	38,000	90,000	33,000	161,000
Independent Living Team	30,000	70,000	25,000	125,000
Community Learning Disability Team	100,000	200,000	200,000	500,000
Mental Health Care Team	0	18,000	3,000	21,000
Mental Health Care Team North	3,000	20,000	6,000	29,000
Mental Health Care Team South	0	15,000	1,000	16,000
Mardy Park Resource Centre	0	0	250,000 (target)	250,000
TOTAL	260,000	628,000	600,000	1,488,000

3. Mardy Park is undergoing a review which is based on a health and well-being pathway which carries forward work of the directorate in
4. establishing a more sustainable approach to supporting the local community. Currently, the resource centre hosts the following:
 - a. A 'step-up step-down' wing to support people leaving hospital and to prevent admission.
 - b. A second wing supports one long term resident and provides short term residential respite services to older adults in the Abergavenny area.
 - c. Day services for older adults and older adults living with dementia.
 - d. The North Monmouthshire integrated services team

As an authority we are clear that it is not part of our long term plan to provide long-term residential services to people from the centre but the value of short term services; particularly those provided as part of intermediate care services, are an essential part of future provision. There is a detailed piece of work being undertaken to understand the positive impact of current services and potential alternatives to the current model. At this early stage it is anticipated that the new service model will result in savings of approximately £250,000 but this is clearly subject to the outcomes of the review.

The review at Mardy Park, as outlined, is being framed by the development of a clear health and well-being pathway. There are critical elements to this pathway and any dis-investment needs to be considered in the context of this. Specifically, the role of the centre to support people to stay well without direct intervention from the directorate and the development of bespoke intermediate care solutions which focus only on the outcomes for the person.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non-financial costs and benefits, is the heart of the **Business case**.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>E.g. Budget saving target</i>	£ 19,840m	£ 1,488m	£260K	£628K	£600K	£x

Non financial benefits	Current performance					
Eg improvements in service						
Cost E.g. any one off costs, or increases in operational costs which need to be netted off the savings	Current costs £100,000	Revised costs		£100,000		

Impact

Describe the results of the detailed equality Impact assessment

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is)	Risk Owner	Mitigating Action	Action Owner
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			likely to occur			
Ability to manage change in practice and have a targeted approach to reassessment	Medium	high	over whole timeframe	Julie Boothroyd	Invest in training/coaching and support and extra resources in LD	
Following re assessment not able to realise predicted savings due to dependency and alternatives that people are willing to accept different solutions.	Medium	High	over whole timeframe	Julie Boothroyd	Early evaluation of reassessment work to inform further strategies for savings. Further decisions around whether to leave existing moderate cases and focus eligibility up lift to all new cases only as per learning from open to review.	
Mardy review doesn't support savings target projected	Medium	High	Within 12 /18months		Early view of the review to assess likelihood of savings being realised , if not to be realised re scope the savings target.	

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Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity and capability of workforce	High	Julie Boothroyd	Invest to save in key areas	Julie Boothroyd
Learning from the the Open to Review project has demonstrated how dependant people have become on both low and moderate service provision and the time needed to re focus towards ' what matters' and different ways of meeting their needs is considerable .	High		Take descions following some legal advice on whether we reassess all moderate cases or start with new EC threshold in April.	
Current capacity to lead on all initaitives and run quality sevcie delivery is under some threat .	High	Julie Boothroyd	Re visisting structures and workforce to establish what is needed moving forward to hold the tarnsofomation and budget reduction work.	Julie Boothroyd

Constraint

Describes any known constraints that apply to the option.

Assumptions

Evaluation and comparison of options

As described the options build on the strategic approach adopted in the directorate and in effect are a suite of approaches which are designed to deliver the savings in key areas. The expected target of £1.488, 000 is to be delivered through a range of approaches over the next 3 years. Investing £100,000 in key staff costs to create capacity to deliver savings is the only investment required. This is to address capacity and complexity of the re assessment work that will be required around the raising of eligibility in this area. The direction of travel fits and is in line with the requirements of the new Health Social Care and Well- Being Act.

Recommendation

The recommendation is that this business plan is seen as a whole system option building on work to date.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements e.g. reports to the Strategic Programme Board

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

33 & 34 ADULT SOCIAL CARE SERVICE TRANSFORMATION

The “Equality Initial Challenge”

Name: Julie Boothroyd Service area: Adult Services Date completed: Sept/Oct 2014		Please give a brief description of what you are aiming to do. Adult social care transformation building on mandate 34 with a reduction in budget of £1.488. This will be achieved by continuing the approach to having ‘what matters’ conversions with people to establish what support is needed to ‘help people live their own lives’ and supporting people with a blended mix of family community and service provision .	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			The approach to assessment and re assessment with people is based on a ‘what matters’ ,not ‘whats wrong’ conversation, we we will be looking to maximize independence with support to people of all ages to ensure they are supported to ‘live thier own lives’
Disability			As above
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	

Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

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

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Supporting people and maximizing independence as the approach we will be taking to undertaking assessments that will potentially realise savings from the Adult Services budget	Adult Services
Policy author / service lead	Name of assessor and date
Julie Boothroyd	Julie Boothroyd

1. What are you proposing to do?

As a result of the budget mandate process we are looking to reduce the Adult service budget in line with whole authority savings

In order to do this we will be building on the work we have been doing to transform how we deliver support to people who come to Adult Services, this approach looks to maximise people's independence and enable people to find solutions. The outcome of this will see a range of different support being offered to people alongside our services.

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.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Name of the Division or service area		Date “Challenge” form completed	
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		x	
Improve housing quality and provision		x	
Reduce ill health and improve healthcare provision		x	
Promote independence			x
Encourage community participation/action and			x

voluntary work			
Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	
PLANET			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions		x	
Prevent or reduce pollution of the air, land and water		x	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT			

Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities			x

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

By undertaking the assessment and reassessment focusing on independence and strengths we are looking to ensure people access a full range of support and can access community support in addition to any paid support needed, as we concentrate on 'what matters' we are able to support people to gain in confidence around accessing wider support both formal and informal.

- 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

Dated

35 REVISED (3RD) TRANSFORMATION OF CHILDRENS SERVICES

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	26/09/2013	DRAFT	MARK FOWLER	Proposal Mandate Children's Services, SEN and ALN Service Transformation
1.A	22/11/2013	DRAFT	MARK FOWLER	Proposal Mandate Children's Services, SEN and ALN Service Transformation v1.
1	15/10/2014	DRAFT	SARAH MCGUINNESS	Proposal Mandate ALN and Inclusion Service Transformation

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Deb Mountfield	Monmouthshire County Council	Head of Service, Resources.
Sharon Randall-Smith	Monmouthshire County Council	Head of Service, Standards
Simon Birch	Monmouthshire County Council	Chief Officer, Social Care and Health
Tracey Jelfs	Monmouthshire County Council	Head of Children's Services

Business need

The Authority is facing a reduction in the core funding from Welsh Government for the financial year 2015/16 amounting to 4.3%. In order to ensure that Monmouthshire can meet a wider range of need, the authority will need to review the provision for Additional Educational Needs and Inclusion Services across the county to make the most effective and efficient use of the available resources.

The proposal to achieve this will involve:

1. Reviewing our ALN and Inclusion provision across Monmouthshire to meet the changing needs of our children and young people whilst, continuing to ensure that we improve standards and outcomes for all learners.

Outcomes

Over a period of 3 years, the ALN and Inclusion Budget to schools will be reviewed to maximise the effectiveness of provision to improve outcomes for all learners with Additional Educational Needs. In order to do this we will take the following steps:

- Review of the core provision and subsequent funding of all Special Needs Resource Bases across Monmouthshire to provide a more efficient service to meet a wider range of additional needs across the county.
- Review of service functions with a view to improve effectiveness across services, rationalise expenditure and address the lack of specialist facilities as identified by Estyn in 2012
- Review the ALN and Inclusion Service to transform provision for children and young people across the county to ensure that Monmouthshire has the capacity to meet the changes required following the introduction of new legislation in 2017.
- Review of Service Level Agreements with HI, VI, COMiT and GEMSS.

Proposal Vision

The expected change in legislation for ALN and the current financial climate requires us all to undertake a wider service review to look at an inclusive offer as well as a more cost effective management model and delivery in our Schools. In order to address the issues currently being faced by children with Additional Learning Needs the ALN team have undertaken an in-depth review of strategy, policy and procedures by consulting with children and young people, parents, carers, schools and the parent partnership service SNAP. There were 3 themes that were identified from the consultation process:

1. The behaviour of children and young people to include those with Autism and Attachment Disorder; to create a centre of excellence within the Authority to support these pupils and to create a co-ordinated approach from the Pupil Referral Service and ALN (Outreach).
2. The processes around Additional Learning Needs; this has been dealt with in the ALN Strategy, Policy and Procedures (2014).
3. Meeting the needs of as many of our children and young people as possible within Monmouthshire, offering inclusive support for children and young people and specialist ASD provision.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-cashable Benefit	Benefit Owner
<ul style="list-style-type: none"> Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire 	£172,306	£100,511 (This is in addition to £140,000 savings from ALN contingency budget 2014/15) £71,795	September 2015 September 2016		CYP
<ul style="list-style-type: none"> Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure. 	£114,961	£20,000 £15,000	September 2015 September 2016		CYP
<ul style="list-style-type: none"> Review the ALN and Inclusion Service to transform provision for children and young people across the county. 	£899,980 (net costs)	£485,000 (net costs)	September 2016	The LA will meet a wider range of need and age Wider provision will be inclusive accessible Provision will be flexible and able to respond to the changing needs of our children and young people Potential savings could be made and consultation will be undertaken on the implications of any saving options	CYP
<ul style="list-style-type: none"> Review provision for ALN and Inclusion Services in light of the draft ALN Policy and Strategy 	£857, 265	£100,00	September 2016	Increased flexibility and more cohesive approach to meet the needs of a wider range of our children and young people across the county	CYP

• Review Outreach Service Level Agreements	TBD	TBD		Increased flexibility and more cohesive approach across the county.	CYP
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Non - Financial Benefit

More integrated, flexible and responsive services will promote:

- improved outcomes for learners;
- higher satisfaction levels for children, young people and parents/carers;
- greater distribution of expertise across the authority;
- increased efficiency as a result of better and more effective use of resources reaching all children and young people with ALN;
- centralise administrative support;

Dis-benefits (Impact)

- A review of all aspects of ALN/Inclusion will result in very different provision to reflect the changing needs with the county. This may incur additional pressures as far as funding is concerned to meet possible training and facilities.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Consultation regarding Special Needs Resource Bases	Follow WG guidance to comply with statutory processes	As soon as possible	Staff resources	Steph Hawkins/Sharon Randall-Smith
Carry out a complete review and consultation with all involved parties	Follow the same rigorous process as that for ALN Strategy and Policy review.	As soon as possible.	Staff Resources	Richard Austin/Steph Hawkins/Sharon Randall Smith
Take appropriate actions based on outcomes from consultation	Draft proposal will be provided for consultation with schools and SENCOs and other partners	Following the above	Staff Resources	Sharon Randall-Smith/Richard Austin/Steph Hawkins

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

This proposal will not enable us to achieve a 'quick win' as clear statutory and agreed processes have to be followed to achieve potential alternative provisions.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Until a review is completed it is not possible to determine the risks to the service.

Description	Likelihood	Impact	Proximity(when it is likely to occur	Risk Owner	Mitigating Action	Action Owner
TBD						

Issues- current threats to the benefits

As risks above.

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

Unable to determine until a review is carried out.

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

At this draft stage, the assumption is that consultation processes will progress in the shortest period.

Proposal Capability

Staff time within the Directorate and Headteacher/ Member consultation time

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

The “Equality Initial Challenge”

Name:

Service area: ALN

Date completed: 15th October 2014

Please give a **brief description** of what you are aiming to do.

- Explore the potential of establishing educational facilities that could deliver inclusive day provision for pupils in the county of Monmouthshire to cater for ASD, Attachment Disorders and associated pervasive behaviours for all children and young people understood to need support in addition to the mainstream at key stages 2, 3, 4 and 5
- Transform the provision for children at MCC’s Special Needs Resource Bases and PRS by exploring the potential of establishing a Virtual Special School. Initially this would be through research and consultation around a hub and spoke approach, including a revolving door provision for those pupils who are at risk of permanent exclusion from their current educational establishment.
- Provide appropriate resources within any new facilities to ensure flexible and appropriate staffing provision for all component parts.
- Build and enhance the capacity of mainstream schools to improve the breadth and quality of their provision for children who have Additional Learning Needs including ASD and Attachment Disorders.
- Explore the potential of centralising services currently commissioned from external sources through SLAs to ensure robust and effective use of the LA’s resources to support children with HI, VI and Social Communication and English as an Additional Language.

Protected characteristic

Potential **Negative** impact

Please give details

Potential **Neutral** impact

Please give details

Potential **Positive** Impact

Please give details

Age

Extending the age range of provision for children with Additional Learning Needs outside the mainstream in Monmouthshire.

Disability

Children who are identified with a disability of ASD may have their needs met within their local community.

Marriage + Civil Partnership

NA

Pregnancy and maternity

NA

Race

NA

Religion or Belief

NA

Sex (was Gender)

An inclusive offer would be provided

Sexual Orientation

NA

Transgender

NA

Welsh Language

NA

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

- *Through research and review MCC will evaluate its current offer. Through consultation MCC will assess the effectiveness of all its ALN provision. Potential negative impact could be a pressure on educational leadership to ensure enhanced Continuing Professional Development (CPD) across all schools both mainstream and Special and a realignment of the current offer of residential provision in MCC*

- School Improvement analysis of CPD needs of all staff to ensure both mainstream and Special School staff are professionally competent in order to identify, intervene and deliver appropriate and good quality inclusive education.

- In relation to the potential realignment of residential services a full and proper assessment of individual pupils' needs will take place in order to deliver the best quality service for every pupil. In partnership with Children's Services in MCC a full assessment of need will be carried out to determine whether any alternative arrangements would be required to ensure full access to opportunities as they exist currently or may exist in the future.

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing

Service area

Policy author / service lead

Name of assessor and date

1. What are you proposing to do?

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

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

- 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.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”

Please give a **brief description** of the **aims** proposed policy or service reconfiguration

Name of the Division or service area

Date “Challenge” form completed

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

Improve housing quality and provision

Reduce ill health and improve healthcare provision

Promote independence

Encourage community participation/action and 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

PLANET

Reduce, reuse and recycle waste and water

Reduce carbon dioxide emissions

Prevent or reduce pollution of the air, land and water

Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)

Protect or enhance visual appearance of environment

PROFIT

Protect local shops and services

Link local production with local consumption

Improve environmental awareness of local businesses

Increase employment for local people

Preserve and enhance local identity and culture

Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc

Increase and improve access to leisure, recreation or cultural facilities

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

Dated

37A – WASTE MANAGEMENT – EFFICIENCY AND REALIGNMENT

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	17 th October 2014	Draft	Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Nigel Leaworthy	MCC	Commercial & Operations Manager

Executive Summary

Over 2014 the new Waste & Street Services department is being formed through a major restructure which helps deliver the R&C 2014-15 budget mandate on staff restructures. This merger of 2 key departments, waste/cleansing and grounds maintenance gives the opportunity to remove duplication and ensure more efficient and effective delivery of core frontline services.

Over 2012-13 the Systems Review identified operational duplication between grounds and cleansing on litter bin emptying functions. Cleansing would empty bins from concrete and streets and grounds from parks. Small changes were made to the practice but it was not adopted across the County. In addition it has been identified that the services undertake other similar duties e.g. cleansing pick up fly tipping off public land whilst grounds teams will pick up fly tipping off private land if requested to do so by the landowner (e.g. Housing Associations) and make a charge.

It is proposed that more efficient practices can be instigated which will remove the duplication and ensure a more responsive, efficient service.

The changes will deliver a **£50k** saving which is delivered from the workforce being reduced by 2 operatives.

This change could identify further operational changes which could benefit the service and our customers and any further actions will then be initiated to reduce overall expenditure.

Detailed Business Case

Vision

For the cleansing/grounds service to re-align and to be as customer focused and as efficient as possible

To reduce duplication of services which will provide clarity on responsibility and service deliverability

Outcomes

For service operational changes to be introduced to remove duplication and ensure a better service is delivered

Blue Print

The Future State

This service realignment builds on work already started under the Systems Review. However it formalises this work and releases capacity which achieves financial savings.

In the future, where we currently have duplication (litter picking, fly tipping) and 2 distinct services undertaking the functions, the service will become one. The service will improve its capacity to respond and will have a more joined up approach whilst still ensuring that statutory data (e.g. fly tipping on public land) and potential impacts are managed e.g. if all grounds bin waste was collected by the Waste Collection Authority it would have a negative impact on the MCC recycling results.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Staffing	Staff employed by grounds and waste separately for similar services	Review of staffing levels for the reviewed areas (litter picking & fly tipping) and new level determined e.g. numbers, location Due personnel process to be followed on reducing staffing levels	2 staff can be saved from this process

	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Legislation	Waste complies with Environmental Protection Act reporting e.g. litter, fly tipping Which needs to be adhered to in future service redesign	On reviewing operational practices need to ensure statutory requirements are met	
Systems	Different systems are used by the services	System redesign needs to take place to ensure work is commissioned and undertaken efficiently and effectively	

Options Appraisal

No other options are being considered. The only other operational alternative is “no change” which given the reasons for change, operational efficiency, reduced duplication and resource release is not being considered.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
£50k	<i>The overall street cleansing budget is £600k</i>	£50k	£50k	£0	£0	£0

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Non financial benefits	Current performance	Target performance				
improvements in service	<i>Duplication of services</i>	<i>Efficient and streamlined service delivery</i>				
Cost Redundancy costs of staff	Current costs	Revised costs To be determined				

IMPACT

This is one of 3 mandates which have operational impacts e.g. front line staff reductions. The others are:- change of frequency of nappy service and route optimisation. Overall in Waste & Street Services the workforce will need to reduce by about 13 to achieve the savings proposed. Therefore there will be individual staff impacts. First through the realignment process as colleagues are managed through the process and then secondly at the end when colleagues leave the organisation. There will be morale issues and this could lead to an impact on service performance.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Individual impact on staff affected i.e. made redundant	H	H	2014-15	Rachel Jowitt Nigel Leaworthy	The process will be undertaken fairly and in line with the Protection of Employment Policy. MCC will also offer all support available to those affected, but recognises that the impact of losing your job can not be fully mitigated	Rachel Jowitt Nigel Leaworthy
Overall staff morale - reduction	H	M-H	2015	Rachel Jowitt Nigel Leaworthy	Communications and engagement with the workforce is a priority of the new WSS department. Continued engagement, regular meetings with the team and also an implementation of a fair process to reduce the workforce will be critical in ensuring a success of our wider service. Importantly engagement after the changes will be just as important to keep in touch with the workforce to check on morale and identify any measures that can be introduced to enhance performance within the service.	Rachel Jowitt Nigel Leaworthy
Impact on	M	M	2015 and beyond	Rachel Jowitt	The service system will be	Rachel Jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
recycling performance If all the “grounds waste” came under the Waste Collection Authority residual waste tonnage would increase, thereby reducing the overall recycling performance				Nigel Leaworthy	redesigned with this risk integral to its design. An appropriate recording system will need to be developed to ensure that tonnage is reported appropriately	Nigel Leaworthy Amy Bowen

Assumptions

The actual review is yet to be initiated, so it is assumed that 2 posts can be released through this realignment. We are confident in the 2 posts, and if more staff/vehicles become surplus through this process these too will be released to offer more savings.

Recommendation

That approval is given to review the services and realign them for service efficiency and cost effectiveness.

High level Plan for delivery

Action	Timetable
Review existing processes for each service area	Nov-Dec 14

Action	Timetable
Identify staff/ vehicles assigned to these tasks	Nov-Dec 14
Develop new system	Jan 15
Pilot new system	Jan-Feb 15
Political approval for mandate	Feb 15
Staff reduction implementation	February 15
System implementation	April 15

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

37B – WASTE MANAGEMENT – MODERNISING TRADE WASTE SERVICES

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	14 th October 2014		Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Peter Davies	MCC	Finance
Ruth Donavon	MCC	Finance
Emma Jackson	MCC	IT Systems

Executive Summary

Monmouthshire County Council currently provides a wheelie bin trade waste refuse service to 364 customers. Approximately 200 customers also buy trade bags from One Stop Shops and other outlets. This customer base amounts to an annual tonnage of residual waste of 2,066 tonnes. For 2014-15 the service is forecast to cover full costs (collection, haulage and disposal costs) with income targets built into the budget of £433k.

It is estimated that as a minimum c.250-300 customers make use for *free* of the red and purple householder recycling scheme. This figure is made up of businesses that also currently pay for a MCC provided refuse collection, but potentially also some businesses that are not paying for a refuse service. However it could be more, but it is difficult to determine, particularly through town centres where there are flats above shops and the crews are unable to differentiate between household and trade waste.

Under the Environmental Protection Act 1990 which governs the trade waste regime Council's should look to cover full costs of all waste and recycling services offered to the business sector. This is to implement the policy of Producer Responsibility as Business Rates are not used to cover costs for waste collections and disposal and householder rates should not be used to subsidise business activity. There is also a sometimes a lack of clarity over charging for trade waste, because the Controlled Waste Regulations 1992 stated that for certain businesses (such as charities, education establishments, hospitals and caravan and camping sites), Local Authorities can make a charge for collection, but not disposal of waste. A subsequent update to the regulations in 2012 reduced the types of businesses that this would apply to. MCC has not yet implemented the changes, but through this process MCC will look to update its charging regime to align with these regulations.

One of Monmouthshire's key priorities is to support enterprise, job creation and entrepreneurship. It is important that an introduction of a recycling charge and a re-alignment of the overall charging mechanism is seen within the context of producer responsibility but also as a means to ensure our businesses get a quality, reliable, cost effective recycling and waste disposal service.

The design of the overall scheme is yet to be defined and will need to go through a full consultation, Select Committee and Cabinet approval process. But it is intended that implementation of a scheme will deliver:

- Introduction of trade waste recycling £40k
 - Realignment of Schedule 2 changes £10k
(through charging for the administration of transfer notes at £25 per customer).
- TOTAL £50k**

Detailed Business Case

Vision

That Monmouthshire based businesses will be able to access a cost effective recycling and waste disposal service.

That MCC fully implements the principle of Producer Responsibility so that the cost of business recycling/waste management is fully recovered in line with the law and Schedule 2 interpretations of commercial waste.

Outcomes

That MCC offers a comprehensive recycling and refuse services to MCC businesses

That the charging mechanism is appropriate to cover costs and fully apply the Schedule 2 changes on collection and disposal charges

Blue Print

The Future State

Businesses need a safe and reliable way to dispose of the waste they produce. Businesses are not obliged to come to a Council for a collection but a Council is required by law to undertake a collection where the businesses request it and the service can then make a charge. Due to the rurality of Monmouthshire some businesses would struggle to find a cost effective contractor to manage their waste and therefore the Council would always need to offer some level of service provision.

Given the importance of businesses to Monmouthshire's priorities it is important that the design of the modernised service is based on promoting recycling and the producer responsibility concept. This in turn may help businesses examine the amount of waste they produce, make them more environmentally aware resulting in waste reduction and reduced cost.

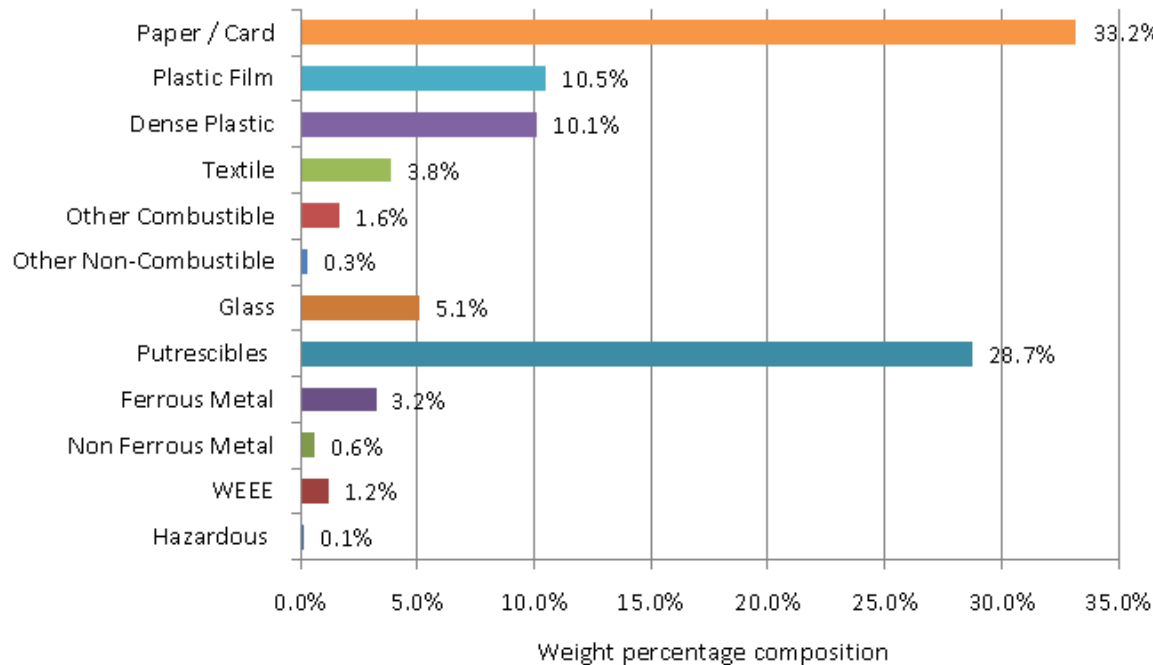
The overall objective is for MCC to fully implement a holistic chargeable trade waste service.

Recycling Rates

Currently trade waste amounts to 4.6% of total municipal waste managed by the authority. All of this waste currently goes for disposal. In 2012-13 an assessment was undertaken on the composition of the trade waste. This determined that businesses produced on average 6.62kg of waste per week (please note since 2012-13 overall tonnage on trade waste has reduced by 600 tonnes).

Importantly though the study determined that the vast majority of trade refuse was recyclable:

Figure 9.1 - Composition of residual collected commercial waste



The above demonstrates clearly that the top 4 material streams: cardboard, food, dense plastic and glass amounts to 75%. If 50% of this waste was recycled the recycling rate would increase by approximately 2%. If this was applied in 2013-14 MCC would have achieved a recycling rate of 65%.

We are currently unable to determine the existing level of business recycling from them making use of the red and purple bags. The benefit of a distinct trade recycling service will allow us to fully understand the contribution of trade recycling to the overall performance of the Council and help businesses communicate their environmental performance.

Charging for Administration of Transfer Notes

It is a legal requirement that Transfer Notes are produced by the collector of the waste and given to the producer of the waste (i.e. the business). This is to allow the business to prove that they have managed their waste responsibly and have given their waste to an NRW/EA approved body. Currently this administrative task of production, database management and postage is undertaken free of charge. It is however custom and practice that waste collecting bodies charge.

It is therefore proposed that a £25 annual charge is to be applied to the administration for a trade waste customer.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Internal admin Processes	There is an established system for businesses to register and pay for a trade waste service.	The system will need to be reviewed and potentially changed to accommodate a more complex service design and charging	Capacity of IT to be able to design and implement a new system for 2015. No revenue

		system.	funding has been earmarked for this development work.
Design of service	There is no determined trade waste recycling service	<p>Research into trade recycling service options</p> <p>Consultation with businesses on service design</p> <p>Feasibility with existing fleet as one of the key assumptions is that there will not be investment in new fleet until the findings of the service review are complete</p>	<p>No new fleet</p> <p>Businesses have already indicated in the survey of 2012 that they would like to recycle but did not want to pay for it. Therefore a risk to overcome will be their understanding of the changes and the benefits.</p>
Technology/infrastructure	Basic database used for system at present	Modernisation to allow online registration and system	Capacity of IT to be able to undertake the work
Communications	Communications limited to when changes to their collection are required.	Introduction of a charge will require a comprehensive communications plan to be instigated	Internal staff resources and budget for communications.

Options Appraisal

There has been no option appraisal due to the only other option available is not to charge, and given the budget position, the importance of Producer Responsibility a charging mechanism is deemed to be the only appropriate solution.

Impact

It could be perceived by the businesses who already make use of the red and purple scheme that they are being treated unfairly with the introduction of a charge. However as outlined above the provision of the service has been a benefit for those businesses, but the Council must

not be using householder rates to subsidise business activity. The benefits therefore of introducing this charge will allow MCC to engage with businesses so they fully understand the trade waste regime and understand their responsibilities within it.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Overall lack of income due to businesses opting to go elsewhere for their trade waste service	M	M	Over 2015	Rachel Jowitt Recycling Strategy Manager	Charging regime is proportionate to promote recycling	Rachel Jowitt
Criticism of the Council from businesses on introducing a charge when enterprise is one of the key priorities	M	L	With introduction of scheme	Rachel Jowitt	Effective communications plan drafted and implemented. Early engagement with businesses and MCC relevant officers to ensure all business communications avenue are utilised	Rachel Jowitt Recycling Strategy Manager
IT – system designed isn't fit for purpose	M	M	2015	Rachel Jowitt	Early work undertaken to determine need and clear specification developed with IT/cashiers	Rachel Jowitt Emma Jackson/ SRS/ Ruth Donavan

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The recycling service is such a success that the trade refuse service does not cover costs	M	H	2015 and beyond	Rachel Jowitt	Pricing schedule is appropriate and fit for purpose	Rachel Jowitt

Constraints

Timescales & capacity: It is anticipated that the scheme will be implemented from July 2015. There is a lot of service design work, consultation and engagement and system development to be undertaken. The team is already focused on the implementation of a £350k saving project (route optimisation which will incorporate the changes to the nappy service if accepted by Council) and therefore this work has to be fitted in with maintaining services and delivering other mandates.

IT: it is anticipated that a new system will have to be developed to give our businesses a modern and effective system for registering and paying for the service. Discussions with MCC systems leads and cashiers has already begun and meetings will take place soon to begin work on the scope and scale of the work so that it can be taken forward.

Assumptions

It has been assumed that the existing fleet (post route optimisation) will be used. The service is currently going through a review and the design of the service may change in future years. Therefore it is a possibility that the trade waste charging service changes in a few years

Recommendation

That approval is given for Officers to proceed with the design of a chargeable trade recycling service.

High level Plan for delivery

Action	Timescale
Design of recycling service	Nov 14
Initial meeting on IT – systems – scope, constraints etc	Nov 14 (after initial design of service has been undertaken)
Policy research into other LAs designs and charging regimes	Oct-Nov 14 (work as started)
First scope of service design for officers to challenge & review	December 14
Systems and IT specification confirmed	December 14
Meet with economic development to discuss business engagement	Dec 14
Policy design and system – presented to Select Committee	January/Feb 15
Communications and engagement with businesses	Jan 15
Charging regime and overall design of service – Cabinet approval	March 15
Implementation of service	April – July
Service starts	July 15

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

37C – WASTE MANAGEMENT – WASTE COLLECTION CHANGES – GREY BAGS & NAPPIES

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	13 th October 2013		Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Monmouthshire is a high performing recycling county, achieving 63% in 2013-14 due to the radical changes that were implemented in July 2013. Monmouthshire is also a highly efficient Council as demonstrated by recent benchmarking which evidenced that the average cost of a waste collection in Monmouthshire in 2012/13 was £50 per household as opposed to the Welsh average of £70 per household. Efficiency is to be optimised even more in 2015 with the introduction of the Route Optimisation Project which already sits in the MTFP to deliver a £250k (2 lorries and crews) saving. When looking at further efficiency's therefore the law (Environmental Protection Act) has been reviewed to determine what we *must* do and what is discretionary and therefore open for review and release of resources. Two such items have been identified:

- The removal of the free supply of grey refuse bags as agreed by Council in April 2013 with householders once more being asked to provide their own black bags, but would still be restricted to two per fortnight; and
- The removal of the nappy/hygiene collection service and householders advised they would be allowed an additional allocation of black bags for collection fortnightly.

The above actions would deliver:

• Grey bags	£80k
• Nappy service – change of frequency of collection	£100k
Total	£180k

It is recognised that these are high profile service changes with a potential impact on performance and customer satisfaction with the service. However given the budget pressures facing the authority, the proven efficiency of the collection service these services are not statutory and can therefore be removed whilst ensuring compliance with the law.

Detailed Business Case

Vision

As part of the Recycling Review Members have set four priorities for the recycling and waste service. These are:

1. Maximising the economic benefit/value of service;
2. Minimising the environmental impact of service;
3. Enabling and supporting communities, businesses and members of the public do more for themselves, and;
4. Having an informed and engaged public.

The service also an outlined purpose of:

To provide and promote a clean, safe, and sustainable Monmouthshire through the delivery of our services in a reliable, flexible and cost effective way that meets the needs of our residents, now and in the future

The service aspires to be the best at minimal cost to allow the Council to focus on its corporate priorities and outcomes.

Outcomes

The changes proposed, whilst recognising could be seen as a reduction in service provision will strive to deliver specific outcomes which align to the priorities determined by Members:

Maximising the economic benefit/value of the service

The grey bags were introduced to indicate to residents that a change was needed in the amount of general rubbish that was being thrown out to both reduce the amount and cost of landfill and to increase the County's recycling performance. The scheme has been

accepted as a success both on financial and recycling performance. Importantly performance is consistently being maintained which indicates that the change which the grey bags introduced has bedded down to a sufficient level to allow the provision of the grey bags to be removed and deliver a financial saving to aid the economic value of the service.

In terms of the nappy service, with the closure of the recycling facility in 2013 and market research determining no suitable alternative in principle support has been given to return the nappy/hygiene waste back to the residual waste stream permanently. With the introduction of energy from waste rather than landfill being the primary form of treatment for residual waste this will deliver a financial saving (which is already a MTFP mandate (Project Gwyrdd) to deliver this outcome.

Minimise the environmental impact of the service

Through the restriction of residual waste the environmental performance of the service has already been improved, and with the pending move to energy for waste for residual waste, there is no better environmental treatment method for this waste. The removal of the nappy/hygiene service will also reduce fleet delivering further environmental savings from CO2 emission reductions.

Enabling and supporting communities, businesses and members of the public do more for themselves, and

The community has raised at the recent consultation events the possibility of removing the provision of grey bags due to the success of the changes. We want the community to do more for themselves and to take responsibility for the waste they produce. By re-introducing householders supplying their own black bags, but maintaining the restriction it returns the onus on householders for their general rubbish collection service.

It is recognised that householders can do very little with nappy/hygiene waste produced and therefore it is proposed that the service be aligned with the residual waste service for fortnightly collections. In addition those who would have made use of this service it is proposed will be allowed an additional allocation of grey bags.

Having an informed and engaged public

Monmouthshire has high public satisfaction with its recycling and waste and the performance of the service is testament to the level of engagement from the public. The proposed changes should not have a negative impact on the overall engagement with the service albeit accepting that the changes would require a period of adjustment.

Blue Print

The Future State

The future will be one where residents still comply with the refuse restriction and only place out no more than 2 bags per fortnight and continue to recycling as much as possible. In relation to the nappy service the waste will be collected within the residual waste stream given the lack of future recycling capacity. If householders do need to dispose of nappy/hygiene waste on the weeks where this is not a refuse collection then the waste can be taken to the Household Recycling Centres and placed in the general waste skips.

No changes to processes are required for this change. Indeed the removal of the nappy service will save on processing of applications and release administration capacity which will aid the service given it has faced a 20% reduction in office staffing this year.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process for approval	Both services were introduced through the due political process	Changes are needed to Council policy to remove the nappy service and for householders to supply their own black bags once more	
Process for additional allocation of black bags	There is already a process and database in place for those householders who	The database and process to approve the additional allocation will need to be removed to ensure it is fit for purpose	IT is a constraint within the current service in terms of the databases operated and how

	require more than a 2 bag limit currently.	and can cope with approximately 4,000 new requests	they can be improved. Discussions and an action plan will need to be agreed with SRS to ensure the database can be updated easily and operational crews knowing with ease who is allowed an additional allocation of black bags.
Householder communications		A major communications initiative will have to be undertaken to inform householders of the change and how the service is expected to continue and still perform effectively	No constrains – communications plan will be devised and implemented following member approval.

Options Appraisal

Option 1

The first option is to:

- Request householders supply their own black bags again, but only 2 are allowed to be placed out for collection per fortnight
- Withdraw the nappy/hygiene collection service and advise householders that this waste is to be placed in the black bags and if they need an additional allocation of more than 2 bags per fortnight to apply to the Council

This would allow, with most effectiveness the financial saving to be met.

Cost-Benefit Analysis – Option 1

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Removal of grey bags £80k</i>	£80k	£80k	£80k	£0	£0	£0
<i>Removal of nappy/hygiene service £100k</i>	£100k	£100k	£100k	£0	£0	£0
Non financial benefits	Current performance	Target performance				
N/A	63% recycling rate and reduced expenditure on residual waste management.	63%	63%			
Cost	Current costs	Revised costs				
There will be a need to develop and implement a communications plan to ensure all householders know	The service has a communications budget of £10k.	£10-20k – it is proposed the existing budget is used to communicate the changes to residents				

of the changes					
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Option 2

The other option would be to introduce a charge for the bags (but bags only as refuse services cannot be charged for). However given the administrative burden this would introduce (with reduced resources to deal with the administration) and the fact that for the nappy service the £100k could not be saved it is not proposed that bags be charged for. Therefore a full options appraisal has not been undertaken.

Impact

There is a potential risk to the overall recycling performance of the service. The introduction of the grey bags was a visible tool to help householders with the change on restricting residual waste. Their removal could be portrayed as the Council placing less emphasis on the service but in fact it is an indication of the resident's superb compliance with our requests that we feel confident to ask them to once more provide their own black bags.

The nappy/hygiene service change of collection frequency will probably have a negative impact on those who use the service, as there will be a period of change to adjust to. The introduction of this service in 2010, with the introduction of fortnightly refuse collections has allowed parents and those who require the hygiene service to dispose of smelly waste every week. The proposal will mean that the waste is collected fortnightly. However facilities are available at the Household Waste Recycling Centres if residents want to dispose of this waste more frequently. MCC recycling department already offers subsidised real nappy kits and will look to promote this scheme to reduce the impact of the change of collection frequency.

Key Risks and Issues

Risks - anticipated threats to the benefits
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Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
<p>Reduction in recycling performance and increased cost on residual waste treatment</p> <p>With householders providing their own black bags once more, they may feel that the Council is not as committed as it was to the recycling agenda. This couldn't be further from the truth. The removal of the grey bags is testament to the success of the initiative and the compliance we have seen from our residents. However if the former view is taken, there is a risk that more recycling is placed into</p>	M	M	2015-16 and beyond	Rachel Jowitt	<p>As part of the route optimisation programme it is intended that we will make recycling even easier for householders. Currently when residents require new bags they have to go to an outlet, but it is intended from April that we will have developed a system so that our operatives will know when residents need a new supply of bags and will deliver the bags directly.</p> <p>We will also advise residents on the type of black bag that can be placed out – a maximum size (this is allowed by law) to avoid large bags being used and therefore</p>	Rachel jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
the black bags, thereby increasing cost and reducing performance Whilst MCC is not at immediate risk of fines from WG on recycling performance we have to be mindful of the impact of fines. The next target year is 2015-16 with 58% needing to be achieved. Given current performance of 63% it is not anticipated that performance would fall by 5% with this change.					recycling to suffer. This will emphasise to householders that we are still prioritising recycling and this will enable our crews to promote recycling and if need be issue literature at the same time. Our crews are currently receiving further training on the recycling service and engagement and communications to aid this process.	
Public opinion on the removal of the nappy/hygiene service. This has been a very popular and is now a well- used service. There will be concerns over public health, but advice received from WG an other LAs who	H	M	2014-15 (during implementation)	Rachel Jowitt	Communications plan to be developed and the method of disposing and managing this waste clearly articulated. In addition a public push on our subsidised real nappy scheme will help reduce the number of	Rachel Jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
do not operate a nappy service is that the waste is suitable for fortnightly collection.					nappies produced (thereby reducing tonnage and overall cost).	
<p>Morale within the workforce.</p> <p>The removal of the nappy service will see three staff being made redundant. This is on top of the 6 staff identified to be saved through the introduction of the route optimisation programme. Other mandates also have front line staffing implications.</p> <p>It is important that morale in the workforce is maintained to ensure a quality and effective service is delivered to the residents of</p>	H	H	On roll out of proposals and through implementation	Rachel Jowitt Nigel Leaworthy	<p>Communications and engagement with the workforce is a priority of the new WSS department.</p> <p>The workforce are engaged in the route optimisation project to allow them to understand the reasoning behind the change and the same will have to be done with the removal of the nappy service.</p> <p>Continued engagement, regular meetings with the team and also an implementation of a fair process to reduce the workforce will be critical in ensuring a success of our</p>	Rachel Jowitt Nigel Leaworthy

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Monmouthshire.					wider service. Importantly engagement after the changes will be just as important to keep in touch with the workforce to check on morale and identify any measures that can be introduced to enhance performance within the service.	
Individual impact on staff affected (eg. made redundant)	H	H	2014-15	Rachel Jowitt Nigel Leaworthy	Process will be undertaken fairly and in line with the Protection of Employment Policy. MCC will offer all support available to affected staff, but this will not fully mitigate the impact of people losing their jobs.	Rachel Jowitt Nigel Leaworthy

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
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The main threat is lack of commitment to taking this forward and the financial saving not being achieved. The service does not have another area where £180k could be taken from.	H	Rachel Jowitt	Clear plan developed in terms of engagement with members and clear process on political process for approval of policy changes	Rachel Jowitt

Constraints

There are no real constraints to the implementation of these proposals.

Assumptions

No assumptions have been used to base this financial saving as it is a direct cut on provision of grey bags and staffing and vehicles.

Recommendation

That approval is given to proceed with the political process to implement a policy change to refuse collections to allow:

- The provision of grey bags to be removed and householders requested to provide their own black bags and still restricted to two per fortnight
- The removal of the nappy/hygiene service

High level Plan for delivery

Action	Timescale
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High level political approval for mandate	Oct / early Nov 14
Recycling Review presented to Strong Communities Select Committee where savings plan will be shared within the context of the wider review	18 th Nov 14
Review of existing council policy to amend it appropriately	Nov 14
Development of communications plan to tie into communications plan for roll out of route optimisation programme	Nov- Dec 14
Review of policy changes by Select Committee	11 th December
Policy changes given political approval	Cabinet – 7 th January 2015
Implementation of communications plan	Jan – April 2015

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

40A – DEMOCRACY AND REGULATION SERVICES

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to approve the proposal.

Mandate Completed by	<i>Tracey Harry</i>
Date	<i>16 October 2014</i>

What does the mandate propose to do?
To generate savings from Democracy and Regulatory services
How much savings will it generate and over what period?
£115k
Directorate & Service Area responsible
CEX
Mandate lead(s)
Tracey Harry

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Dave Jones, Dave Loder	MCC /cex , mcc/finance	

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Tracey Harry	CEX/Regulatory services	

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of the proposal?
To reduce budget requirement in a number of areas by 110k through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.
Expected positive impacts
Achieve budget saving
Expected negative impacts
none

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?							
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year			Total Savings proposed
				15/16	16/17	17/18	
Democracy and regulation		110		110			110

3. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Management restructure	Tracey Harry	Feb 2015
Reduce budgets	Tracey Harry	April 2015
Increase income budget in planning	Tracey Harry	April 2015
Remove half a vacant post	Tracey Harry	April 2015

4. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)

5. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2013/14	Actual 2014/15	Wales Average 2013/14	Target 2015/16	Target 2016/17	Target 2017/18

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions	Responsible Officer
None identified					

7. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

40A DEMOCRACY AND REGULATION SERVICES

The “Equality Initial Challenge”

Name: Tracey Harry Service area: Democracy and Regulatory services Date completed: 29 October 2014		Please give a brief description of what you are aiming to do. A combination of activity to deliver £110 of savings including – increase income, efficiency savings, management restructure.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		No impact from savings	
Disability		No impact from savings	
Marriage + Civil Partnership		No impact from savings	
Pregnancy and maternity		No impact from savings	
Race		No impact from savings	
Religion or Belief		No impact from savings	
Sex (was Gender)		No impact from savings	
Sexual Orientation		No impact from savings	
Transgender		No impact from savings	
Welsh Language		No impact from savings	

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

Signed Tracey Harry
Dated 29 october 2014

Designation, Head of Democracy and Regulatory services

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Policy author / service lead	Name of assessor and date

1. What are you proposing to do?

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.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”	Please give a brief description of the aims proposed policy or service reconfiguration		
Name of the Division or service area	Date “Challenge” form completed		
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			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			
Encourage community participation/action and			

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			
PLANET			
Reduce, reuse and recycle waste and water			
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			
Protect local shops and			

services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

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

Dated

41 HIGHWAYS

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	13/10/14		Tony Wallen	MCC Highways (SWTRA, County Roads, Mechanical and Electrical Infrastructure). 2015/2016 Savings Mandate and Service Reduction

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Dave Loder	MCC	Senior Accountant

Detailed Business Case

Vision

This mandate will enable county highway maintenance services to continue to be provided, to a good standard, but the reduced labour plant and material resources will inevitably result in an increased response timescale. Winter maintenance and flood response should remain unaffected, the effect of the reduced highways resource will be covered by utilising labour from other sections, ie grounds maintenance. The flexibility of utilizing all resources from all operations sections, will enable the highway service provision to be maintained to at least current standards.

Outcomes

The mandate will achieve a £450k saving during the 2015/16 year, to meet the requirements of the MTFP. The outcomes to residents will be measured by data contained within the Highway Service Improvement Plan. The staff changes will need to be instigated by April 2015 to achieve full savings.

Blue Print

The Future State

The county highways operations organisation will continue to shrink to mirror the ongoing reduction in highways revenue budget. Statutory highways functions will continue, but with reduced staff levels. The highways trading areas should continue to hold their own in a difficult trading environment; however, growth will be difficult based on the predictions of further austerity measures.

It is fundamental that the direction of local government reorganisation is outlined ASAP, in order to start to plan a way forward with regard to the highway services currently provided by MCC on trunk and county roads.

Current state and gap analysis

Section	Description of current state and changes
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	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	The current highways portfolio undertakes a wide range of services to MCC residents, including local road maintenance, winter maintenance, street lighting, and flood response. Also strategic roads i.e. motorways and trunk roads, within the Greater Gwent and Cardiff regions, are maintained for Welsh Government, via their agents, SWTRA.	Services being provided within 2014/15 must achieve the required 2014/15 financial targets, to ensure that no overspend is carried forward. Confirmation of the 1+1 performance based extension of the SWTRA SLA is required ASAP.	Any efficiency savings can only be assumed, providing the performance based SWTRA, SLA will be extended. It is assumed that the authority will continue to protect education and social services at the expense of other MCC service budgets.
Organisation structures	The current organisation is being reorganised, to best meet the needs of MCC customers, within the context of the available funds.	Reduced/reorganised staff structure must be in place ASAP.	It is assumed that no additional costs can be absorbed within revenue service budgets and any staff redundancy/early retirement, costs will be funded from MCC reserves.
Technology/infrastructure	Bespoke software is currently being developed to streamline the administration of the service, to the benefit of customers and staff.	Field trials of specialist software needs to be Completed.	It is assumed that no further development costs will be incurred by highways, (i.e. any future costs to be met corporately), and that the software will be in operation during 2015/16, to achieve administration savings.
Information and data	The speed of the re design and shape of future systems	Direction of what the future service role is to look like, within the new merged authorities	It is assumed that significant LA reorganisation changes will not

	and organisational structures, will depend upon the resources available and the merging of services with those in adjacent authorities.		commence during the 2015/16 financial year.
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Options Appraisal

The options below will enable the target savings for 2015/16 to be achieved, whilst minimising any service reduction to MCC residents.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit	£3,888,910					
<i>Staff reductions</i>						
<i>County Highways</i>	As Above					
- <i>Resources Manager</i>		£50k	£50k	£0	£0	£0
- <i>Four Highways Operatives</i>		£112k	£112k	£0	£0	£0
- <i>Materials saving</i>		£50k	£50k	£0	£0	£0
- <i>Plant Saving</i>		£20k	£20k	£0	£0	£0

<i>Amended work practices and cost savings within the external highways service trading accounts</i>	<i>As above</i>	<i>£113k</i>	<i>£113k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Additional income skips and scaffolding</i>	<i>As above</i>	<i>£5k</i>	<i>£5k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Operational fuel, stores and procurement savings</i>	<i>As above</i>	<i>£50k</i>	<i>£50k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Commercial advertising provision</i>	<i>As above</i>	<i>£50k</i>	<i>£50k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
		TOTAL 2015/16	£450k	£0	£0	£0
<i>Non financial benefits</i>	Current performance	Target performance				
<i>There will be a small reduction in administration overheads due to the staff reductions. All other savings will be dependant on similar in levels of external income as</i>	<i>The core service provision standards on MCC highways will reduce, i.e. potholing, cleaning drains, cleaning and minor repairs will take longer to respond to i.e. general potholes currently attended to within 7 days, may now</i>	<i>Yet to be determined, but flood and winter maintenance response to remain unaffected.</i>				

<i>achieved in previous years.</i>	<i>take 10 days to repair.</i>					
Cost <i>No additional costs anticipated, but the service budget cannot sustain the cost of any redundancy payments, which could potentially be in the order of 5 staff X £20k which equates to £100K. This cost would have to be taken from reserves.</i>	Current costs	Revised costs				

Impact:

The consequences of the reduction of four MCC county highways operational staff, (from a total of 37No to 33No), is that highway maintenance services will still be provided to the existing standards, but will take longer to achieve. This will detrimentally affect performance indicators, potentially increase insurance claims and attract bad publicity.

The existing role of the Resource Manager post will be absorbed into the existing team member’s job descriptions.

The commercial advertising and A board policy may result in public complaints and bad press. This will take staff and member times to administer, and will, in effect reduce the value of the stated income. No additional staff have been allocated to this role.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Highways staff reduction - union concerns, work force backlash and loss of goodwill.	High	Reduced output from remaining operatives	April 2015	Tony Wallen	Ensure early interaction with workforce and unions to outline the budget issues and how the budget reductions are affecting the whole of the MCC workforce, not just highways operatives.	Tony Wallen
Other savings rely on current spends from external customers remaining similar to previous years.	High	General reduction of spend with in all areas of local government.	Throughout 2015/16	Tony Wallen	Advance warning of any budget cuts, in order to achieve mitigating savings to compensate for any shortfall.	Tony Wallen
Some highways maintenance related performance indicators will show a reduction in performance	High	May project the perception of failing service	Throughout 2015/16	Tony Wallen	Public consultation and interaction to sell difficult changes prior to 2015/16	Tony Wallen
Issues- current threats to the benefits						

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Description	Priority	Issue Owner	Action	Action Owner
The staff reductions must be in place early in the 2015/16 financial year, to achieve the full in year benefit.	High	Tony Wallen	Ensure HR policies are in place, and programmed in advance of 1 st April 2015.	Tony Wallen

Constraints

None

Assumptions

That external customers maintain similar spend levels in 2015/16, to those achieved in 2014/15.

Recommendation

The above option is recommended as it enables the 2015/16 financial targets for highways to be achieved.

High level Plan for delivery

The existing highways staff resources will undertake the above change options.

- The Head of Service for highways will oversee the budget savings.
- Unions and Member consultation will be undertaken and completed Jan/Feb 2016, if this mandate is approved.
- Authorisation route and monitoring arrangements via Financial Section, Head of Operations and the relevant Cabinet Member.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to approve the proposal.

Mandate Completed by	<i>Tom James</i>
Date	<i>16/10/2014</i>

What does the mandate propose to do?
To operate additional market stalls on existing market days in High Street, Nevill Street, and St Johns Square, Abergavenny. Expansion of weekly Flea Market in Abergavenny to include car boot sale. To establish weekly car boot sale to the rear of the market hall. To hold 10 “special” markets/events per annum in Cross Street, Abergavenny.
How much savings will it generate and over what period?
£50,000 income per annum
Directorate & Service Area responsible
Enterprise /Market Service
Mandate lead(s)
Tom James /Ben Winstanley

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Market traders		January/ongoing throughout 2014

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	26/09/2014	None
Other Service Contributing to / impacted		
Senior leadership team		

Select Committee		
Public or other stakeholders		None
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Through Planning process	Town council ,business club , Town Team, Market Traders	Submission of planning application

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of the proposal?
A recent baseline study commissioned and undertaken by "Towns Alive " on behalf of the Abergavenny Town Team reinforced a broadly held perception of the importance of the market operation to the viability of the town . The proposal is to increase the trading operation of the market with the aim to create Abergavenny as a " Regional Market Hub" building on its status as the "Gateway To Wales" and in doing so increase visitor numbers and the general retail vibrancy within the town centre . It is also anticipated that a significant amount of additional income from stall rentals could be realised as well as creating opportunities for new business start ups leading to increased employment opportunities.

Expected positive impacts
Increased footfall within the town through increased visitor numbers and increased “stay time” because of the improved offer . More “return“ visits. Increased spend throughout the town in both retail and service sectors as a result of the greater footfall.
Expected negative impacts
Some local businesses may take a short term view that an increased market offer would be detrimental to their businesses.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?							
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year			Total Savings proposed
				15/16	16/17	17/18	
N/A							

3. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
To seek planning permission for the operation of the markets in the town centre streets	Tom James	8 weeks from submission of planning application

4. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Promotional advertising	Existing budget	None
Zero hours contracted staff to cover leave/ sickness because of additional volume of stalls ie rental to collect	Existing budget	none
Review of existing market manager's grade to reflect increased responsibility and business generation role	Service efficiency savings	

5. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2013/14	Actual 2014/15	Wales Average 2013/14	Target 2015/16	Target 2016/17	Target 2017/18
Footfall/market days Abergavenny	Measure Footfall against base line data	400 Persons per 10	446 Persons Per 10	281 Persons Per 10	480 Persons Per 10	500 Persons Per 10	530 Persons Per 10

		mins	mins	mins	mins	mins	mins
Stall occupancy Abergavenny	% of stalls vacant / number of stalls trading	85%	86%	80%	89%	90%	92%
Income Abergavenny	Estimated income /actual income	319,963	325,490	n/a	375,490	425,490	475,490

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions	Responsible Officer
Failure to get planning permission	Strategic	Need permission to operate more than 14 days per annum under permitted development rights	low	Markets have previously operated in the proposed areas of the town centre	Tom James
Opposition to additional stalls	Operational	Other markets which have operated in high streets (Caldicot) need time to demonstrate increased footfall leads to improved whole town spend .	Medium	Ensure that location of individual stalls does not conflict with existing businesses	Tom James

7. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

EqIA

The proposal is solely about increasing income through extra markets and as such it is assessed that none of the protected characteristics is impacted. As such no EqIA challenge has been completed at this stage.

41 EQIA - HIGHWAYS

The “Equality Initial Challenge”

Name: Tony Wallen Service area: Highways MCC County Roads and Trunk Roads within the Greater Gwent and Cardiff Regions. Date completed: 17/10/14		Please give a brief description of what you are aiming to do. MCC highway maintenance services must be provided within the available financial resource. A reduction in budget of 450k for 2015/16 must be achieved. This will be undertaken via: <ol style="list-style-type: none"> 1. Staff reductions within the MCC highways operations teams, that maintain county roads. 2. Amended work practices with regard to the maintenance of high speed roads. 3. Additional income via selling static advertising on highway verges, and the management/licensing of obstructions on the footway/highway. 4. Procurement, fuel and stores savings. 	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability			X The management of A boards and other obstructions, on the highway will reduce the risk to partially

			sighted and disabled residents
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>Due to reduced workforce some maintenance work on the county highway network will take longer to complete.</i>	➤ By prioritizing the work load, on the basis of risk to the travelling public and pedestrians.
➤ Potentially increased third party claims from highway users.	➤ <i>Busier parts of the network may need to be maintained to a higher standard to reduce liability.</i>
➤ <i>Static advertising could lead to public complaints and potential risk to travelling public.</i>	➤ Specific highway locations to be identified and consulted upon with members and town and community councils.

➤	➤
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Signed Tony Wallen
Dated 17/10/14

Designation Head of Highways

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Reduction of County Highway Resources, amended work practices and commercial obstructions on the highway.	MCC HIGHWAYS
Policy author / service lead	Name of assessor and date
TONY WALLEN	17/10/14

1. What are you proposing to do?

MCC highways maintenance services must be provided within the available financial resource.

A budget reduction of £450k for the 2015/16 financial must be achieved. This will be undertaken via:

1. Four number staff reduction on MCC county roads, (maintenance operations)
2. Amended work practices on high speed road operations to reduce costs and increase productivity and, where possible, generate additional external income.
3. Additional income via the selling of static advertising and the licensing/charging for 'A' boards and café furniture etc., within the highway boundary.
4. To continue to review / re tender contracts with suppliers to achieve savings for plant and materials.

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..

Static advertising and A board customer survey included in documentation submitted to Strong Communities Select Committee, Management of Commercial Obstructions on the Highway Policy 16/10/14

Signed Tony Wallen.....**Designation**.....**HoH**.....**Dated**.....17/10/14.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Tony Wallen	Please give a brief description of the aims proposed policy or service reconfiguration AS ABOVE		
Name of the Division or service area Highways	Date “Challenge” form completed 17/10/14		
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		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and		X	

voluntary work			
Targets socially excluded		X	
Help reduce crime and fear of crime		X	
Improve access to education and training		X	
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and			X Static advertising to target local

services			SME's
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people	X Ongoing staff reductions unlikely to decrease within the foreseeable future		
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ <i>Reduction in MCC work force</i>	➤ Potential re training and/or skills development to enable re employment elsewhere. Redeployment within MCC under 'at risk' HR policy.
➤	➤

➤	➤
➤	➤

The next steps

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

Positive aspect is that a new policy will be in place to manage obstructions on the MCC county highway, which will provide a baseline for enforcement and help protect disabled and abled bodied residents from harm, with respect to private sector 'A' boards and illegal Café/pub furniture.

Static advertising opportunities on the highway will be targeted toward local SME's

- 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:

Ongoing staff reductions within public sector due to ongoing austerity, the operations workforce is now under pressure, since management and admin savings have already been taken.

Highway county road maintenance operations will be still undertaken to an acceptable standard but some aspects will take longer to complete due to the reduced resources available. Maintenance operations will be prioritized on the basis of reducing risk to the travelling public and reducing third party insurance claims to MCC.

Signed Tony Wallen

Dated 17/10/14

42 YOUTH SERVICE

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	21 st October 2014	Draft	Tracey Thomas	Proposals to reduce the Youth Service Budget by £200,000 for the financial year 2015/16, with further reductions anticipated

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
CYP Select Committee	MCC	

Executive Summary

The Authority is facing a reduction in core funding for the financial year 2015/16 amounting to 4.3%.

Given the reduction the Authority is facing the Youth Service has been asked to explore new ways of working that will contribute to the budget savings of the Authority, whilst realising consistent and retained service delivery to young people in Monmouthshire. We embrace this opportunity to look at our service delivery in an innovative way.

The Youth Service historically has been creative in its approach and accesses 40% of its overall income from external sources through diversifying into new areas of working with young people.

Detailed Business Case

Vision

The current financial climate requires us all to undertake a wider service review to look at a more cost effective model and delivery within our Youth Service.

The Youth Service has been informed of the wider corporate pressures that the Authority is facing and the longer term financial reductions being modelled.

Small working groups are now exploring ideas to generate future income streams and savings, whilst ensuring a quality service is maintained and delivered to young people.

To date the ideas that have been generated to explore further include:

- Wellbeing Centre to provide bespoke services offering a mixture of preventative, reactive, responsive interventions with wellbeing at the centre. The Wellbeing centre is a provision that is needed in Monmouthshire to help people young and old living in our community to love more satisfying lives. It will be able to fill and support the gaps between Health; Social Services and Education.
- Propel Academy to deliver bespoke training packages in Youth Work; Teaching qualifications; Assessors qualifications; Technology for beginners, intermediates and advanced levels; Therapeutic courses including bereavement, self-harm and art/play therapy. All of these courses can be delivered daily or have a residential option.

- Immersive Welsh Language Centre will be designed to be multi - faceted and provide the opportunity for different ways of learning the Welsh language to people of all levels of ability including complete beginners. With the Eisteddfod in Monmouthshire in 2016, we aim to provide a Centre of Excellence that is available to everybody and can offer a variety of methods for people to learn the Welsh Language. This will be achieved through language courses; outdoor education; sport; culture and local walks; provision for school learners and community members.
- Integrated Service Framework model will see services working closely together to enhance provision, avoid duplication and ensure young people are receiving the right support from the right individual. This will save the authority money in the long term through services being available in house rather than sending young people out of county.
- Volunteering Framework model will aim to provide cost savings for MCC and ensure sustainability of services. This framework will provide a uniformed volunteering experience, training and support for volunteers, whilst promoting a successful model that can be used internally and promoted externally to other services.

Outcomes

To build on our current delivery model across the county where collaborative integrated working has proved successful to ensure young people are receiving the best service by the appropriate agency.

Further collaboration and development of the business projects and working with our partner Trusts, will significantly reduce costs through sharing of buildings.

It is anticipated that the income generated from the key areas identified will offset this reduction. To do this we will raise our business profile and therefore our capacity to generate income.

In line with the MTFP of the Authority identify further budget reductions for the financial year 16/17 (£200k), 17/18 (£0.00), 18/19 (£0.00)

Options Appraisal

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
<i>Reduction in budget from RSG within LA</i>	<i>£789,000.00</i>	<i>£200k</i>	<i>2015/16 financial year</i>	<i>2016/17 financial year</i>	<i>Nil reduction</i>	<i>Nil reduction</i>
<i>Propel Training Academy – to offer niche bespoke training opportunities within the areas of technology; teaching qualifications; assessing qualifications.</i>	<i>Zero</i>	<i>£80,000k gross income generated annually</i>	<i>80,000k</i>			
<i>Wellbeing Centre - to increase opportunities for young people with learning and physical needs; to offer courses to adults and other professions on dealing with young people in times of crisis; learning needs; wellbeing; therapy and creative alternative therapies.</i>	<i>Zero</i>	<i>120,000k gross income generated annually</i>	<i>120,000k</i>			
Cost/Benefit	Current Budget	Target Saving	Timing	2016/17	2017/18	2018/19

Description			2015/16			
Non financial benefits	Current performance	Target performance				
Further development of the Volunteering and Integrated Service Frameworks could promote the sharing of good practice, streamlining delivery functions for staff.						

Impacts

Could result in reduction of service delivery in short term to enable staff to embrace and establish new projects to income generate.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Staff to inform Youth Service manager on areas to explore to generate sustainable income streams	Ideas generated will be prioritised based on financial gain and timescales to implement	October 2014	Staff resources	Tracey Thomas
Establishing the Wellbeing Centre; Propel Academy; Volunteering Framework and Integrated Services Framework.	Task groups set up to identify key areas required for projects to be established in readiness to be operational by March 2015.	Commence Oct 2014	Staff resources Setting up costs as yet unknown	Tracey Thomas

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Due to the continued financial pressures of external grants making up 40% of Youth Service budget, if these decrease then service delivery will be reduced in line with received core budget thus reducing services to young people in Monmouthshire.	Medium	High	From 2015	Sarah McGuinness	Increase income through other alternative options	Tracey Thomas

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Uncertainty of external grants	Medium	WG	Monitor grant proposals, to ensure sustainability in youth service on new interventions	Tracey Thomas

Constraints and Assumptions

Constraints

Staff engaging in the process to reduce youth service costs and implement new income generating projects.

Assumptions

At this draft stage the assumption has been made that should the current core budget not be met by the Authority there are no financial penalties identified.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

42 EQIA – YOUTH SERVICE

The “Equality Initial Challenge”

Name: Tracey Thomas Service area: CYP, Youth Service Date completed: 27 th October 2014		Please give a brief description of what you are aiming to do. To establish projects with income generating options to ensure continued quality delivery of services to young people in Monmouthshire, whilst offsetting the reduction in core funding of the youth service budget from LA.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The youth service delivery currently available to young people in Monmouthshire	CYP Youth Service
Policy author / service lead	Name of assessor and date
Tracey Thomas	

1. What are you proposing to do?

Given the reduction the Authority is facing the Youth Service has been asked to explore new ways of working that will contribute to the budget savings of the Authority, whilst realising consistent and retained service delivery to young people in Monmouthshire. We embrace this opportunity to look at our service delivery in an innovative way. We have identified two key projects for new income generation that will offset any reduction in the core funding.

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

There should be no negative impact on the protected characteristics above as all services will remain operational.

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

There is no proposed change to service delivery currently so no consultation or engagement carried out to date, however as part of our ethos when working with young people we consult with them regularly to ensure that current delivery is what young people require.

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..

Staff consultation and inset days to generate ideas on how our current services could be marketed to generate income and explore new areas through allowing staff to look outside our service area.

Staff skills audit undertaken to establish who would be best placed to be able to take forward the new proposals through business models whilst ensuring key projects are delivered to avoid disruption to

Signed... *G. Alhouse* Designation... Youth Service Manager..... Dated... 27-10-14.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”	Please give a brief description of the aims proposed policy or service reconfiguration		
Name of the Division or service area	Date “Challenge” form completed		
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			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			
Encourage community participation/action and			

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			
PLANET			
Reduce, reuse and recycle waste and water			
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			
Protect local shops and			

services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

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

Dated

SUBJECT: CAPITAL BUDGET PROPOSALS 2015/16 TO 2018/19

MEETING: Cabinet

DATE: 5th November 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To outline the proposed capital budget for 2015/16 and the indicative capital budgets for the three years 2016/17 to 2018/19.

2. RECOMMENDATIONS:

- 2.1 That Cabinet issues its draft capital budget proposals for 2015/16 to 2018/19 for consultation purposes as set out and referred to in Appendix 2.
- 2.2 That Cabinet affirms the capital strategy, linked to the Asset Management Plan, which seeks to work towards a financially sustainable core capital programme without recourse to further prudential borrowing or use of capital receipts so that these resources can be directed towards the Council's priority of 21st Century Schools Programme, whilst recognizing the risks associated with this approach.
- 2.3 That Cabinet reviews the priorities in the Capital programme in the light of the Asset Management Plan and other demands for capital resources
- 2.4 That Cabinet approves the principle that new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- 2.5 That Cabinet agrees to the sale of the assets in accordance with the Asset Management Plan and identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.
- 2.5 That Cabinet agrees to the associated costs of disposal outlined in appendix 7 required to process the sale of assets identified in the exempt background paper.

3. KEY ISSUES:

Capital budget strategy

3.1 Last year a capital MTFP strategy was put in place in the face of an ever reducing resource base from Welsh Government. This strategy had the following key components:

- The core MTFP capital programme needed to be financially sustainable without further draw on either prudential borrowing or capital receipts.
- Capital receipts and any further prudential borrowing will be needed to match fund the Council's priority of 21st century schools (currently estimated at £40 million).
- Budgets for Disabled Facilities Grants and Access for all schemes will be maintained in line with the Council's priority of protecting services to vulnerable adults and children.
- No inflation increases will be applied to any of the capital programme
- The property maintenance budget and Infrastructure maintenance budget were reset at a financially sustainable level

It should be noted that the Highways infrastructure funding from Welsh Government (£1.81 million) will cease in 2015/16, further reducing the capital budget available for highways works in the latter years of the medium term programme.

- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- School kitchens budget to be ceased from 2015/16 on the basis that the project to upgrade school kitchens can be completed by then.
- Budget for Area Management was reduced from £60k to £20k in the programme
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the 21st century schools programme priority

Capital MTFP update

3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant. The following updates are available:

- The draft Asset Management Plan (AMP) (elsewhere on this agenda) provides the overall context for the capital MTFP
- The list of capital pressures falling upon the Authority's fixed assets has been updated and these form the backdrop to the programme presented here. Capital pressures of over £158 million are outlined in Appendix 1A.
- The provisional capital settlement was received on 8th October 2014. The capital MTFP had projected no increase in funding for 2015/16, however the provisional settlement has identified a very small decrease of £11,000 on 2014/15 levels.
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The rolled forward capital programme identified a deficit in year 4, the small surpluses caused by the settlement have enable Authority funding to be rolled forward to fund the deficit in the final year.

3.3 The major development schemes of the 21st century schools will dominate the programme over the next couple of years. The remaining capital programme from 2014/15 is essentially made up of the underlying core programme of works:

- To maintain existing assets such as highways, infrastructure (including the final year of WG supported highways infrastructure investment), property and county farms.
- Inclusion schemes – Access for all, Disabled facilities grants
- Other – school kitchens, area management, enhancements or preparation of assets for sale
- IT schemes – these are funded from the IT reserve and work is progressing on establishing the future IT demands, so there are no schemes currently identified for the medium term programme.

3.4 **Issues for the underlying programme**

Whilst a strategy has been set that links with the AMP and enables the programme to be balanced (including 21st century schools), this does not mean that there is no risk associated with it. The huge pressures outlined in Appendix 1A are not being addressed in the current strategy and the current maintenance programmes are barely sufficient to maintain existing assets or deal with the backlog. Given the pressures outlined, Cabinet have confirmed acceptance of this risk.

In addition, there are a number of revenue savings proposals that will require capital investment to achieve. Whilst these schemes may have been classed as invest to save schemes in the past, with revenue savings paying for the additional prudential borrowing required, revenue savings are now needed to balance the revenue budget. Therefore any additional investment will either need to be self-

financing (without using the savings or income streams already captured in the revenue MTFP) or **displace** existing schemes/funding in the capital MTFP.

Details of such issues are provided in Appendix 1B together with any indicative costs. Given the early stage or evolving nature of some of these developments quantifying the financial consequence has not been possible at this stage, but they are provided with a view to highlighting a potential impact upon the current capital programme within this next MTFP window.

21st Century Schools

- 3.5 The 21st century schools programme is the most significant investment programme in the authority's schools for a generation. In order to achieve this ambition, the capital strategy outlined above is necessary to create an underlying core programme that is financially sustainable and therefore enable the Authority to concentrate its own resources on the priority of 21st century schools. The budget proposals include the 21st Century schools programme subject to Welsh Government confirming that match funding of circa £40 million is available. Final business cases are being worked on for further consideration by WG and final approval of funding that will come on stream in 2014/15. To this end a core funding commitment to the education programme has been maintained in the last 2 years to enable preparation work to continue. (See Appendix 3).

Available capital resources

- 3.6 The capital strategy identified above establishes that the core programme will be financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This is required in order to enable the Council's own resources of prudential borrowing and capital receipts to be prioritised for the 21st Century Schools Programme.
- 3.7 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of prudential borrowing for the 21st Century Schools Programme has been carefully assessed.
- 3.8 In the light of the above, the Council needs to make a concerted effort to maximize its capital receipts generation over the next few years. The table below illustrates the balance on the useable capital receipts reserve over the period 2015/16 to 2018/19 taking into account capital receipts forecasts provided by Estates and balances drawn to finance the existing programme. Further detail is provided in Appendix 4.

<u>GENERAL RECEIPTS</u>	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Balance as at 31st March	7,443	14,737	5,675	4,521

- 3.9 The above table illustrates that the capital receipts balance is set to reduce over the MTFP. This is dependent on the capital receipts forecasts provided materializing which in itself is a significant risk, then being used to fund the 21st century schools capital programme. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process.
- 3.10 Opportunities to generate further receipts and funding streams in line with the AMP are continuously being sought, these are outlined below:
- Review of accommodation/building in use by the council, with a view to further rationalization – will potentially release buildings for sale and this is also key in identifying revenue savings
 - Identification of services that can be combined as part of the whole Place agenda and establishment of community Hubs, and therefore release buildings for sale
 - Authority's role in low cost home ownership scheme – a business case is being prepared to identify the options available to maximize the receipt to be gained from this scheme.
 - Community Infrastructure Levy – this will be relevant to sites after July 2015 and can include funding for more general 'place-making' schemes that support the growth proposed in the LDP e.g. sustainable transport improvements, upgrade/provision of Broadband connectivity, town centre improvements, education, strategic sports/adult recreation facilities and green infrastructure.

4. REASONS:

- 4.1 To provide an opportunity for consultation on the capital budget proposals.

5. RESOURCE IMPLICATIONS:

- 5.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, but also the risks associated with not addressing the pressures outlined in Appendix 1.

6. EQUALITY AND SUSTAINABILITY IMPLICATIONS:

- 6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.

- 6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding
- 6.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance

8. APPENDICES:

Appendix 1 – Capital MTFP pressures and list of issues
Appendix 2 – Capital budget summary programme 2015 to 2019
Appendix 3 – Schools programme (including 21st Century Schools)
Appendix 4 – Forecast capital receipts 2015/16 to 2018/19
Appendix 5 – Capital receipts risk factors
Exempt Appendix 6 – Forecast receipts
Exempt Appendix 7 - Cost of Disposal
Appendix 8 - Equality Impact Assessment

9. BACKGROUND PAPERS:

List of planned capital receipts and County Farms costs of disposal: Exempt by virtue of s100 (D) of the Local Government Act 1972

10. AUTHOR:

Joy Robson – Head of Finance

11. CONTACT DETAILS:

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Email: joyrobson@monmouthshire.gov.uk

Appendix 1A - Anticipated Capital Pressures

Current Pressures

Description of Pressure	Forecast Cost
ACM and Abergavenny regeneration - legal costs/compensation costs/completion of Aber regeneration project Overspend forecast 14/15 - £82,000 Potential extent of Compensation costs High house farm - £6,000,000	6,082,000
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
Penyrhiw, Llanwenarth Citra sewerage treatment plant – is being reactively managed and remedially repaired, but is well past economic repair.	75,000
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
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
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
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
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

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 connection once the work is completed.	25,000
Radon Gas Surveys	30,000
Tree Risk Assessments	30,000
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
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
Caldicot 3G pitch - Unanticipated ground conditions, electrical connection capacity and retention of original pitch by school are anticipated to increase costs.	55,000

Sub Total Current Pressures

6,733,000

Major 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

<p>Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government.</p> <p>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.</p> <p>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.</p>	80,000,000
<p>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.</p>	5,000,000
<p>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.</p>	12,700,000
<p>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.</p>	2,500,000
<p>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.</p>	25,000,000
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	7,600,000
<p>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.</p>	4,000,000
<p>School Traffic Management Improvements at Castle Park and Durand Primary Schools - based on works carried out on similar buildings.</p>	450,000
<p>Refurbishment of all Public Toilets</p>	250,000

<p>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.</p>	400,000
<p>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.</p>	250,000
<p>Removal of Asbestos containing materials (ACM's) from buildings</p>	2,000,000
<p>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.</p>	3,000,000
<p>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.</p>	2,200,000
<p>Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)</p>	1,200,000
<p>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.</p>	500,000
<p>Sub Total Major Pressures</p>	151,150,000

Appendix 2 - Capital Budget Summary 2014 to 2019				
	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18	Indicative Budget 2018/19
Asset Management Schemes	1,929,278	1,929,278	1,929,278	1,929,278
School Development Schemes	42,998,450	22,446,500	3,644,000	2,350,000
Infrastructure & Transport Schemes	2,240,740	2,240,740	2,240,740	2,240,740
Regeneration Schemes	3,433,302	0	0	0
Sustainability Schemes	0	0	0	0
County Farms Schemes	300,773	300,773	300,773	300,773
Inclusion Schemes	850,000	850,000	850,000	850,000
ICT Schemes	0	0	0	0
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	20,000	20,000	20,000	20,000
TOTAL EXPENDITURE	53,272,543	29,287,291	10,484,791	9,190,791
Supported Borrowing	(2,420,000)	(2,420,000)	(2,420,000)	(2,420,000)
Unsupported (Prudential) Borrowing	(15,242,302)	(6,804,000)	7,613,000	(1,000,000)
Grants & Contributions	(21,780,250)	(12,746,250)	(2,462,000)	(3,112,000)
Reserve & Revenue Contributions	(489,541)	(489,541)	0	0
Capital Receipts	(11,840,450)	(5,327,500)	(11,715,791)	(1,158,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(53,272,543)	(29,287,291)	(10,484,791)	(9,190,791)
(SURPLUS) / DEFICIT	0	0	0	0

Appendix 3 - Schools capital programme	Financial Year 2015/16	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19
(includes Raglan)	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
Expenditure:				
Access For All	50,000	50,000	50,000	50,000
Thornwell Primary				
Raglan Primary	1,326,450	112,500		
Monmouth Comprehensive School - 1600 Place	19,171,000	11,167,500	1,797,000	1,150,000
Caldicot Comprehensive School - 1500 Place	18,700,000	9,116,500	1,797,000	1,150,000
Welsh Medium Secondary Schools	3,000,000	2,000,000		
Total Expenditure	42,247,450	22,446,500	3,644,000	2,350,000
Financing:				
Future schools funding - Raglan Primary	(647,250)	(56,250)		
21c schools project (grant and annuity)	(19,671,000)	(11,228,000)	(1,000,000)	(1,650,000)
External Grant Funding	(647,250)	(56,250)	0	0
MCC Capital Receipts	(679,200)	(56,250)		
21c schools project	(10,391,000)	(5,252,000)	(11,207,000)	(650,000)
Capital Receipts	(11,070,200)	(5,308,250)	(11,207,000)	(650,000)
Supported Borrowing	(50,000)	(50,000)	(50,000)	(50,000)
Unsupported Borrowing	(10,809,000)	(5,804,000)	8,613,000	0
Total Financing	(42,247,450)	(22,446,500)	(3,644,000)	(2,350,000)
(Surplus) / Deficit	0	0	0	0

Appendix 4 - Forecast Useable Capital Receipts

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital

GENERAL RECEIPTS	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£001
Balance as at 1st April	12,555	7,443	14,737	5,675
Less: capital receipts used for financing	(1,449)	(76)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(10,391)	(5,252)	(11,207)	(650)
	715	2,116	3,021	4,517
Capital receipts forecast	6,725	23,070	2,650	0
Deferred capital receipts	4	4	4	4
Less: capital receipts set aside:		(10,452)		
Balance as at 31st March	7,443	14,737	5,675	4,521
LOW COST HOME OWNERSHIP RECEIPT	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£001
Balance as at 1st April	109	109	109	109
Less: capital receipts used for financing	0	0	0	
	109	109	109	109
Capital receipts forecast	-	-	-	
Balance as at 31st March	109	109	109	109

Appendix 5 - Capital Receipts Summary and Risk Factors						
The analysis below provides a summary of the receipts and the respective risk factors:						
Risk Factor	2015/16	2016/17	2017/18	2018/19	Total	
	£	£	£	£	£	
Education Receipts						
Low	0	0	0	0	0	85%
Medium	850,000	250,000	0	0	1,100,000	10%
High	225,000	120,000	0	0	345,000	6%
	1,075,000	370,000	0	0	1,445,000	
County Farm Receipts						
Low	0	0	0	0	0	51%
Medium	0	0	0	0	0	0%
High	100,000	0	0	0	100,000	49%
	100,000	0	0	0	100,000	
General Receipts						
Low	0	0	0	0	0	0%
Medium	250,000	16,000,000	0	0	16,250,000	97.0%
High	300,000	200,000	0	0	500,000	3.0%
	550,000	16,200,000	0	0	16,750,000	
Strategic Accommodation Review						
Low	0	0	0	0	0	0%
Medium	0	0	0	0	0	0%
High	2,500,000	0	150,000	0	2,650,000	100%
	2,500,000	0	150,000	0	2,650,000	
Dependent on Outcome of LDP						
Low	0	0	0	0	0	0%
Medium	0	0	0	0	0	0%
High	2,500,000	6,500,000	2,500,000	0	11,500,000	100%
	2,500,000	6,500,000	2,500,000	0	11,500,000	
TOTALS						
Low	0	0	0	0	0	23%
Medium	1,100,000	16,250,000	0	0	17,350,000	40%
High	5,625,000	6,820,000	2,650,000	0	15,095,000	37%
					0	
Total	6,725,000	23,070,000	2,650,000	0	32,445,000	
Risk Factor key:						
High	- External factors affecting the potential sale that are out of Authority control					
Medium	- Possible risk elements attached but within Authority ability to control					
Low	- No major complications in forseen for the transaction					

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

REPORT: Capital Budget Proposals 2015/16 to 2018/19
AUTHOR: Joy Robson
MEETING AND DATE OF MEETING: Cabinet – 5th November 2014

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:

Information relating to specific assets values of tenanted properties.

Factors in favour of disclosure:

Provides information on assets the Authority is proposing to sell.

Prejudice which would result if the information were disclosed:

Prejudice negotiations with tenants of County Farms.

My view on the public interest test is as follows:

Outweighed by need to exempt.

Recommended decision on exemption from disclosure:

To apply exemption.

Date: 28/10/14

Signed: *J Robson*

Post: Head of Finance

I accept/do not accept the recommendation made above.

Paul Matthews

Proper Officer

Date: 23/10/14 .

Appendix 8

The “Equality Initial Challenge”

Name: Joy Robson Service area: Finance Date completed: 28 th Oct 2014		Please give a brief description of what you are aiming to do. Present capital budget proposals for consultation	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

Signed Joy Robson Designation Head of Finance

Dated 28th Oct 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Capital budget proposals	Finance
Policy author / service lead	Name of assessor and date
Joy Robson	Joy Robson 28/10/14

1. What are you proposing to do?

Present capital budget proposals for consultation

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..

There has been no significant change to the programme

Signed...Joy Robson.....**Designation**...**Head of Finance**.....**Dated**...28/10/14.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Joy Robson	Please give a brief description of the aims proposed policy or service reconfiguration Capital budget proposals		
Name of the Division or service area Finance	Date “Challenge” form completed 28/10/14		
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		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and		x	

voluntary work			
Targets socially excluded		X	
Help reduce crime and fear of crime		X	
Improve access to education and training		X	
Have a positive impact on people and places in other countries		X	
PLANET		X	
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and		x	

services			
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people		X	
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

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 Joy Robson

Dated 28/10/14

SUBJECT:	Proposed Strategic Asset Management Plan
DIRECTORATE:	Enterprise
MEETING:	Cabinet
DATE:	5th November 2014
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

To introduce the proposed Strategic Asset Management Plan for the management of the Council's property portfolio.

2. RECOMMENDATIONS:

- 2.1 To endorse and approve the Strategic Asset Management Plan which will be updated and refined as service delivery evolves and financial needs change.
- 2.2 The implementation of the County Farms strategy and the associated disposal of assets contained therein is delegated to the County Farms Working Group.

3. KEY ISSUES

- 3.1 The Council needs to have a clear strategy and plan for the management of its property and land assets. The Strategic Asset Management Plan collates policies and procedures for the management of this estate framed within the context of a worsening financial backdrop and a need to enable and support communities where possible to take responsibility for local services.
- 3.2 The Plan looks at a number of key issues which include, an outline of the decision making process within the Council, key strategies and the priorities for the forthcoming year. Changing Service needs will have a significant impact on the focus of the plan these will be captured within the plan as they evolve.
- 3.3 The Plan is not intended to be a static document, but will instead be reviewed and updated regularly to reflect the changes necessary to meet financial or service demands. Policies will be evaluated regularly to make sure that they are fit for purpose and amended as necessary.

- 3.4 The Plan introduces the Community Asset Transfer Policy which is intended to support the Councils corporate themes and Whole Place philosophy. The policy proposes that constituted community organisations or Town and Community Councils are given the ability to apply for a Council owned building or parcel of land to be transferred to them to provide local services. Any application will be subject to eligibility criteria, a robust and sustainable business plan and Member decision. It is proposed that transfers are undertaken on the basis of a long leaseholds unless the applicant is able to demonstrate that the transfer of the freehold is necessary to lever in funding which will result in a beneficial local impact.
- 3.5 It is proposed that a new officer group is created to oversee the delivery of the plan reporting into the Place Programme Board.

4. REASONS:

- 4.1 The prevailing financial climate necessitates an ongoing review of the Councils property estate to wherever possible minimise the revenue costs, maximise financial and social value and ensure that the policies and portfolio maintain alignment with the Councils priorities and the Medium Term Financial Plan.

5. RESOURCE IMPLICATIONS:

The Asset Management Plan sets the framework and policies within which decisions about properties should be made. It is presumed that the Council will continue to release its assets at market value, unless a disposal would meet the criteria required by the General Disposals Consent Order (Wales) 2003 and is in accord with the Community Asset Transfer Policy.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The proposed Asset Management Plan has a potential negative impact on equality and positive impact on sustianability.

7. CONSULTTEES:

Cabinet

Senior Leadership Team
Strong Communities Select

9. AUTHOR:

Ben Winstanley Acting Estates Manager

Debra Hill-Howells Head of Community Delivery

10. CONTACT DETAILS:

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monmouthshire
sir fynwy

Draft Asset Management Plan

October 2014

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Executive Summary

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A - Community Asset Transfer Policy

B - Disposals Policy

C – Concessionary Rental Grant Policy

D – County Farms Strategy

Foreword by the Portfolio Holder for

This is a key enabling document which explains how the Councils land and property portfolio will support the delivery of the Councils key strategic objectives.

Premises management consumes a large proportion of the Councils expenditure, therefore we need to ensure that the buildings we use are in the right place, meet the needs of the local users and service providers and where possible are multi functioning.

Land and property can also act as a catalyst to support communities' aspirations to develop their own solutions to local needs as evidenced through the emerging Whole Place planning process. This strategy adopts the need to support local communities whilst recognising that this needs to be done in an equitable and coherent way, with robust governance arrangements and opportunity costs being evidenced.

The current financial climate demands that we look closely at the assets we hold and realise opportunities for asset rationalisation to release revenue savings, accrue capital receipts and promote innovative working practices.

Councillor Phil Murphy

Cabinet Member for Resources

Executive Summary

The prevailing financial conditions continue to place sharp focus on the management of public sector property assets and in particular the need to reduce the property estate to maximise financial or social value and reduce revenue expenditure.

Monmouthshire's property portfolio is a combination of operational assets held for the purpose of providing service delivery and investment assets held to generate revenue and capital income. The management of the estate is driven by both external and internal pressures and priorities and is constantly evolving to meet the requirements of emerging legislation, financial constraints and changing service provider and user needs.

The Asset Management Plan details the key priorities, policies, governance arrangements, outcomes and actions for the forthcoming year. It is intended that the document will be reviewed and updated annually to ensure that it remains relevant and aligned to corporate priorities.

Purpose

The purpose of this document is to articulate a strategy that utilises property assets to:

- Support service provision to be effective, innovative and adaptable recognising that the needs of the users are continually evolving.
- Maximise either the social or financial value of surplus assets dependent on evidenced local need and corporate priorities.
- Support the Councils key priorities and the Whole Place agenda.

Aim and Objectives

The asset management aims and objectives are:

- Property transformation to support enterprise, local communities and generate income.
- Greening the estate through the ongoing implementation of renewable technologies and application of energy reducing technologies.
- Compliance with legislative and statutory duties to ensure that our portfolio is safe, accessible and fit for purpose.

Section 1

1 Why do we need an Asset Management Plan?

“Strategic asset management for land and buildings ensures that property assets are optimally structured in the best corporate interest, aligning the asset base with corporate goals and objectives and taking all requirements into account to deliver the optimal solution in terms of operational and financial goals”

Royal Institution of Chartered Surveyors 2008 Public Sector Asset Management Guidelines: A Guide to Best Practice.

In simplistic terms asset management is the name given to the effective management of the property assets that the Council owns or occupies. Properties should only be owned or leased if they are used:

- to deliver a service, e.g. schools
- generate an income e.g. shops
- add value to local communities e.g. parks.

Asset Management is delivered through the Council’s Estates team who strategically manage the Council’s property portfolio. Given the prevailing financial backdrop and the need to reduce revenue costs the effective management of the property estate is more crucial than ever. This plan and the policies contained therein will be used to inform the medium term financial plan, guide the rationalisation of the operational estate and support the ambitions within local Whole Place Plans, whilst aligning with key corporate priorities and evolving service delivery needs.

1.2 The Monmouthshire Context

Monmouthshire covers an area of approximately 880 square kilometres with an estimated population of approximately 93,000, 7.9% of which resided within the BBNP area of the County in 2011. It is a predominantly rural county with only 53% of the total population living in wards defined as being in urban areas (i.e. with a population of more than 10,000). The main settlements in the County are Abergavenny, Chepstow, Monmouth, Caldicot, Usk and Magor/Undy.

The following table illustrates the costs of maintaining key operational sites (data for financial year 2013/14).

	No of sites	Repairs & Maintenance	Insurance, Fire etc	Utilities	Rates	Cleaning Costs	Refuse etc	Total
Comprehensive Schools	4	1,131,082	35,855	424,963	477,946	423,392	40,804	2,534,042
Special Education School	1	89,823	5,706	47,813	0	0	1,942	145,284
Primary Schools	31	4,764,628	46,615	478,214	421,347	193,065	49,686	5,953,555
Libraries	5	53,950	6,396	37,050	62,292	16,010	4,656	180,354
Leisure Centres	4	390,958	31,315	330,454	0	183,363	10,337	946,427
Museums	4	239,434	9,580	32,088	29,673	200	8,466	319,441
Outdoor Education Centres	2	314,920	1,247	64,398	24,244	0	3,816	408,625
One Stop Shop Offices	4	9,992	1,657	18,055	25,769	0	241	55,714
Social Services Care Centres	3	89,077	1,192	85,149	20,463	5,180	8,315	209,376
Public Conveniences	19	48,117	0	36,093	9,056	0	0	93,266
Administrative Buildings	2	600,223	30,395	78,629	270,969	55,501	43,724	1,079,441
Depots	7	91,456	3,599	75,884	67,102	1,162	6,320	245,523
Town / Shire Hall	2	38,327	1,620	22,608	61,108	0	33,499	157,162
Totals	88	7,861,987	175,177	1,731,398	1,469,969	877,873	211,806	12,328,210

1.3 Supporting corporate priorities

1.3.1 Single Integrated Plan

The Asset Management Plan needs to align and support key Corporate Priorities, Policies and Plans. The Single Integrated Plan is a joint document by the Local Service Board and sets the key priorities

Nobody is Left Behind: we want to be a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.

People are Confident, Capable and Involved: we want Monmouthshire to feel safe and people to be confident. We want to create a place where people want to be involved; they are confident in themselves and their abilities and what they contribute to their own community.

Our County Thrives: we want our county to thrive which includes the economy that supports our communities and families to live a good life. It also means that our environment, its range of habitats and biodiversity thrives.

for the period 2013 - 17. The plan sets out 3 key themes as outlined in the above table. The Asset Management Plan will support these themes as follows:

Nobody is Left Behind:

- We are working with registered social landlords and Housing colleagues to bring forward land suitable for affordable housing.
- We will use our land and properties to support the development of community places through the whole place planning process.
- Our properties will be where possible accessible for all ensuring inclusivity and equity.
- Our community growing scheme supports the use of council owned land for the growing of food to help tackle the poverty agenda and encourage social inclusion.
- The development of the community hub model will enable community members to access a variety of information and services in one location.

People are Confident, Capable and Involved:

- Community groups have the ability to apply to acquire a surplus Council asset before it is sold on the open market through the Disposal Policy.
- The Community Asset Transfer policy will enable community groups to acquire local properties in order to provide local services based on evidenced need.
- We operate a rental grants policy that enables not for profit groups occupying council owned properties to apply for a rental grant up to 95% of the annual rental.
- We will use our property assets where appropriate to support the key interventions being identified through local Whole Place plans.
- We will seek to expand the opportunities for communities to use our operational sites to maximise the social and financial value.

Our County Thrives

- We will use our investment portfolio to support enterprise for both existing and new entrants in the industrial, retail and agricultural sectors.

- We can support the economic and social regeneration of our communities by using land and property assets to act as match funding or catalysts for change.
- We will continue to implement renewable technologies within our operational and investment portfolios to reduce our carbon footprint and generate income.
- Our pollinator policy supports the development of bee friendly environments to support our eco-systems and reduce grass cutting liabilities.
- The disposal of our strategic sites will be undertaken to encourage local job employment and improved community infrastructure.

1.3.2 Other key strategies:

I County - The council's digital strategy is both inward and outward facing, recognising that internally IT when utilised correctly can offer significant efficiencies, supporting both the People Strategy and the property rationalisation programme. The strategy sets out the framework and motivation for driving these efficiencies to help deliver better more efficient services for both staff and Monmouthshire.

The external aspect of the strategy is around the enabling of infrastructure and new ideas set against the rural backdrop where IT can offer solutions for more localised service provision and reduce isolation. Within the urban setting it can also compliment the counties economic development and tourism aspirations.

Local Development Plan – The Council adopted their Local Development plan in February 2014. This sets the context and constraints for development within the County until 2021 and the Council owns two of the strategic sites, both of which are within the south of the county. The sites need to be developed in a coherent manner which seeks to;

- minimise the impact of the new houses on local communities
- provide new community infrastructure
- employment opportunities through the construction process
- maximise the value of the sites to meet the Councils match funding target to support the 21st century schools agenda.

Both sites also contain employment land allocation and the development strategies for these need to support local enterprise based on a needs and gap analysis.

Smaller, Council owned sites will support affordable housing in rural settlements and provide infill development in urban areas.

Whole Place – The Council is working with local communities to develop area plans which identify the key local priorities for the medium term. To date plans have been produced in Severnside and Bryn y Cwm and both contain themes involving the need for town centre regeneration. In both of these communities the Council has ongoing regeneration schemes which use local authority land to act as catalysts to increase footfall and improve the public realm and linkages to existing town centre provision. In both communities Town Teams have been formed alongside Partnership Programme Boards that will contribute to and influence the direction of travel on these key interventions that significantly impact on local communities and businesses.

People Strategy – The Strategy identifies six key themes, the first of which is “Our Work Environment”. This articulates the necessity for accessible, open shared space which is technology enabled and supports agile working. Our office accommodation at both Magor and Usk was designed to facilitate these key principles. Innovation House at Magor contains 200 work stations and is the designated base for 387 staff. Usk currently has 87 workspaces although this is currently being reviewed to increase capacity. Each building also hosts designated areas for agile working where staff not based at the buildings can work. All office based staff are provided with laptops equipped with virtual telephones enabling them to work in an agile manner. The combined ratio of our combined sites is 2: 1 (2 staff to 1 desk), it is anticipated that this will move closer to 3:1 as the property rationalisation programme develops. The reduction in the office accommodation has been possible as a result of the agile working policy and skill set development enabled through the People Strategy. The culture and attitude of the organisation has been a key driver to enabling the change in the built environment.

Medium Term Financial Plan (MTFP) – This document is the Council’s plan for managing the financial position, both capital and revenue, through the medium term. Since 2008 it has been focussed on managing the reduction in resources. The existing plan is predicated on 2.3% saving in revenue funding in 2015/16, however Welsh Government advised at the beginning of October that Monmouthshire’s settlement is actually a reduction in funding of 4.3%. The MTFP is therefore being revised to reflect this change and plan for continuing reductions over the next 3 years.

The AMP has to support these reductions, both capital and revenue through property rationalisation, increased efficiency, changing service delivery models, opportunities for income generation and prioritisation of property schemes.

1.4 What we have achieved so far

1.4.1 Property rationalisation



The need to vacate County Hall led to a full review of our office portfolio and working arrangements. In order to reduce accommodation an agile working policy has been introduced on the basis of 2 people to 1 desk. A building in Magor was acquired in 2010 and refurbished to provide open plan office accommodation and new headquarters were constructed on a shared site with Coleg Gwent in Usk.

The agile working policy enabled a property rationalisation which resulted in 3 properties, (High Trees, Coed Glas and Old Board School) being declared surplus reducing running costs and generating capital receipts.



1.4.2 Regeneration

We are using our assets to deliver town centre regeneration in the Abergavenny and Caldicot town centres.

Abergavenny involved the re-location of the livestock market from the town site to a brand new facility located in Bryngwyn which was opened in November 2013. The new facility has been well received by the farming community and has resulted in an increase in turnover figures in the first months of operation. The town centre site has been sold to Morrisons who will be constructing a 25,000ft² net foodstore in the near future. The scheme will provide coherent linkage through into the refurbished Brewery Yard and along Market Street to drive footfall into the town centre.

The **Caldicot** scheme involves the development of four acres of former school playing fields located on the edge of the town centre. An enhanced linkage here is even more critical to encourage footfall back into the town centre. The new Asda store will be open to trade at the end of 2014 and will create 60 full time and 140 part time jobs. The development has resulted in a net loss of one pitch to the school and a 3G pitch is being provided to offset this loss.

1.4.3 Renewable technologies

Since the introduction of the feed in tariff in April 2010, the Estates and Sustainability team has installed 25 PV installations which have generated over 250,000 kWh of renewable energy. A scheme was approved by Cabinet to fund installations through the revenue generated from the Feed in Tariff, Export Tariff and the avoided costs of not having to purchase energy from the grid. The installations have to meet a payback criteria which includes borrowing costs.



Of the 25 installations completed, 14 systems have been installed on a number of buildings including school roofs, ranging in size from 6kw (Castle Park Primary) up to 50kw at Abergavenny Leisure Centre, Monmouth Leisure Centre, Dewstow Primary School, the Dell Primary School and Raglan Depot. In total, 485kW's of renewable technology have been installed.

As of August 2014, Renewable technologies have generated £136,000 gross income through the FIT and Export Tariffs and achieved £28,000 worth of energy savings. Further schemes are being assessed for financial and technical viability. In quarter 1 of 2014/15 we have generated a cumulative total of over £19,000 of income and £5,000 of savings from installations alone.

1.4.4 21st Century Schools Programme

The management of our schools estate is undertaken by a discrete Programme Board consisting of Members and Senior Officers. Monmouthshire has also appointed a dedicated 21st Century School Team to deliver the required outcomes. The Programme Board is the strategic force behind the 21st Century School Programme and it provides the investment decision and top level endorsement for each of the projects. Welsh Government have allocated funding to support Local Authorities in delivering their programmes, providing 50% of the costs, following the submission and approval of individual business cases for each of the proposed projects.

The Estates Team is charged with securing capital receipts to enable the required match funding from Monmouthshire for the programme. The team also provides advice to the Programme Board on acquisition and disposal of land and buildings.

Monmouthshire submitted its 21st Century School Programme to Welsh Government in December 2011. The main impetus of it is intended to achieve our 21st Century learning strategy which is driven by developing a fundamental shift in learning and teaching across the whole authority. The programme also places greater emphasis on personalised and independent learning, with the development of transferable skills.

The criteria used to identify the schools within Band A of our programme was based upon the following factors:

- Condition and suitability of school buildings
- Removal of surplus places
- Readiness to deliver
- Collaborative working
- Achievable packages
- Individual site issues affecting standards of achievement
- Community benefit

This is not purely a building programme, it is a focused upon our overall aim of raising standards of achievement and attainment across the County. It also supports the Authority's key policy frameworks aimed at carbon reduction and sustainability.

The overall estimate of costs for our Band A proposals are £81 million, of which we are able to support with a 50% apportionment. The authority was also successful in accessing early Welsh Government funding, as part of our overall programme costs, to commence the replacement of the existing Raglan Primary School. (Total Project cost £4.5 million)

The other projects included within Band A of our programme are as follows:

- Caldicot School – A replacement new build, 1500 place 11 – 18 school. (£30.25 million)
- Monmouth Comprehensive School – A replacement new build, 1600 11 – 18 school (£36.25 million)
- Contribution towards a new Welsh Medium Secondary School within the South East Wales Consortium (MCC/Welsh Government contribution of £5 million)
- Associated works within the Caldicot and Monmouth Cluster of primary schools (£4.6 million)

All of the projects included within Band A of our 21st Century School Programme will have the facilities to enable and support Community provision and the timescale for delivering the programme is 5 years (2014 – 2018)

1.4.5 County Farms Strategy

A revised County Farms Strategy was adopted in June 2013 which splits the estate into core and non-core holdings. The core holdings are to be retained due to the underlying medium or long term development value of the asset. The non-core holdings will be disposed of at market value and since the introduction of the strategy 2 holdings have been sold accruing a combined capital receipt of £1,235,000. The revenue consequence of the disposals is the loss of £8,587 annual rental.

2. The Current Context

2.1 External Pressures and their impact on Property

2.1.1 Financial Resources

The prevailing financial climate and on-going budget cuts in both revenue and capital have necessitated changes to the way that we deliver services and the capital projects that the Council is able to support. In 14/15 Members agreed that revenue savings amounting to £550,000 over a three year period would be achieved from property rationalisation. These savings are predicated on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance. In addition the Council's requirement to match fund £40,000,000 for the 21st Century School Programme is to be largely funded from the sale of surplus assets and the resultant capital receipts.

Property Services have responsibility for the management of the condition of the property portfolio and they are allocated an annual capital sum to undertake works which are prioritised against evidence of need, e.g. condition surveys and health and safety legislation as the maintenance backlog out strip resources. Given the Council's commitment to the schools programme and the continuing reduction in financial resources this maintenance budget is likely to be further reduced, increasing the need to reduce the property portfolio and making sure that those that are retained are operated to maximum capacity as efficiently as possible.

2.1.3 Changing models of service delivery

Whilst the austerity measures are reducing available financial resources the demand for services are growing and evolving. The Council is currently considering how to manage this demand through Channel Shift, partnership working and "leaning in" to the communities themselves.

- **Channel Shift** – is the terminology used to express the process of changing the way in which citizen's access services. Communities can currently access localised services in a variety of different locations on the basis of face to face interactions, e.g. One Stop Shop, Library, Leisure Centre and Museum. Face to face interaction is the most expensive to provide, however is generally the most valued by the user. Simple enquiries however could be easily managed through a website or by telephone, both of which are cheaper to provide. Face to face interactions can be streamlined through the integration and co-habitation of localised services within one building.
- **Partnership Working** – using the relationships developed through the LSB and other collaborative models to avoid duplication and where possible co-locate services to provide a more effective solution for service users. This model is currently being explored in a collaboration between Monmouthshire and Torfaen's Housing teams who are located within Melin Homes headquarters and the co-location of Social Services and Aneurin Bevan Health Board staff.

- **Community Delivery** – The Whole Place approach pivots on the animation of local communities and their willingness to develop and deliver their own localised priorities. The Council and its partners are moving away from the traditional model of financial support to becoming more of an enabler, supporting communities to do things for themselves and in doing so developing their own resilience and sense of place. The Community Asset Transfer policy will enable the transfer of assets to support and enhance local service provision, a recent example of this being the transfer of a Council building in Gilwern to the Community Council to develop a local hub, with MCC continuing to deliver a library provision within the building.
- **Income generation** – Where possible the Council seeks to maximise efficiencies and income generation, as opposed to cutting services. The property estate is split between operational assets used for service delivery and investment assets used to generate capital or revenue income. Rental levels within the investment portfolio are reviewed in line with lease agreements and assessed at market values. Those eligible for the concessionary rentals grant can then apply for a discretionary rental grant up to 95% of the rental value. This policy now needs to be reviewed to reduce the level of rental subsidy offered and encourage collaborative working amongst occupiers. Alternative ways of generating income are continually being explored and current opportunities being considered include the acquisition of investment properties and the potential construction of a cycle track. Operational assets are also now being challenged to be more cost effective which has resulted in the a draft proposal to increase car parking charges, the installation of energy reducing / renewable technologies and reductions in occupied floor space.

2.1.2 Public Sector Reform

Given the report of the Williams commission and the recent appointment of Leighton Andrews to drive this agenda there is undoubtedly a commitment by Welsh Assembly to pursue the amalgamation of local authorities. This has inevitably raised concerns within local communities and the future of local service provision, however the on-going budget cuts provide more immediate concern. As discussed previously within this report the introduction of the Community Asset Transfer policy will provide local community organisations with the opportunity to future proof their valued services and buildings if they are able to demonstrate that their proposals are financially viable and robust.

Investment property assets will continue to be managed in a commercial manner and disposals will only be considered if they meet the requirements of the Disposal Policy and will deliver either maximum financial or social value.

2.2 Internal Service Pressures

2.2.1 Social Services - Children's Services

The service has recently completed an internal review which has resulted in the following property requirements:

- The relocation of the service from a number of smaller offices around the county to a main office hub. Magor was chosen as the preferred destination and the service has taken up

residence. The modern open plan nature of the office space will result in the service adopting a more professional approach and creates operational efficiencies by reducing email traffic and increasing knowledge sharing

- The creation of contact centres which are fit for purpose on the council's estate. The main requirements are in Abergavenny, Monmouth and Chepstow. Currently the service rents properties around the county which is inefficient.

2.2.2 Social Services - Adult Services

Currently occupy a building on Tudor Street which provides a hub/base to people with Learning disabilities, Mental Health and Physical Disabilities. Initially the building was to provide a temporary location for people displaced by the closing of the Coed Glas.

The service is now keen to establish Tudor Street as the permanent hub to further promote the "your day your life" concept, the intention is to develop the space into a place where communities are more connected and involved with the service. The building is not currently fit for purpose and will require adaptation works to ensure that it is suitable.

2.2.3 Community Hubs

Given the need to make significant financial savings over the medium term the Council has to consider whether to cut services or deliver them in a more cost effective way. The concept of community hubs involves the co-location of area based Council services within a single building. Whilst this may involve initial refurbishment costs to make the buildings suitable for both the service providers and users it will result in the reduction of the overall property base thereby reducing running costs and the generation of capital receipts.

The concept is currently being developed in Usk. The library and Community Learning occupy separate buildings within a leased site and the youth service occupy a building in the same street owned by the Council. The hub model being developed involves the re-location of the library and Community Learning Service within the youth building. This will enable the Council to relinquish the lease and the associated running costs. The co-location of these services will clearly require compromise on behalf of all the providers and effective management practices that enable the space to be utilised for a variety of different activities. Technology is being explored that will improve the library service to users through the provision of self-check in / out machines that enables library users to borrow or return books without a member of staff being present.

Member authority will be sought to roll this model out to the remaining communities in Monmouthshire detailing potential costs and associated savings.

2.2.4 Office accommodation

The councils main administrative functions are split across two sites at Usk and Magor, alongside this a number of services occupy buildings around the county. In order to achieve further operational

efficiency and reduce running costs it is important to relocate more people to the Usk site when and where it is prudent to do so.

The authority owns a building at the Usk site known as J-Block which is leased back to Coleg Gwent until December 2016. When the lease expires it is the current intention of the authority to refurbish this building as further office space; relocate Magor staff to Usk and release Magor to reduce revenue costs and generate a capital receipt. A continual ongoing review of the area based office accommodation is undertaken so that where possible staff who are not location sensitive can be re-located back to the main administrative buildings and buildings released for disposal.

2.2.5 Abergavenny Library

As part of the Councils Abergavenny regeneration scheme, the Council made a decision to progress the construction of a new library on the former cattle market site and allocated a capital sum of £3,500,000 for the project. Planning consent for the development has been obtained, however there is insufficient revenue budget within the library service to meet the additional costs of the new build. A survey was undertaken by the Friends of Abergavenny Library Service which posed the question whether the library should be retained in its existing building or re-located to the new site, which concluded that the existing building should be retained and some of the capital funding for the new build should be used to refurbish the property. More recently there is an emerging view from the group and community members that a third option should be considered which would require the acquisition of a building and associated refurbishment to enable the library to be re-located to an alternative home which would be less costly than the new build option.

Work is ongoing to review the financial consequences of the various options, however the potential of an Abergavenny Community Hub and integrated service delivery also need to be factored into any review process.

2.2.6 Cultural Services Review

The Museums service is currently considering the preferred options for Service delivery, including the creation of an arm's length trust. Clearly if this were to be the preferred delivery model, the future of the existing accommodation would need to be determined. This could be via long leasehold interests or freehold transfers, in accordance with the Community Asset Transfer policy or form part of the negotiations between the respective parties. Should the freeholds of the assets transfer to the trust there will be an opportunity cost to the Council if they transfer at less than best consideration.

2.2.7 Outdoor Education Review

The budget mandate process for 15/16 has highlighted the potential to review the delivery of outdoor education within Monmouthshire. The service is currently delivered from Gilwern and Hilston Park centres and a review is to be undertaken by the service area to determine the preferred future delivery model. The proposed mandate identifies a revenue saving of £150,000 through the re-modelling process.

2.2.8 Tourist Information Centres

The service is reviewing the preferred delivery methods for this service to reduce revenue costs whilst maintaining an effective service. In Abergavenny the service was transferred to the Tithe Barn following the withdrawal of BBNP from the shared hub. The now surplus building is being advertised for a commercial tenant to generate rental income and mitigate the Councils costs e.g. empty rates. It is intended that this model of working with other services providers and the tourism ambassadors will be replicated within the other towns. This may result in surplus accommodation which can be either let or sold.

3 Governance arrangements

3.1 Managing and reporting arrangements

The strategic management of the Councils portfolio is undertaken by the Estates team with technical support from Property Services. The management of property however cannot be undertaken in isolation of the needs and demands of service users and providers and without regard to financial constraints. This wider perspective has been traditionally provided through an Accommodation Working Group which was originally established to manage the acquisition and development of replacement office accommodation as a result of the structural issues at County Hall in Cwmbran. The group is made up of officers and members, albeit that latterly the group has deviated from its original terms of reference and delivery objectives. It is intended that this group will be disbanded and a new officer group created to be known as the Asset Management Working Group, with a clearer focus and terms of reference.

- **Asset Management Working Group**

This new working group will be made up of senior Service, Finance, Legal and Estates and Property Services representatives. The group will be charged with monitoring the delivery of the Asset Management Plan ensuring that it remains aligned to key corporate aims and remains an effective tool for the strategic management of property assets.

The group will operate on a 'task and finish' ethos which will draw on officers as required and will act as a forum for discussing and making recommendations to Members.

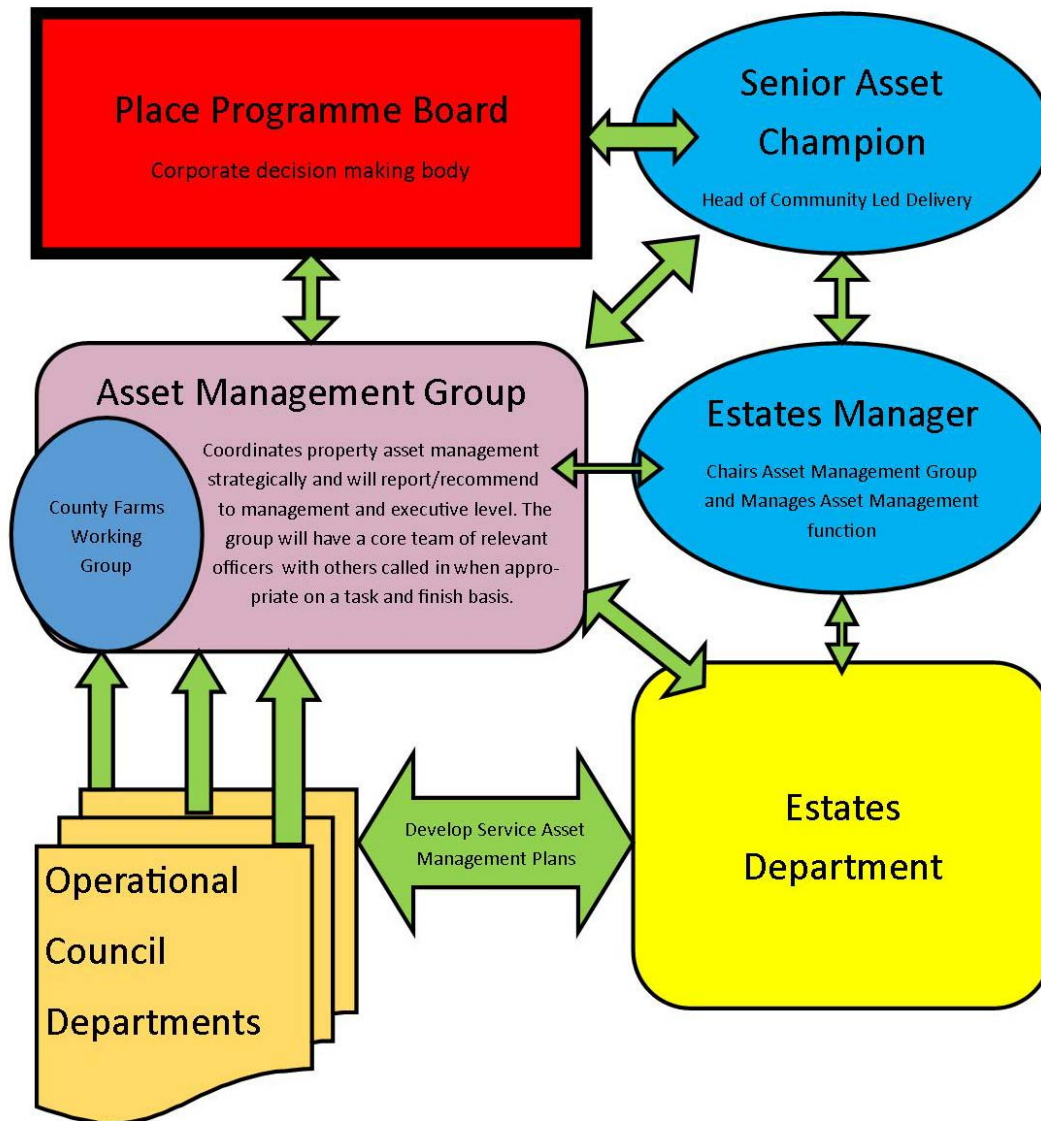
- **Place Programme Board**

Cabinet have recently agreed to the creation of a Member led Place Programme Board that will oversee projects and programmes that have a direct impact on local communities through the built environment, local service provision and Whole Place. The work of the Asset Management Group will be reported through to this group to ensure that delivery remains aligned to overlapping projects and that impacts on local areas are managed in a coherent and joined approach. Traditionally regeneration projects have had separate Member led programme boards e.g. Abergavenny and Caldicot regeneration projects, these will now be concluded and the projects managed through the Place Programme Board

- **County Farms Working Group**

The day to day management of the Councils agricultural estate is undertaken by the Councils Estates team, however the strategic management is driven through the member led County Farms Working Group. The County Farms Strategy was adopted by Cabinet in June 2013 and determines the future retention, management or disposals of the agricultural estate. The strategy is included in Appendix D. The group are charged with implementing the Strategy and overseeing the disposal of assets highlighted within the adopted County Farms Strategy.

The flow chart below provides an illustrative explanation of the governance arrangements.



3.2 Data management

The centralised management of accurate property data is essential to order to provide objective information used to inform the management of the property estate. The Council operates a terrier database which acts as a central repository for individual property information e.g. tenure, lease details, rent due etc.

Property Services are currently populating the system with data relating to condition, reactive and planned maintenance, fire, asbestos and other health and safety data.

3.3 Condition / Compliance

These work streams are managed by the Property Services team who hold the budgets and staff to execute the required surveys covering the following areas:

- **Condition**
 - A rolling programme of condition surveys are undertaken by the Property Services department.
 - A planned maintenance programme (funded through capital) is produced annually prioritised on the basis of survey data and available funding. In addition Property services hold a revenue budget to manage “reactive” maintenance for unplanned repairs that arise throughout the year.

- **Health and Safety Compliance** – Property Services are responsible for the commissioning of health and safety surveys the results of which are used to inform the planned maintenance programme. If urgent issues are identified these will be rectified immediately and monitoring regimes are implemented where appropriate e.g. undisturbed asbestos. Surveys are made available for site managers so that they can fulfil their statutory duties and ensure that users of the building do so in a safe manner. Key surveys include:
 - - Asbestos
 - Fire Risk Assessments
 - Legionella
 - Glazing
 - LPG Gas Tank Safety

- **Cyclical Maintenance** - Periodic testing of the entire portfolio is undertaken on an annual basis and defects or recommendations are prioritised and added to either the maintenance programme. Key surveys include:
 - - Electrical Safety
 - Gas Safety
 - Air Conditioning Inspections
 - Fire Alarm and Detection
 - Emergency Lighting

- **Equalities Act** – Property Services hold a budget to implement a planned programme of adaptation works to ensure equality of access. Reactive works are also undertaken which predominantly involve responding to specific clients’ needs e.g. adaptations required to school sites to accommodate particular disabled students.

4. Asset Management Policies & Priorities

4.1.1 The Council has developed a number of key policies to support the management and disposal of property assets. The key policies are;

- **Disposals Policy**
- **Concessionary Rental Grants**
- **Community Asset Transfer**
- **Renewable technology installations**

Both the Disposals and Community Asset Transfer policy seek to incorporate details of the Localism Act that have yet to be implemented in Wales. These are seen as key in developing social value through community delivery and have therefore be included as key infrastructure to support Whole Place and evolving service needs.

4.1.2 Disposals Policy

This was approved by Cabinet in May 2013. This policy provides a framework for the disposal of surplus assets including community's right to bid. The policy presumes that all disposals will be undertaken at market value to support the Councils policy of allocating all capital receipts to the 21st century schools agenda.

4.1.3 Concessionary Rental Grants

It is acknowledged that not for profit organisations and community groups do not always have the ability to lever in income required to support commercial rents. The concessionary rental grants scheme was first implemented in 2003 to ensure that any subsidies provided to occupiers of Council owned properties are transparent, consistently applied and necessary. The current scheme allows eligible applicants to apply for a rental grant of up to 95% of the market value. Given the prevailing financial conditions this policy needs to be reviewed to ensure affordability and that the grants provided are resulting in deliverable outcomes for the local community. The review of this policy will be one of the key actions for the Asset Management Steering Group for the forthcoming year.

4.1.4 Community Asset Transfer Policy

This provides an opportunity for community or not for profit organisations to apply to acquire a council owned property for the purpose of local service delivery. The property will either have to be surplus to requirements or currently occupied by a community organisation to be eligible for this process. The applicant will be required to demonstrate through a robust Business Plan that their proposals are financially viable, sustainable and yield a community benefit. Disposals will be on the basis of long leasehold interests or if there is a specific business need a freehold decision may be considered.

4.2 To support the policy framework evidenced above and to manage the competing pressures and reducing financial resources, key priorities have been identified which will deliver either service improvements or financial or social value.

4.2.1 Property Rationalisation

As discussed throughout this plan there is a clear need to minimise revenue expenditure through the rationalisation of the property estate. The programme of disposals will be determined on the basis of evidenced service need, the implementation of the community hub model and supporting property data.

4.2.2 Generation of revenue through investment portfolio

The investment portfolio is held for the generation of revenue income and is made up of;

- Agricultural properties
- Industrial units
- Retail units

Portfolio	Income for 13 / 14	Target 14 / 15
County Farms	£314,451	£303,713
Industrial Estates	£163,117	£173,490
Commercial	£163,551	£169,000
Sustainability	£72,293	£282,518

4.2.3 Agricultural portfolio

The Council has a total of 29 holdings, 40 bare land units amounting to 1,122 hectares (2,773 acres). A County Farms strategy was adopted in June 2013 which split the holdings into core and non-core holdings. The core holdings are to be retained because of their long term strategic value, whereas the non-core holdings will be disposed of as and when they become available or to the sitting tenant at market value. Given the adoption of the LDP, the strategy needs to be reviewed to determine if the core/ non-core allocations are in accord with the plan.

The forecast gross income for the agricultural portfolio in 14/15 is £303,713. Rent arrears stand at 18% for the first quarter of 2014/15 as against 14% for 13/14.

4.2.4 Industrial Units

The portfolio is made up of 40 industrial units located within Caldicot and Raglan. The units range in size from 365ft² to 2,850ft². The units are let predominantly to small businesses initially on a tenancy at will progressing to a formal tenancy.

Void rates for the financial year 14/15 average 16% with rent arrears at approximately 19% of the rent roll. The void rate has increased from 12% in 13/14 and the rent arrears were at 13% reflecting a decrease in prevailing market conditions.

The forecast gross income for the industrial portfolio in 14/15 is £173,000.

4.2.5 Retail units

This portfolio is made up of 23 units within the former housing stock in “Neighbourhood” shopping areas. The portfolio is spread across the county in locations such as Monmouth, Caldicot, Chepstow, Abergavenny and Goytre.

The forecast gross income for 14/15 is £133,865 with rent arrears of approximately 5% of the rent roll.

4.2.6 Renewable technology installations

The Council has embarked on a retrofit programme of photo voltaic installations where a business case evidences that the income from the Feed in Tariff and the energy savings will result in a net income stream to the authority. To date we have installed 48kw generating £73,000 of gross income.

The Estates team are currently working on a proposed solar farm with the capacity to generate up to 5MW. A business plan has been produced which demonstrates the financial viability of the proposals and it is intended that a planning application will be submitted at the end of the calendar year following local consultation.

4.3 Maximisation of capital or social value

Inevitably there will be occasions where the disposal of an asset will result in a conflict of priority between financial or social value. The Council has a clear need to generate capital receipts to support the 21st century schools build programme therefore the disposals policy supports the generation of receipts at maximum market value.

The Community Asset Transfer policy however, enables qualifying groups to apply to acquire Council owned properties at less than best consideration as per the General Disposal Consent Order (Wales) 2003. Where a conflict arises the following protocol will be adopted:

- If a surplus property attracts a CAT application and a potential market bidder the CAT applicant will be invited to demonstrate the potential community benefits that will accrue to the local community as a consequence of the service that they would deliver from the property. The benefits need to demonstrate:
 - Reduction in revenue costs to the Council either by the Community replicating and providing a Council service (reduction in property operating costs will not be eligible)
 - How the local community will benefit, i.e. is it an enhancement to local service provision, will it be free to access, will there be eligibility criteria etc.
 - How many of the local community will potentially benefit
 - Capital funds that the scheme will lever into the local area, e.g. grant funding, private sector investments
 - Training or apprentice opportunities
 - Opportunities for the communities to become involved
 - How would the proposal support corporate priorities

- Does the proposal deliver or support the local Whole Place Plan
- A report will be taken to the Asset Management Steering group with an assessment of the information provided by the community group. If it is determined that the social value to the community will be significant and that the proposal accords to the local Whole Place Plan and Corporate Priorities a report will be presented to Cabinet for decision.
- If the assessment determines that the CAT proposal does not yield significant social value or does not align with either the corporate priorities or Whole Place plan the property will be sold at market value in accordance with the Disposal Policy. The CAT applicant will be advised and provided with feedback to guide any subsequent applications.

5. Asset Management Actions for 2015- 2016

5.1 Abergavenny Library

The required options appraisal needs to be concluded to determine the preferred option for the future of the library provision in Abergavenny. This needs to consider both the continuation of the service as a discrete stand-alone function and the potential integration of the service within a community hub model. The report needs to consider running costs, potential acquisition and refurbishment costs and any disposal opportunities.

5.2 Community Hub – Usk

The proposal for the co-habitation of the Community Learning, Library and Youth services within a council owned building need to be finalised and costed. Member consent will be required for any capital expenditure and a programme of works agreed and implemented. The landlords of the existing Community Learning centre will need to be formally advised of the Councils intention to terminate the tenancy, if the Members agree to the proposal. The future management of the building and users views will continue to be managed through the existing feedback mechanisms.

5.3 Community Hub Model

The concept of an integrated building delivering multiple services has been submitted as a budget mandate for 15/16 with associated savings of £300,000. If approved the requirements for each area need to be captured and a property solution devised that best meets the needs of the service providers and users, and also enables the rationalisation of the property estate and associated capital receipts.

5.4 Property Rationalisation

Opportunities to rationalise the Councils operational portfolio will be on-going working alongside the development of the Hub model and the office accommodation policy of centralising non location sensitive staff within the Magor and Usk hubs. A budget mandate of £100,000 has been agreed relating to revenue savings achieved through the disposal of property assets. Discussions with Coleg Gwent will be undertaken to establish the opportunities for early possession of J Block and in any event their exit strategy from the building and car park at the expiration of their lease in December 2016.

5.5 Development of the LDP Strategic Sites

A master plan needs to be produced that supports the development of the strategic site which minimises the impact of the developments in the existing local communities and maximises potential development gain, e.g. the provision of community facilities, apprentices etc. A disposal programme is to be developed that maximises potential income.

5.6 Development of individual operational property asset management plans

To understand the maximum opportunities available to the Council for either financial or social value it is intended to develop these for the operational properties only to support property

rationalisation process. These plans will provide a comprehensive view of the operating costs, suitability, capacity and opportunity costs.

5.7 Governance arrangements

Establish the Asset Management Steering Group and associated reporting and monitoring arrangements. Review and monitor the actions and KPI's incorporated within the Plan and ensure alignment with corporate priorities and Whole Place Plans.

5.8 Renewable Technologies

Progress the solar farm proposal through the public consultation and subsequent planning process. If approval is obtained implement the scheme to maximise the income generation opportunities to the Council and develop a community benefit scheme for the locality.

5.9 Investment Opportunities

The Estates team will actively seek opportunities for property investment opportunities where a Business Plan evidences:

- Financial Viability – The income from the proposed investment opportunity needs to be able to fund the borrowing costs for the purchase of the asset and generate surplus income.
- Occupiers – Must have a strong covenant and a long leasehold interest that covers the length of any loan required to fund the purchase or be in a prime position which will reduce any void periods.
- Support local Whole Place Plans – e.g. acquisitions that would strengthen the viability of town centre
- Support Corporate Priorities

5.10 Review the concessionary rental grant policy

Undertake an assessment of the policy to ensure it remains appropriate and affordable

5.11 Review the County Farms Strategy

Review the allocation of the core, non-core designations to holdings given the adoption of the Local Development Plan and the need to generate capital receipts to support the 21st century schools programme.

6 Performance

Performance needs to be measured to ensure the actions taken align with the corporate goals and have the intended outcomes and to allow comparison across the corporate estate and the Public sector estate in Wales

6.1 – Monmouthshire Indicators

Key Performance indicators

The following indicators have been developed to demonstrate how the strategy supports the Council priorities, the themes are as follows:

Nobody is left behind

- Number of affordable housing units developed on land disposed of by the Council.
- Number of sites disposed of at less than best consideration.
- Number of community growing schemes delivered.

People are confident capable and involved

- Number of applications for Community Asset Transfer.
- Number of Community Asset Transfer applications recommended for approval.
- Number of rental grants awarded to community / not for profit organisations to occupy council properties.

Our County Thrives

- Number of lettings to small businesses within the investment portfolio.
- Reduction in CO2 through renewable energy technology.
- Reduction of carbon emissions through the installation of renewable technologies.
- Percentage of electricity consumed that is generated from renewable sources.

Effective Resource Management

- Capital receipts achieved against target
- Revenue income achieved against target
- Void rates within industrial and retail units
- Rent arrears: % of arrears against rent roll (Farms, industrial units, retail)
Recovery of rent arrears (farms, industrial units, retail)

6.2 - National Indicators

Performance indicators are reported through CLAW to the Local Government Data Unit –Wales, these indicators are:

- **Value**
 - o Amount of GIA (Gross Internal Area) in condition A – D (Good – Bad).

- Total GIA.
- Percentage of GIA in condition A – D.
- The value of required maintenance for works of priority level 1 (Urgent) to level 3 (desirable)
- Total value of required maintenance for the year.
- Percentage of total value for works Level 1, 2 and 3.
- Total value of required maintenance per m².
- **Expenditure**
 - Total expenditure on required maintenance during the year and per m².
- **Estates Management**
 - The amount of surplus GIA in local authority buildings.
 - The percentage of the total GIA which is surplus.
 - Amount of vacant GIA.
 - Percentage of total GIA which is vacant.
 - Total GIA.
 - GIA in condition C/D.
- **Energy Efficiency**
 - The difference in the average (cumulative) operational rating score for local authority public buildings over 1,000 square metres where a DEC has been lodged on the Non Domestic Energy Performance Certificate Register between the previous financial year and the current financial year
 - The average DEC rating score in local authority public buildings over 1,000m² in the previous year
 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000m²
- **Office Accommodation**
 - Total NIA (Net Internal Area) of office accommodation.
 - Total number of FTE office based employees.
 - Total useable office accommodation per m².
 - Office accommodation costs
 - Office accommodation costs per NIA m².
 - Office accommodation costs per FTE office based employee.

Appendix A

Community Asset Transfer Policy

Community Asset Transfer Policy

1. What is Community Asset Transfer

Guidance from central guidance identifies the aim of community asset transfer as “community empowerment by ensuring that land and buildings are retained and operated for public benefit through community management and ownership”.

In essence it involves the transfer of the management / ownership of an asset from a public sector body to a community based organisation e.g. a charity, community interest company or a Town / Community Council.

The transfer of the asset can be achieved through either a freehold or long leasehold interest. Normally any transfer will be undertaken on the basis of full market value, however a sale or long leasehold interest can be undertaken at less than best consideration in accordance with the General Disposal Consent Order (Wales) 2003, subject to being satisfied that the sale / lease will result in long term sustainable local social, economic or environmental benefits.

2. Why has Monmouthshire County Council introduced a Community Asset Transfer Policy?

The Council has a large land and property holding which is used for a variety of different purposes including service delivery, economic development and community activities. For some of these assets, community ownership or management could bring benefits to the local community, the Council and other service providers.

The Governments Quirk Review “Making Assets Work” (2007), considered that transferring assets to the community would develop a greater sense of ownership, provide opportunities for finance and widen the benefits of the facility to the local community.

The Councils Your County Your Way and Whole Place agendas for the delivery of services in the future accords with the principal of the Quirke Review and this Community Asset Transfer policy (CAT) enables the transfer of land and property to be undertaken where the benefits of the proposal are proven through a business plan approach.

Broadly applications through the CAT process will need to demonstrate:

- Community development and empowerment
- Long term resilience and sustainability
- Economic development and economic well-being
- Social enterprise and social well-being
- Improvements to local service delivery
- Benefits to Monmouthshire communities
- Equality of access
- Environmental improvements and well-being
- Value for money

If the applicant is unable to provide clear evidence of direct community benefit, if surplus the asset will be sold on the open market so that it can ensure value for money.

3. Who is eligible to make a request for a community asset transfer?

Expressions of interest will be welcomed from community and voluntary sector groups as well as town and community councils. Applicants should meet the following criteria:

- The applicant must be community led i.e. its governance arrangements must ensure that it has strong links with the local community, constituted for social benefit and that members of the community are able to influence its operation and decision making process.
- It must be appropriately constituted e.g. a registered charity, a community interest company or a charitable incorporated organisation, a not for profit company or a co-operative.
- Must be a Town or Community Council within the county boundary of Monmouthshire County Council or predecessor.
- The primary purpose of the organisation must be non-profit making and they must be able to demonstrate that they have a clear understanding of the services they wish to deliver and a viable and sustainable business plan.
- Demonstrate that it has the skills and capacity to effectively deliver services and manage the asset to be transferred
- Have the potential to develop the necessary skills and capacity within their organisation and demonstrate how they intend to do this, if necessary by working with the Council or other partners.
- Embrace diversity and work to improve community cohesion.
- Engaged in economic, environmental or social regeneration in Monmouthshire or is providing a service of community benefit in line with the Council's core priorities.
- Must be able to demonstrate the long term sustainability of the of the applicant organisation. Proposals made by organisations with a small number of active members are unlikely to be successful.

4. What assets can be transferred?

Not all assets are available for transfer. The Council will consider transfer applications if:

- The asset is already identified as surplus and available for disposal.
- The asset is already occupied by a community or voluntary sector group as determined by Section 3 above and the asset does not form part of a larger commercial asset e.g., car park or hold long term development value.
- The asset is not excluded as per the Council's Disposal Policy as below:
 - Residential properties, including gardens, outbuildings and associated land
 - Caravan Sites
 - Operational land of statutory undertakers
 - Assets whose recent or current use does not meet the definition of community value, even if the intended use by a community purchaser would be of community value.
 - Agricultural land and buildings.

5. How will we assess applications?

5.1 In order to properly assess your application we will require you to provide detailed information on the following:

- What you intend to use the asset for and how this will help MCC in the delivery of the Your County Your Way and Whole Place agenda, meet its corporate needs and how it will improve access to services and facilities for Monmouthshire communities.
- How you intend to fund the running and maintenance costs of the asset.
- That there is a proven demand and need for the activities being proposed and consideration has been given as to whether or not this demand is being satisfactorily addressed through another provider.
- Clear management structure demonstrating how the premises will be managed on a day to day basis and consideration of how health and safety and legislative issues will be managed.
- A robust business plan which should address the following issues:

Meeting County wide priorities

Demonstrate alignment with the County Council's plans and strategies.

Meeting Local Priorities

- How the need for the proposed transfer and use of the asset has been identified – in particular what community needs will the transfer meet.
- Planned outcomes and benefits of the transfer.
- Evidence of community support for the proposal.

Improving Service Delivery

- A statement that demonstrates that the transfer of the asset supports an improvement in local service delivery
- How will you measure the success of the transfer – i.e. what will be different and how will it be measured.
- Evidence of support from a Council Service provider or current owning department.

Resources

- Finance modelling, including 5 year revenue and capital funding plans.
- A statement that demonstrates the capacity and expertise within the group to operate and maintain the asset
- A statement (evidenced by financial accounts) that the group has sufficient income to support the asset
- A financial plan and programme showing how the maintenance and running of the asset will be funded over a period of years
- Scope for collaboration, i.e. are there other community groups that could share the accommodation.
- Capacity building and how this will be delivered.

Investment

- Any sources of finance including grants that the asset transfer will enable.
- Type of transfer sought and why i.e. freehold or long leasehold
- Where a transfer is being requested at less than market value, either freehold or leasehold, that the applicant has justified and quantified the benefits accruing to the community in order to justify the subsidy.

Risks

- Details of how the proposed use will be monitored and proposed arrangements in the event that the transfer is not sustainable.
- Risk log
- Any liabilities and how these will be addressed.

5.2 The Council will generally pursue long leasehold arrangements when considering asset transfer as this will enable us to influence the future use of the building and prevent changes which would be inappropriate or don't meet the original criteria.

It is however recognised that in some circumstances a freehold transfer may be appropriate. Any freehold proposal would need to evidence why the freehold as opposed to a long leasehold is necessary for the success of the project and provide assurances that the community benefit will be maintained in the long term.

5.3 Given the obligations on the Council to achieve maximum financial value, all transfers will be undertaken on the basis of best price. Any requests for a discount to the market value will be considered on a case by case basis and will be based on an assessment of the business plan and the extent of the community benefit to be derived from the proposal. Any proposed transfer at less than best price will be subject to an independent valuation.

Should a freehold transfer be agreed the legal title will contain a series of clauses designed to safeguard the long term future of the building which will include a restrictive covenant, claw back clause and right of pre-emption.

6. Benefits / Dis-benefits of managing property

6.1 It is important to remember that managing property requires both time and money and before commencing a CAT application the applicant should consider all the implications. Some points to consider are listed below:

6.2 What other organisations are already operating in your area? You will need to evidence demand and lack of supply as part of your application. It is important that you understand if there are other organisations offering a similar service or activities in the area and the impact on your proposals. It may well be the case that the area needs are such that both services are required however, there could be opportunities for collaboration which would reduce your operating costs e.g. through joint marketing or shared occupancy of a building. The Council is keen to

promote collaboration and multiple use of buildings to maximise their benefits to the local communities.

6.3 What is the purpose of the CAT application? Are the objectives of your organisation clear and how does your CAT application support these objectives.

6.4 Have you fully considered all the costs and liabilities of operating a building? These include but are not limited to:

- Rent (if applicable)
- Rates
- Electricity, Gas, Water, Oil etc.
- Telephone & Broadband costs
- Insurance – Buildings, contents and public liability
- Repairs
- Staff costs and volunteer expenses
- Proposed refurbishments or building improvements
- Web site development and management
- General administrative costs
- Ensuring equality of access for all (Equalities Act 2010)
- Health & Safety Legislation
- Statutory requirements e.g. planning or building regulations.

6.5 Who will be responsible for day to day management of the building and how will this impact on the core purpose of your organisation.

7. How will your application be assessed?

7.1 The following process will be adopted:

Stage	Who is responsible
Asset identified for community transfer	Local partners and community
Estates team assess the property proposed for transfer against eligibility criteria.	Estates team
If property agreed as suitable for community asset transfer if occupied by a community group they will be invited to apply for a community asset transfer by submitting an application and business plan. If not occupied by a community group the property will be advertised for applications.	Community groups
Applications are assessed against criteria by the Estates Team. If the application meets the criteria a report will be presented to members for decision. If determined that the application does not meet the criteria the applicant will be presented with feedback and if the asset is surplus the asset will be placed on the open market.	Estates Team
Decision on proposed transfer	Cabinet / Individual Cabinet Member

If yes, negotiate terms and instruct legal documentation	Councils Estates and Legal Team Community group
Agree legal documentation, monitoring arrangements and agreed outcomes	Councils Estates and Legal Team Community group

Appendix B

Disposals Policy

Disposal of Land & Property Assets Policy – May 2013

1. Legal Background

- 1.1 When disposing of property assets the Council is obliged via S123(2) of the Local Government Act 1972 not to dispose of land for a consideration less than the best that may reasonably be obtained other than by way of a short tenancy¹.
- 1.2 When determining value any restrictions that the Council is choosing to impose as landowner must be disregarded. Instead the only restrictions that can be taken into account are those that were contained within the property's title prior to acquisition and those imposed by the Local Planning Authority through the LDP, SPGs or Site Master Plans.
- 1.3 The General Disposal Consent Order 2003 (Wales) gives LAs the ability to sell an asset for less than best consideration without referral to the Secretary of State where the reduction in value is £2,000,000 or less and the authority considers that the disposal is in the interests of the economic, social or environmental wellbeing of the whole or any part of its area or any or all persons resident or present in the area.
- 1.4 More recently the current government has introduced the Localism Act 2011 which includes specific provisions for community assets. These provisions specify that the Local Authority has an obligation to produce a list of assets with community value; these do not necessarily have to be owned by the Local Authority. Nominations can be made by the community groups to have buildings included on the list which the Local Authority must determine.
- 1.5 If a property is included on the list should the owner decide to sell the asset they must inform the local authority and an initial moratorium process is triggered? Within this period a Community Interest Group (this must be a legal entity derived on the basis of not for profit) must submit a non-binding initial expression of interest. If the group is eligible to submit this expression of interest a further 4.5 month moratorium commences, to give a total moratorium of 6 months. This process does not give the community group first right of refusal and it does not guarantee that they will be the successful purchaser. The owner of the property is free to market the site during the moratorium period but he will be unable to exchange contracts other than with a community interest group.
- 1.6 At the end of the six month moratorium the owner of the asset is free to sell the asset to whom they choose and no further moratorium period can be triggered for a period of 18 months.
- 1.7 This element of the Act has yet to be implemented in Wales and we are awaiting guidance on the criteria for assessing nominated buildings, values etc., however this legislation will influence the future sale of our assets.
- 1.8 As WAG has yet to determine when this part of the Act will be enacted, this policy therefore provides a framework for disposals until such time the Act is applicable in Wales.

¹ Best consideration is defined as the amount that would be received for a disposal of a property where the principal aim of is to maximise the value of the receipt.

2. Disposal Protocol

Internal Consideration

- 2.1 Prior to declaring an asset surplus to requirements the Chief Officer of the occupying service, will need to have undertaken consultation with the local members, responsible Cabinet Member(s), estates, finance and other relevant officers
- 2.2 The Chief Officer will need to obtain Cabinet approval to formally declare the asset surplus and if no internal use is identified to dispose of the asset, whereupon the management of the asset will return to the Estates team. Associated running costs of the asset e.g. rates, utility costs etc. will transfer with the property to Estates.
- 2.3 Estates will liaise with Chief Officers to establish if they are aware of any internal accommodation needs. If a potential use is identified the prospective user will need to develop a business plan within 4 weeks of being notified of the availability of the property. The plan must identify:
- how they will fund the resulting revenue costs
 - opportunities to make savings, e.g. through the release of other accommodation
 - benefits to service provision and their users
- 2.2 The business plan will be evaluated by the Finance and Estates teams to determine financial viability and wider community benefits. The Accommodation Steering Group (or successor) will determine whether the application is successful based on the recommendations from Estates & Finance. If the plan is accepted the property will be appropriated to the service user, together with any budgets transferred from the previous occupier. If there is no internal requirement for the property or no business case is accepted, the following protocol will be applied.
- 2.3 *Disposal of the Asset following the Implementation of Part 5 of the Localism Act in Wales.*
- 2.3.1 The list of nominated community assets will be checked to establish if the property has been identified as an asset with community value. The definition for community value is as follows:
- The main current use of the asset meets the definition of community value² and it is realistic to think that it can continue to do so.
 - Where an asset is not currently in use in a way that meets this definition, it must have been so in the last 2 years and it is realistic to think that it could be within the next 2 years.
- The following are specifically excluded from being considered as community assets:
- Residential properties, including gardens, outbuildings and associated land
 - Caravan Sites
 - Operational land of statutory undertakers

² Community Value is defined in the Localism Act as the use of an asset to 'further the social wellbeing or social interests of the local community'. The term social interests includes in particular, though not exclusively, cultural interests, recreational interests and sporting interests.

- Assets whose recent or current use does not meet the definition of community value, even if the intended use by a community purchaser would be of community value.
- 2.3.2 If the property is included on the list, the protocols established by the legislation and subsequent guidance will be adhered to.
- 2.3.3 If the property is not on the aforementioned list the land/property will be disposed of at best consideration and added to the capital receipts forecast held by Finance.
- 2.4 *Disposal of an Asset Prior to the Implementation of Part 5 of the Localism Act 2011 in Wales.*
- 2.4.1 Prior to the implementation of the nominated community assets list the following process will apply.
- 2.4.2 If the asset is specifically excluded from being considered as a community asset as defined in 2.3.1 above (as determined by the Estates Team), it will be added to the capital receipts forecast maintained by Finance and disposed of at best consideration
- 2.4.3 If the asset does not fall with the specific exclusions as defined in 2.3.1 above, before marketing the asset the local ward member(s) will be contacted and advised of the intention to sell the land / property. They will be given 21 days from the date of the notification to communicate with local community groups to identify if there are any eligible³ local groups that wish to make a bid for the property. The County Councillor may wish to liaise with any community councils or community groups in their ward to determine this need.
- 2.4.4 If a group identifies a potential community use their proposal will be assessed in the first instance to determine if the group making the proposal is eligible to do so as defined by the Localism Act 2011(see footnote 3). If the group does not meet the criteria (to be determined by the Estates Team) the applicant and local member(s) will be advised and the property disposed of at best consideration.
- 2.4.5 If the group does meet the eligibility criteria, they will be contacted and given a period of 6 weeks to prepare a business plan to support their proposed use, which must include:
- The funding necessary to meet the acquisition and any refurbishment costs. The group will need to demonstrate how the funding will be raised and on-going revenue management, (at this stage they will only need to demonstrate how they intend to raise the funding and how they would fund on-going revenue costs)

³ The group must meet the criteria set out in the Localism Act, i.e. a legally constituted organisation such as a charity, a company limited by guarantee that does not distribute profits amongst its members, an Industrial and Provident Society, a Community Interest Company or a Community Council

- The group will be required to demonstrate how their proposed use would further the social wellbeing or social interests of the local area, (the geographical area to be defined by the applicant) and how this will assist in developing sustainable and resilient communities.⁴
 - How the group will work in collaboration with other users
- 2.4.6 The business plan and supporting information will be assessed by Finance & Estates (with support from other Officers as required) to determine:
- The long term viability of the proposal (running costs of their proposal set against realistic income expectations).
 - The ability of the group to raise funding to acquire the asset and undertake any refurbishment / adaptation works.
 - How the proposal will serve the wider social wellbeing or social interests of the local area.
 - The potential for the organisation to assist in the delivery of MCC services or strategic goals.
 - How the acquisition of the asset will facilitate collaborative working with other community users in the local area.
- 2.4.7 A report will be presented to Cabinet with the outcome of the analysis and a recommendation as to whether the proposal should be accepted or rejected.
- 2.4.8 If the proposal is rejected by Cabinet the property will be advertised on the open market and the sale will proceed on the basis of best consideration.
- 2.4.9 If the proposal is viable the organisation will be given a further 4 month period to secure funding for the acquisition of the property. The value of the property will be determined based on the full market value of the proposed community use (based on its planning use designation), should the parties fail to reach an agreement an independent valuer will be appointed (by a referral to the Royal Institution of Chartered Surveyors) and both parties will equally share the cost of this process. Their determination will be binding on both parties.
- 2.4.10 if after 4 months the community group has been unable to secure funding the property will be advertised on the open market and the property will be sold on the basis of best consideration.
- 2.4.11 No extension to the 4 month timeframe will be considered unless the community group is able to demonstrate a reasonable prospect of securing the funding within 8 weeks of the 4 month period expiring. If following the 8 week extension the community group has been unable to secure the funding the property will be sold on the basis of best consideration.
- 2.4.12 If the community group is able to secure funding within the 4 month period the Council may choose to use its powers to sell at less than best consideration, subject to the valuation undertaken in 2.4.9. The sale conveyance will contain a 100% claw back in favour of MCC in the event that the community organisation subsequently sells all /part of the property. The

⁴ Sustainable and resilient communities could include the following activities, reducing energy consumption, providing services that would normally be undertaken by a third party, tackling local social issues, environmental enhancements, reducing fuel poverty, supporting and developing the local economic base, supporting and developing lifelong learning

claw back will be calculated on the basis of the subsequent disposal price less the original acquisition cost and disposal costs. MCC will obtain 100% of the net uplift in value.

- 2.4.13 the legal document will also contain a right of pre-emption in favour of the Council to be exercised if the acquiring Community group (or successor) subsequently fail and the asset ceases to be used for the community benefit /purpose for which it was acquired. The acquisition price to the Council will be the original sale price cost plus a percentage uplift/decrease to reflect the property market trends from the date the property was sold to the Community group until the date that the Council exercises its right of pre-emption.

3. Purpose of the Policy

- 3.1 The Council's medium-term capital programme and forward commitments, combined with the need to reduce premises running costs amidst on-going budgetary pressures, require it to consolidate its estate and to maximise capital receipt generation. The need to seek best consideration however has to be measured against wider social needs and the requirement to develop more sustainable and resilient communities.
- 3.2 Community groups applying to acquire surplus buildings will be required to demonstrate how their proposal will help develop this resilience and enable collaborative approaches with similar organisations. We will not be supporting applications where groups continue to operate in isolation and ignore the opportunities for organisations to work together.
- 3.3 We will expect community organisations to demonstrate that they have the ability to generate sufficient income to operate and maintain the buildings in a reasonable condition without being reliant on grant funding.
- 3.4 Local Community interest groups wishing to acquire surplus land or buildings must be one of the following:
- a registered charity (with a demonstrable local interest in the area)
 - not for profit organisation
 - community interest company
 - Community benefit society
- 3.5 The protocol is intended to provide clarity for both the Council and those community groups wishing to acquire surplus assets, prior to the implementation in Wales of Chapter 3 of the Localism Act 2011. Following the introduction of this Act this policy will be amended to reflect the legislative requirements and supporting guidance.
- 3.6 The capital receipts projections provided by Estates will be on the basis of full market value unless Cabinet approval has been obtained to sell the asset to a community group at less than best price.

Appendix C

Concessionary Rental Policy

Concessionary Lettings – Protocol

Rental of Properties

1. If a department wishes to lease a property or rooms then they must contact Asset Management to arrange this. Asset Management will take it through the normal procedures to obtain consent for the lease, i.e. local members, cabinet members and the Director of Resources and Customer Services.
2. The rental for the property will be calculated based on the open market value of the proposed use. At this stage no discount will be reflected in the rental calculation. The tenant must agree to this value before the rental grant process can proceed.
3. In negotiating the new lease it will be common practice to build a break clause exercisable by the tenant in the event that a rental grant is not forthcoming. This enables the tenant to leave the property without any financial penalties or onerous obligations if either the grant is not allowed or is later withdrawn.
4. The tenant will be required to complete a rental grant application as attached. The purpose of this form is to establish if the tenant has any other source of funding and their ability to meet the rental commitment.
5. The completed form must be returned to Asset Management who will then forward it on to Finance.
6. The maximum grant available is 95% (except in exceptional circumstances). Finance will also be testing whether the tenant is able to demonstrate that they have the ability to meet any repairing liabilities that they have committed to as part of the lease.
7. Finance will confirm the circumstances of the tenant to Asset Management. If a rental grant appears justified then a report will be presented to the Director of Resources and Customer Services, who has delegated authority to make a decision.
8. If the grant has been awarded the tenant will be invoiced for their contribution only as the grant element will be deducted at source.
9. The grant will be awarded for a three year period only. At the end of this period the market rental will be re-determined and the same process will be completed.

Room Hire

1. If the building manager is to adopt two rates of charging then they must be explicit in how they determined the differences in the two rates. They should also have a list identifying the categories of users that would be eligible for the concessionary rental.
2. Records of the usage should be kept and made available at the end of each financial year to determine the costs to the Council and the beneficiaries of the reduced rates.

Electricity / Utility Costs

1. If occupying accommodation by virtue of a lease, then the utility costs should be the responsibility of the tenant. These can be determined by establishing the overall floor area of the building, the area that the tenancy covers and apportioning the costs accordingly. If there is a variance in the hours of occupation between various occupiers this can also be built into the calculation. Asset Management can assist in determining this as part of the lease negotiations.
2. If the rooms are let on an hourly rate then the utility costs should be built into the calculations to determine the hire costs. The concessionary rental charge must include these costs.
3. If the charity/ organisation has occasional use of desk space, this should be reviewed. For example if one of these occasional users is hurt on Council owned property, then MCC could be liable. If it is proven that this is the only option available then utility costs should be calculated on the same basis as 1 and reported back on an annual basis to determine the level of subsidy provided.

Office Supplies

1. If third parties are to be afforded access to photocopiers they must be given a separate code so that their usage can be quantified. This should be reported back on an annual basis.
2. Third parties should be liable for any office supplies or equipment purchased. Any donations of this kind by MCC to third parties must be recorded and reported back on the basis of unit cost per item, the details of the beneficiary and the rationale behind the decision to make the donation.

Appendix D

County Farms Strategy

County Farms Strategy 2013

1. Current Position

1.1 The Councils County Farm Estate comprises of

29 Farming Units (amounting to 1045 ha/2,584 acres)

11 Cottage Properties

40 Bare land holdings (79 hectares/ 195 acres)

18 Woodland (35 Hectares/86 Acres)

The average size of a council farm holding is 34ha (84 acres). Given the evolving nature of the farming industry it is acknowledged that such holdings are too small to continue to provide an income for the farming family. As a result the occupiers are increasingly seeking additional employment to secure income to supplement their earnings.

In addition due to the nature of the majority of the tenancy agreements, the farms tend to be occupied for the lifetime of the tenants and therefore vacancies are rare, thereby preventing new entrants into the industry.

Many other farm estates enjoy holdings larger than that held by Monmouthshire which enables progression for tenants. Due to the limited size of our estate we are unable to offer such opportunities.

As a consequence the County Farm holdings are not able to offer progression opportunities for existing farming tenants or indeed opportunities for new entrants to occupy viable agricultural units.

2. Future Strategy

2.1 Given the current economic conditions there is an increasing requirement to review Council assets and determine if they are still offering value for money, meeting the aims of the service and whether there is an opportunity cost to continuing to hold them. There is also the added pressure that the Council needs to raise in excess of £40,000,000 to meet its match funding requirement for the 21st Century Schools programme.

The current farm holdings generate a combined rental income of £186,624 per annum. Predicted maintenance costs (excluding mechanical and electrical) for the next 3 years are highlighted in the table below:

Year 1	Years 2 -3	4- 5	Total
345,000	325,000	586,000	1,256,000

There are also planned changes in the boundaries of the Nitrate Vulnerable Zones, which at the time of writing this report are likely to impact on a holding in Raglan. The details of the

enhanced requirements and associated costs at this stage are unknown, but are likely to result in a further capital expenditure pressure.

The County Farms estate is required to generate a trading surplus of £222,000 (against a predicted total income of £280,000 from rent, including bare land holdings and cottage properties). There is a capital allocation which deals with the planned maintenance and improvement programmes which will be used to meet the above identified costs; however as a service it is evident that income does not match the expenditure required to maintain the properties to a reasonable standard. As disposals occur the pressure on the maintenance budget will continue to increase and the gap between income and expenditure will continue to widen.

The on-going financial commitment combined with the size and nature of the portfolio has necessitated a full scale review of the remaining Council farm holdings and their long term future within the portfolio.

Each farm unit has been tested on the following general principle:

The general principle will be in favour of disposing of the holding unless:

- the holding sits within an area that offers long term development potential (Leech pool/Portskewett/Crick localities)
- the holding is adjacent to an existing settlement
- The holding offers potential strategic development opportunities i.e. possible location for a school etc.

Where holdings are identified as non-core, should a unit fall vacant the agricultural land will be either allocated to an existing Council holding to improve viability or it will be disposed of on the open market dependent on the individual circumstances of the holding, Council priorities and market conditions. The farmhouse and any farm buildings will be released to the open market to achieve maximum value.

2.2 Disposal Strategy

The disposal of all Council Holdings as a single portfolio has been considered but rejected as any such disposal would attract significant discounting to take account of sitting tenants.

All of the Councils holdings are currently occupied, therefore, in order to realise the maximum potential value of the holdings a strategy has to be put in place that encourages a managed release of the holdings.

It is proposed that all tenants who occupy non - core holdings will be contacted and negotiations are undertaken to establish if they would be prepared to relinquish their tenancy subject to the payment of compensation. The compensation payment will need to be assessed on an individual basis; however there will be a threshold cap (the combined total of the tenant's improvements compensation and surrender premium) against the anticipated market value. The cap will be agreed by CFWG prior to entering negotiations.

Cottage properties that become vacant will in the first instance be offered to existing farm tenants on the condition that they retire from their farm holding. If no farming tenant wishes to retire, the cottage will be sold on the open market.

The purchasers of all holdings and cottages will be required where possible, to provide a new mains water supply.

For those that are identified as core holdings, when they become vacant the following process will be undertaken:

- An assessment will be undertaken to ascertain whether the development opportunities could be realised at the time it becomes available or within a short period.

If the development opportunities can be realised:

- the holding will be declared surplus and held vacant
- a development strategy will be prepared
- The necessary reports and consents are obtained and the holding is realised to deliver the Councils strategic development aims.

If the development opportunities are not available:

- The property will be advertised for re-letting on the basis of a Farm Business Tenancy, with a term not exceeding 7 years.
- There will be no succession rights for the existing tenants relatives and if any family members wish to apply for the tenancy they will be subject to the same application process.
- The opportunity will be externally advertised and those on the waiting list will be contacted.
- Applications will be invited and a shortlist prepared.
- Interviews will be undertaken and the candidates will be assessed on the viability of their Business Plan, farming vision and experience.

The “Equality Initial Challenge”

Name: Ben Winstanley Service area: Estates and Sustainability Date completed:07/10/2014		Please give a brief description of what you are aiming to do. Establish an Asset Management Strategy for the council	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Disability	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Marriage + Civil Partnership	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Pregnancy and maternity	Proposed reduction in rental grant may result in some tenants withdrawing from the		

	building or service which may have an impact on a protected group.		
Race	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Religion or Belief	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Sex (was Gender)	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Sexual Orientation	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		
Transgender	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may		

	have an impact on a protected group.		
Welsh Language	Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.		

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.	➤ Groups will be offered business support.
➤	➤
➤	➤
➤	➤

Signed

Designation

Acting Estates Manager

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The implementation of an Asset Management Plan	Estates and Sustainability
Policy author / service lead	Name of assessor and date
Debra Hill-Howells / Ben Winstanley	

1. What are you proposing to do?

The report will establish an asset management strategy which include a review of the concessionary rental grant policy. The plan also seeks to implement a Community Asset Transfer policy, allowing certain community groups the opportunity to acquire council properties to deliver local services.

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

3. Please give details of the negative impact

Proposed reduction in rental grant may result in some tenants withdrawing from the building or service which may have an impact on a protected group.

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

The plan is draft stage currently, consultation will be undertaken as a result of any proposed changes.

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..

MCC Policies and Data, RICS Guidance

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration The report will establish a strategy for how the councils assets are managed.	
Name Estates and Sustainability		Date 07/10/2014	
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		N/A	
Improve housing quality and provision		N/A	
Reduce ill health and improve healthcare provision		N/A	
Promote independence		N/A	
Encourage community participation/action and			The policy establishes a community Asset Transfer Policy

voluntary work			
Targets socially excluded		N/A	
Help reduce crime and fear of crime		N/A	
Improve access to education and training		N/A	
Have a positive impact on people and places in other countries		N/A	
PLANET			
Reduce, reuse and recycle waste and water		N/A	
Reduce carbon dioxide emissions			The policy makes a commitment to reduce CO2
Prevent or reduce pollution of the air, land and water		N/A	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		N/A	
Protect or enhance visual appearance of environment		N/A	
PROFIT			
Protect local shops and		N/A	

services			
Link local production with local consumption		N/A	
Improve environmental awareness of local businesses		N/A	
Increase employment for local people		N/A	
Preserve and enhance local identity and culture			The Strategy establishes a Community Asset Transfer policy.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		N/A	
Increase and improve access to leisure, recreation or cultural facilities		N/A	

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

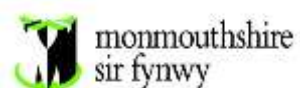
The strategy makes a commitment to reduce Co2 across the estate and increasing the amount of energy generated from renewable sources.

The strategy also establishes a community asset transfer policy.

- 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

Dated



SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 2 UPDATE

MEETING: Cabinet

DATE: 5 November 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide Cabinet with a quarter 2 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.
- 2.3 That Cabinet agree that for quarter 3 the updated content of this report is combined with the programmed quarter 3 financial analysis of the organisation to more clearly associate service and financial performance.

3. KEY ISSUES:

- 3.1 The Council is delivering a wide-range of services with a reducing budget. 84% of the £6.4m savings identified for the current year have already been achieved without any significant reduction in front line service delivery. Further budget reductions of 4.3% for 2015-

16 onwards will make it increasingly challenging to continually improve services, nonetheless Monmouthshire remains committed to an ambitious programme that will meet needs in new and sustainable ways rather than cutting services.

- 3.2 In 2013-14 there were a number of areas where performance fell below expected levels and too many indicators were in the bottom quartile when compared with other local authorities in Wales. Work is underway to drive up performance in these areas. In some teams this has involved performance data being produced on a daily basis to ensure that staff can prioritise their work in the areas that matter most. By the end of September 74% of the available national performance measures are showing improvement. This is a ten percentage point improvement on the position in 2013-14. To put this in context, during a challenging time for public services, nearly two thirds of national performance measures improved in 2013/14. From this higher bar, close to three quarters of national performance measures are improving this year.
- 3.3 Members are reminded that very significant improvements have been made to the accessibility and visibility of performance information over the last 12 months. There is now a substantial range of on-demand performance information available at all times via the Council's intranet site - [The Hub](#) which all Members and officers have access too. There is now no excuse to be surprised, either positively or negatively by the performance of Council services. The implicit is now explicit. Reports cards covering all areas of council business, including trend data and comparisons with similar organisations are 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. The Cabinet dashboard is a high level report that draws on a range of measures including, but not limited to, a selection of measures from the national performance measurement framework. This shows the latest available figure, in most instances this is quarter 2 but in some cases such as financial monitoring it is showing quarter 1 data. A summary of the cabinet level dashboard is shown below:

Cabinet Report Card							
Indicator	Previous Years			Current	Target	RAG	Trend
	2011/12	2012/13	2013/14	2014/15			
Education							
Children with 5 or more GCSEs at A*-C inc. English and mathematics (%)	51.3	56.30	57.3	65.3	67		
KS4 Attainment Gap (FSM:Non FSM)	41.6	34.80	35	not yet available	30		
Pupil Attendance - Primary (%)	94.4	94.70	94.4	95.8	95		
Pupil Attendance - Secondary (%)	92.3	93.20	93.4	94.5	93.9		
Foundation Phase Indicator	NA	86.80	89.5	91.2	92		
Foundation Phase Attainment Gap (FSM:Non FSM)	NA	16.00	17.3	not yet available	14		
Key Stage 2 Core Subject Indicator	82.5	86.30	89.3	89.5	91		
Key Stage 2 Attainment Gap (FSM:Non FSM)	27.1	26.60	15.5	not yet available	12		
Key Stage 3 Core Subject Indicator	71.5	77.70	80.3	84.2	87.6		
Key Stage 3 Attainment Gap (FSM:Non FSM)	38.4	31.40	24.1	not yet available	21		
Vulnerable People							
Cost avoidance from Integrated Adult Social Care (£)	new	new	£37,352	68,380	123,000		
Satisfaction with adult social care (%)	93	96.00	90	94	90		
Children seen alone at first assessment	25.5	22.40	33.2	46.9	48		
Statutory Visits Looked After Children (%)	84.7	66.90	65.3	79.5	90.6		
Looked After Children Care Plans in place at first placement (%)	100	89.00	83	100	100		
Pathway plans in place for Looked After Children (%)	not produced	68.40	73.3	100	98		
Timeliness of reviews of children in need (%)	30.2	19.50	57.5	90.4	86		
Enterprise and Job Creation							
Number of jobs created assistance provided by Monmouthshire Enterprise and Partners	185	331	124	66	200		
Unemployment rate of those economically active	4.9	5.8	5.3	4.7	<5.3		
Average wage levels in the county	452	438	427	not yet available	465		
Percentage of people aged 18-24 claiming job-seekers allowance	8.6	6.2	5.2	4.1	Not set		
Percentage of planning applications approved	93.6	93.7	93.7	95	93		
Core Services							
Homelessness prevented for six months (%)	30.4	21.4	24.2	47	35		
Waste re-used or recycled (%)	55	56	63	68	63		
Fly-Tipping cleared in five days (%)	81	82	96	97.8	96		
Road Condition (% in poor condition)	9.4	7.8	9.8	not yet available	not set		
Council Effectiveness							
Staff Sickness (days per FTE)		11.9	11	not yet available	<11		
Budget Overspend/ (underspend) (£000s)	-4,000	-419	-1,227	not yet available	1,029		
Percentage Budget Savings in MTFP Delivered	-	-	-	84 (Q1)	100		
New housing benefit claims decided within 14 days (%)	83	87	94	98	95		
Percentage people who agree they can influence decisions affecting local area	new	22	26	26	>26		

3.4 Areas where improvement is evident include:

- We have been working with Head Teachers and the Education Achievement Service to focus on key stage 4 attainment with better tracking and support at individual pupil level. In 2014 the percentage of children with five or more GCSEs including English and Mathematics increased from 57% to 65% - now the highest performance in Wales.
- Different ways of working within adult social care, focusing on what matter to people rather than process, are proving successful. This is enabling the council to meet the needs of a growing older population within current resources.
- Staff in children's social services have been working hard to ensure that they can evidence the work they are doing with vulnerable children. It was identified that five key performance measures needed to improve. All of these have shown marked improvement with three having achieved the desired target by quarter 2 and the others on course to achieve this milestone by year-end.
- Monmouthshire residents continue to recycle and compost their waste helping us to a recycling rate of 68% - although it should be remembered that this rate tends to be higher in the summer months when people are composting garden waste.
- Targeted action already undertaken taken by the homelessness team, including increased and more efficient use of Prevention Funds, expanded Shared Housing Scheme and wider use of Melin private leased scheme beyond merely using as temporary accommodation, has led to an increase in the prevention of homelessness for longer than six months from 24% to 47%. A performance clinic was held in August 2014 to examine homelessness and further targeted action was agreed to ensure success in the long term.
- Our service transformation of our benefits processing function continues and our collaborative arrangement with Torfaen has been an unqualified success. Although not a national performance indicator this is included in the scorecard at Cabinet request.
- Our systems review of development control (planning applications) has seen a remarkable transformation in service standard and performance. As above, this is included above at Cabinet request.

Deleted:

3.5 Areas which are below our expectations of where we are not currently able to give an informed judgment:

- The creation of well-paid jobs is central to the Enterprise Strategy. Wage levels in Monmouthshire have not risen as much as other economic indicators would predict which is reflecting the situation nationally.
- The percentage of visits to looked after children has increased considerably in recent months followed sustained work from the social work teams but has yet to reach the target of 90%. This will continue to be a priority measure in the coming weeks and months.

- The focus on driving up standards in schools has delivered some impressive exam results from young people in Monmouthshire. We do not yet have the detailed breakdown to see whether we have successfully narrowed the attainment gap experienced by pupils who receive free school meals.

- 3.6 Data for the full set national performance indicators is shown at appendix 1. This will continue to be scrutinised by select committees throughout the year in line with their work programmes. Not all performance data is produced on a monthly or quarterly basis, for example those which are dependent on annual surveys or are measuring one-off events such as exam results.
- 3.7 Indicators displayed, on the whole, are showing a positive trajectory which is pleasing. Financial pressures facing the Council suggest that moving forward there will be areas of our work where Cabinet will have to accept a flat-lining or even reduction in performance and these areas will need to be explicit as the Corporate Strategy, Improvement Plan and medium term financial plan are re-calibrated as part of the budget setting process for 2015/16. We will have to become more sophisticated in our interpretation of data as we start to see planned and accepted year on year reduction in performance. It seems counter-intuitive to say that a reduction is good but that will be the reality in specified areas.

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 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:

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National Performance Measures – Quarter 2 Update

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	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	0.42 (in 6 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	54.99	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	9.96	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	not yet available	-	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	89.3 (month 6 – forecast 100%)	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	Not yet available	-	94.45	Bottom

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	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	84.40	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	Not yet available	-	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	96.0	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	46.9	Better	42.9	Bottom

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	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	79.5	Better	85.3	Bottom
SCC/030a	The percentage of young carers known to Social Services who were assessed	85.71	100	54.5	100	Not yet available	-	85.9	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	87.5	Declined	92.7	lower Middle
SCC/033f	The percentage of young people formerly looked after who are in education, training or employment at age 19	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	Not yet available	-	262	Bottom

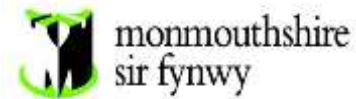
Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	not available	68.4	73.3	100	100	Better	89.2	Bottom
SCC/045	The percentage 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	96.4	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	45	Better	66.4	Not comparable
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	311	236	186	230	195	Declined	239	Top
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	101	31	Not Set	Produced Annually	-	37	lower Middle

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
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	Produced Annually	-	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	Produced Annually	-	0.3	lower Middle
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	Produced Annually	-	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

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
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	Produced Annually	-	505.3	Bottom
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	Produced Annually	-	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	Produced Annually	-	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	94.5	Better	92.6	Top

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
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	65.3 (provisional)	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	68 (quarter 1)	Better	54.33	Top
WMT/ 004	The percentage of municipal waste collected by local authorities sent to landfill	43.29	42.81	34.23	35	31 (quarter 1)	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	Produced Annually	-	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	Produced Annually	-	77.5	Bottom

Ref	Definition	2011/12	2012/13	2013/14	2014/15 Target	2014/15 (at Q2)	2014/15 Trend	Wales Average 2013/14	Quartile 2013-14
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
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	Produced Annually	-	90.33	Upper Middle



SUBJECT: BUILDING THE ESTABLISHMENT AND CAPACITY FOR ENTERPRISE

MEETING: Cabinet

DATE: 5TH November 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To build the establishment and capacity for the Enterprise directorate, both in terms of the management structure and where appropriate the relevant services' staffing structures.

2. RECOMMENDATIONS:

- 2.1 Cabinet agree to the establishment of the proposed management and staff structures for the Enterprise directorate, recognising that ongoing service reviews will result in further reports needing to be subsequently brought forward.
- 2.2 Cabinet agree to the creation and deletion of posts contained within 3.5 of this report.
- 2.3 That any amendments to the structure that may arise through the consultation exercise (currently underway) be approved by the Chief Officer for Enterprise in consultation with the relevant cabinet members subject to any alternations continuing to provide the savings required in the approved budgets.

3. KEY ISSUES:

- 3.1 Following the report of the Chief Officer for Enterprise to Cabinet on [19th March 2014](#) which established the top-line leadership structure of the Enterprise Directorate and saw the creation of four Head of Service posts covering:
- Community Led Delivery

- Tourism, Leisure and Culture
- Commercial and People Development
- Development Planning

- 3.2 The services that comprise Enterprise are mainly non-statutory and ‘discretionary’ and are therefore some of the most vulnerable and potentially, contentious functions we operate. However, these services hold the key in enabling our workforce and our communities to face the challenges ahead. We need to begin to shift these services away from a dependency on public funding to more self-sustaining formats; in-building resilience and resourcefulness.
- 3.3 The proposals contained in this report allow the Enterprise directorate to consolidate its management and relevant staffing structures such as to build the capacity to deliver the significant challenges faced. Based on the draft budget proposals separately considered on this agenda, the Enterprise directorate will potentially need to generate savings amounting to 20% of its existing budget, in addition to the significant savings that the directorate is committed to delivering in 2014/15. It is critical that the Directorate both consolidates and rationalises its leadership capacity to allow there to be a managed strategic reduction in services.
- 3.4 This report also brings forward more detailed staffing structure proposals for the Estates and Place teams, the latter including the realignment of the library and one stop shop services. These proposals will align the services to the key delivery themes and enable the services to more effectively manage the necessary changes to service delivery models required to meet the financial challenges ahead.
- 3.5 In order to achieve a management and staffing structure which is considered fit for future purpose it will be necessary to delete a number of posts that exist within the existing structures and to create new posts that provide the necessary capacity to deliver going forward. It is proposed that there are 12 new posts created and 24.5 posts deleted, as listed below:
- a) The creation of a Place Manager and Estates Manager post;
 - b) The creation of a one year fixed term Project Manager post, funded from capital resources
 - c) The creation a Sports, Community Development and Events Manager post, a Business Manager (Tourism, Leisure & Culture) post and a Green Infrastructure and Countryside Manager post;
 - d) The creation of a Museums Manager post, subject to the outcome of the Museums review;
 - e) The creation of a Business Insight Manager post, a Business Enterprise Manager post, a Digital Project Delivery post, a Human Resources Manager post and an Organisational Development Manager post;
 - f) A reduction of 13 FTEs resulting from the integration of the library and one stop shop service;
 - g) A reduction in the libraries management team from 4 FTE’s to 2.5 FTE’s and a reduction in 1 FTE support staff post;

- h) The deletion of a Technical Assistant post and a Cleaner post
- i) The deletion of a Sports Development Manager post and Assistant Manager Business Development post;
- j) The deletion of 2 museum curator posts, subject to the outcome of the Museums review;
- k) The deletion of the Existing Business Manager post and Information Management Officer post; and
- l) The deletion of the reserve funded Senior Innovation Officer post

- 3.5 Further information on the proposed structures, together with existing and proposed structures and costings are provided in appendices 1 and 2 to this report.
- 3.6 It should be noted that a number of service areas remain subject to service reviews, and upon their conclusion it is anticipated that further staffing changes will be subsequently brought forward alongside their respective budget proposals and mandates.
- 3.7 Staff are being advised of the proposed structures and consultation is underway with the unions. It is quite possible that the structures will remain unchanged. However the implementation of such extensive changes might require some amendment to the structures but rather than return to cabinet for further approval of any amendment to the detail of the structures the Chief Officer for Enterprise can implement such changes subject to the necessary savings being achieved (the authority's constitution allows for this).

4. REASONS:

- 4.1 This is not a restructure report. This report allows for the Enterprise directorate to ensure that it has the management and leadership capacity in place to allow the directorate to move forward and manage the significant challenges ahead. In order to successfully navigate the next few years the directorate needs to ensure that it has the optimum capacity to deliver the required savings, as well as enabling its three customers: staff, communities and businesses, to successfully navigate the challenges ahead.
- 4.2 The management structures that have been inherited following the creation of the Enterprise directorate are not fit for purpose in allowing for effective and effective decision making. This report will allow Heads of Service to be able to more effectively manage and lead their service portfolios through a rationalised leadership and management structure.

5. RESOURCE IMPLICATIONS:

- 5.1 The proposed structure for Community Led delivery will result in a combined saving of £303,404, necessary to deliver savings required from budget mandates being considered separately by Cabinet on this agenda. The proposals include the creation of a

one-year fixed term Project Manager post to oversee a pilot property development. It is intended that this post will be funded through capital as a result of an anticipated enhanced capital value.

- 5.2 The proposed structure for Tourism, Leisure and Culture will result in a combined cost of £40,418. These costs will be met by savings generated from within the Museum, Leisure and Countryside budgets, and that are separate to savings to be achieved in 2014/15 and being proposed within budget mandates for 2015/16.
- 5.3 The proposed structure for Commercial and People Development will result in a net cost of £169,935. The proposals include the deletion of a Senior Innovation Officer that is currently being funded from earmarked reserves (£44,000). These proposals remove the need to draw on such reserve funding. The net cost of £169,935 is being met by savings resulting from a fundamental overhaul of departmental non-pay budgets (£144,935), combined with targeted savings from a pending review of Human Resources (£25,000).
- 5.4 Costs associated with redundancies are reliant upon the implementation of the Council's employment protection policy. To the extent that any costs associated with redundancy cannot be managed within existing revenue budgets, a further report will be brought back to Cabinet to secure the necessary reserve funding.
- 5.5 It is anticipated further to this report, and adjacent to developing budget proposals for 2015/16 to 2018/19, that a case will need to be put forward for any specific skills and expertise that will need to be secured to ensure that budget mandates are delivered successfully, on time and to budget. Any request for further funding for additional posts will be subsequently considered alongside the developing budget proposals.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 There are potential negative equality impacts resulting from the reduced / changed opening hours within the community hubs and that may result in reduced service provision. If this impact materialised then mitigation steps include working with colleagues to offer satellite services from other locations and customers being encouraged to access Council services through other mediums of communication.
- 6.2 All other equality impacts were identified as either positive or neutral and the sustainability challenges identify only positive impacts. The equality impact and sustainability challenge is attached (appendix 3).

7. CONSULTEES:

Cabinet
Senior Leadership Team
People Development Manager
Head of Legal Services
Union representatives

8. BACKGROUND PAPERS:

Appendix 1 – Structure reports
Appendix 2 – Existing and proposed costing and structures
Appendix 3 – Equality Impact Assessment & Sustainability Challenge

9. AUTHORS:

Debra Hill Howells – Head of Community Led Delivery
Ian Saunders – Head of Tourism, Leisure and Culture
Peter Davies – Head of Commercial and People Development

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Appendix 1a – Community Delivery Structure

1.1 The Community Delivery Service was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in March of this year.

1.2 The Service is varied covering Housing, Libraries, Community Learning, Estates, Whole Place, Markets and Cemeteries. This report proposes the implementation of a new structure that will achieve £355,000 savings as identified in the approved 14/15 budget and proposed savings for 15/16.

1.3 The Service will see a new management structure made up as follows:

Community Learning Manager

Housing Manager

Estates Manager

Place Manager

Both the Place and Estates Managers are new roles which are being funded through the service re-designs as outlined in the detail in Appendix 2.

1.4 The management structure of the Community Learning Team has been subject to a separate Individual Cabinet report in [August](#) of this year, which is currently in the process of implementation.

1.5 The Housing Service is currently in the process of undertaking a collaboration agreement with Torfaen which will result in a change to the team structure as approved by Cabinet in [October](#) this year. The alterations are necessary to support an approved budget mandate that identifies additional savings / income to the authority amounting to £55,000 in 15/16. The proposed budget mandate identifies the deletion of the Senior Housing Officer Options Post and the creation of a Housing Support post and a fixed term part time post to add additional capacity to the Shared Housing and Lodging scheme generating a net saving / income of £19,856.

1.6 The role of Cemeteries and Markets will transfer to the Estates team and a new structure has been developed as illustrated in Appendix 2. The team are not required to generate any staffing savings within the approved and proposed budget mandates however they will be required to generate £100,000 of savings through the property rationalisation mandate, £34,000 additional sustainability income and £50,000 of increased income from the markets. The Estates Manager role will be achieved through staff savings.

- 1.7 Cemeteries are currently managed through the one stop shops, Whole Place Officers and a job share post in Abergavenny. It is proposed to centralise this service through the creation of one designated post to ensure a consistent approach, albeit that initial bookings will continue to be taken through either the hub or contact centre.
- 1.8 A new role of project manager has been created to oversee a pilot property development. This will involve developing / refurbishing a Council owned property asset and realising an enhanced capital value. It is intended that this will be a fixed term post funded through capital to test the concept. If it proves successful the post will be made permanent following a twelve month review, subject to it funding itself and being cost neutral to the authority.
- 1.9 The approved 14/15 Budget contains a mandate for the integration of the library and one stop service. There is a further mandate proposed for 15/16 that seeks to make £300,000 worth of staff savings as a result of this integration. The structure proposed in Appendix 2, identifies how the re-alignment of these services will result in a continuation of both the libraries and one stop shop services, albeit that there may be a reduction in the offer and opening hours. It is intended that the communities will be asked to support the hubs through volunteers and that the services provided through the hub can be where possible provided through other Council building e.g. leisure centres. There will be the loss of 13 FTE to generate this saving.
- 1.10 The creation of the Place Manager post will be funded through the wider management and supporting staff re-structures.
- 1.11 It is intended to reduce the libraries management team from 4 FTE's to 2.5 FTE's and the support staff will be reduced by 1. This is in line with the removal of buildings and line management responsibilities to enable the librarians to concentrate on strategy and resources (books and digital media).
- 1.12 The delivery of Whole Place will be formalised through the creation of a team of 4 officers responsible for delivery within our communities. Two of these posts are funded, the remaining costs are met through the savings identified elsewhere within the re-alignment of the staffing structure within the Community Delivery Service.
- 1.13 The proposed structure will result in a combined saving of £303,404 (excluding Housing and Community Learning teams that have been reported separately). The proposed structure will align the Service to the key delivery themes and enable the Service to more effectively manage the necessary changes to service delivery models required to meet the financial challenges ahead.

Appendix 1b – Tourism Leisure & Culture Management Structure

- 1.1 The Tourism Leisure & Culture Service was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in March of this year.
- 1.2 The Service is varied covering Tourism, Leisure, Sports Development, Outdoor Education, Countryside and Play. This report proposes the implementation of a new structure that will realign the management of the services and enable the services to be ready and prepared to deliver existing savings for 14/15 and proposed savings of £610k for 15/16. The total cost of implementing the new structure will be £40,418. Services, such as Countryside, have already identified savings to ensure this new structure is met within existing resources so cost neutral to the authority. Each service area has also put forward mandates to make savings for 2015/16 which the new managers will embrace. It will also be the responsibility of each manager to bring forward revised structures as the second phase of this realignment to ensure delivery of the savings identified within the MTFP for 15/16 onwards. For example the Leisure Services business mandate currently identifies total savings of £420k with staffing savings totalling £180,983.
- 1.3 The Head of Tourism Leisure and Culture currently has 17 Officers reporting directly to him under the existing structure and this is not sustainable to be effective and efficient in managing performance and driving business. As a result of the proposed new structure (shown on chart) the number of officers reporting directly to the Head of Service are reduced and a structure fit for purpose will be in place whilst other reviews within the structure continue.
- 1.4 The Service will see a new management structure made up as follows:
 - Business Manager (Tourism Leisure & Culture)
 - Sport, Community Development and Events Manager
 - Gwent Outdoor Education Manager (existing post)
 - Museums Manager
 - Tourism Manager (existing post)
 - Green Infrastructure & Countryside Manager

To achieve this structure and achieve future savings, jobs in the existing structure will be deleted – the main jobs impacted are listed below as they will be deleted from the structure permanently. Officers in these posts will either be successful in gaining one of the new posts or follow the appropriate HR procedures for redeployment.

1 X Sports Development Manager Post SCP 37-41
1 X Assistant Manager Business Development SCP 37-41
2 X Museum Curators SCP 37-41 & SCP 41-45

- 1.5 Cultural Services and Outdoor Education are currently under review so this structure is an interim arrangement. There will also be an expectation for the newly appointed posts to review their own service needs and also work to help the review process move forward at pace.
- 1.6 As the Enterprise Directorate further establishes itself with this realignment there will be a further review of posts across other Directorates/Services to ensure they are not duplicating or conflicting ongoing work.

Business Manager Grade L SCP 49-53

This new post will head up the business development and performance of the Tourism Leisure & Cultural offer ensuring a stronger commercial drive and ensuring the offer is coordinated. The main responsibilities being managing the Leisure Centres, marketing Tourism Leisure Culture and delivering the efficiency savings for Leisure inside the MTFP. The post will manage the Leisure Centre Managers and other posts such as Assistant Manager Fitness and Assistant Manager Marketing. In the interim period the attraction managers from Shire Hall, Old Station Tintern and Caldicot Castle will report to this post until future plans for the review of Cultural Service is complete.

The Leisure Service savings plan for 2015/16 includes savings of £180,983 in a remodelling exercise. This will see the deletion of leisure management posts. There will also be further efficiencies in clerical and finance posts which will carry redundancy costs if the displaced staff are not redeployed.

Countryside & Green Infrastructure Manager Grade L SCP 49-53

This new post will be responsible for managing the green infrastructure plans including biodiversity and landscaping, active play & recreation and environment and landscape partnerships. The post will also manage Countryside access including Rights Of Way, Countryside Sites, Wales Coastal Path, Volunteering and Community Engagement. The post will be responsible for the Wye Valley AONB (joint unit) and involving management planning, implementation and projects. The post will deliver a further structural change of existing posts and efficiencies will be made to fund the post and ensure budgets are met.

Sport, Community Development and Events Manager Grade L SCP 49-53

The current post of Sports Development Manager will be deleted and replaced with the new post focused on wider aspects of sports development and managing the Development Team helping to deliver the local plan for sport including physical literacy, positive futures and workforce development. The post will also be responsible for the delivery of the Exercise Referral Scheme, the Aquatic Plan and play a key role in supporting the events team. The role will coordinate Community Chest & Section 106 in conjunction with National Governing Bodies', Sport Wales and key partners. The Swimming Development Officer, Sport & Fitness Officer and Community Infrastructure Manager will report to this post.

Gwent Outdoor Education Manager

The service is under review however existing responsibilities for the post holder include management of Gilwern, Hilston Park and Talybont sites, planning and delivering the outdoor education activities for Gwent. The service also has responsibilities for trips and visits advice and training. The review will include discussion with neighbouring authorities and also developing a sustainable delivery model for service. Expectations for 2015/16 are to make savings of £25k and mandates for these savings are in place.

Tourism Manager Grade I SCP 37-41

The role will manage a comprehensive range of Tourism services, including visitor information with the aim of strengthening the county's economy. Priorities include revising the destination plan in conjunction with partners. The post will ensure savings are in line with MTFP especially with a remit for remodelling of TIC's into community hubs where possible. There is a demand to continue to grow and coordinate

the ambassador programme across MCC, improve the digital tourism offer, and work with community hubs whilst developing stronger networks with key partners. The role will sit on the South East Wales Destination Managers group and similar partnership forum/ meetings and will report directly to Head of Tourism Leisure & Culture.

Museum Manager Grade J SCP 41-45

The two current posts of curators at Abergavenny & Chesptow/Monmouth will be deleted replaced by a Museum Manager who will work across the service to ensure the current review of cultural service moves forward whilst delivering the service and savings plans consistently across MCC. This post will report directly to the Head of Tourism, Leisure & Culture whilst the review continues.

Appendix 1c – Commercial and People Development Management Structure

1. Background and Context

1.1 The Commercial and People Development was created as a result of a Chief Officer report, “Establishing the New Enterprise Directorate” to Cabinet in [March](#) of this year.

1.2 The service portfolio is varied covering:

- Monmouthshire Business and Enterprise, the Authority’s economic development function
- Management and delivery of the Rural Development Programme
- Strategic responsibility for ICT
- Strategic responsibility for CMC2
- Human resources and payroll
- Corporate training
- Organisational development

1.3 This is not a restructure report. This report allows for the Enterprise directorate to ensure that it has the management and leadership capacity in place to allow Commercial and People Development to move forward and manage the significant challenges ahead. In order to successfully navigate the next few years the directorate needs to ensure that it has the optimum capacity to deliver, as well as enabling its three customers: staff, communities and businesses, to successfully navigate the challenges ahead.

1.4 The management structure that had been inherited following the creation of the Enterprise directorate is not fit for purpose in allowing for effective and effective management and decision making. This report will allow the Chief Officer for Enterprise and the Head of Commercial and People Development to be able to more effectively manage and lead their service portfolios through a rationalised leadership and management structure.

1.5 The division will see a new management structure made up as follows:

- Business Growth & Enterprise Manager
- Digital & Technology Manager
- People & Organisational Development Manager

2. Business Growth and Enterprise

- 2.1 The Economy and Enterprise Manager post has more appropriately been named the Business Growth and Enterprise Manager. This post will be responsible for orchestrating delivery of:
- Business Growth and Enterprise Strategy – final strategy being presented to the Special Cabinet on 19th November 2014. The draft strategy was released for consultation via Individual Cabinet Member decision on [23rd July 2014](#).
 - Vale of Usk Local Development Strategy – draft strategy submitted to WG and subsequently considered by Cabinet on [15th October 2015](#).
- 2.2 One of Monmouthshire County Council's three core strategic priorities is 'Supporting Enterprise, Entrepreneurship and Job Creation'. It has been recognised that there is a need to ensure that there is a lean but appropriate staff complement in place to deliver on this strategic commitment.
- 2.3 It is proposed that the management team is increased from 2 FTE to 3 FTE, with the post of Existing Business Manager deleted and replaced by a Business Insight Manager and a Business Enterprise Manager. These posts will also be responsible for managing the Rural Development Programme (RDP) team that will be re-established when the final Vale of Usk Local Development Strategy is brought back to Cabinet in the New Year.
- 2.4 This results in a net increase in salary costs of £50,216.

3. Digital and Technology

- 3.1 The Programme Manager post, which has to date been responsible for delivery of agile working and ICT, has been more appropriately named the Digital & Technology Manager.
- 3.2 This post will be responsible for orchestrating delivery of the iCounty Strategy that was presented to Cabinet on [17th June 2014](#). Whilst it is accepted that other departments will be responsible for delivering specific outcomes (e.g. Digital Inclusion being overseen by Adult Education) this role will be responsible for orchestrating delivery and there hold strategic oversight of progress.

- 3.3 The post is key in that it acts as both a relationship manager and account manager role for the Authority's two key ICT delivery partners, the Shared Resource Service (SRS) and CMC2.
- 3.4 The proposals will also see the deletion of the Information Manager post, replaced with a Digital Project Delivery Manager post. The Digital Project Delivery Manager post holds a wider remit for project and programme management, ensuring that staff have the right tools to do their jobs, that data is secure and systems are effective and robust.
- 3.5 Business cases will be brought through Digital Board and Cabinet to secure additional resources as necessary where projects cannot be delivered from within the limited capacity of the team.
- 3.6 The proposals for this team result in a net increase in salary costs of £9,441.

4. People and Commercial Development

- 4.1 The existing People Development Manager post has been more appropriately named the People and Organisational Development Manager. This post has an extensive brief and is responsible for orchestrating delivery of the People and Organisational Development Strategy. The draft strategy was released for consultation via Cabinet on [15th October 2015](#).
- 4.2 The People and Organisational Development Manager will hold a portfolio of services that includes Human Resources, Payroll and Systems, Training (People Development) and Organisational Development. These services provide some of the most important business support functions and ensures that the Authority has a high performing workforce.
- 4.3 The proposals see the deletion of the Senior Innovation Officer post, which is currently being funded from earmarked reserves.
- 4.4 Two new posts are being created:
- Organisational Development Manager post – this post will lead on organisational development and provide ongoing support to the wider team as well as across the Authority and beyond.
 - Human Resources Manager post – it is recognised that the current structure of the team is not fit for purpose. This post, together with the People and

Organisational Development Manager, will be responsible for undertaking a review of the HR team and subsequently bringing forward proposals.

4.5 The proposals for this team result in a net increase in salary costs of £110,278.

5. Conclusion

5.1 The proposals see a net increase in 2 FTE posts, with 3 posts being deleted and 5 posts being created. The net cost of the proposals amount to £169,935.

5.2 The proposals include the deletion of a Senior Innovation Officer that is currently being funded from earmarked reserves (£44,000). These proposals remove the need to draw on such future reserve funding.

5.3 The net cost of £169,935 is being met by savings resulting from a fundamental overhaul of departmental non-pay budgets (£144,935), combined with targeted savings from a pending review of Human Resources (£25,000).

6. Next steps

6.1 Subsequent to these proposals being approved staff and union consultation will be concluded, after which the staff structure will be swiftly implemented.

6.2 The Business Growth and Enterprise Manager, Digital Technology Manager and People & Organisational Development Manager will each be tasked with reviewing their respective staffing structures. Of specific note:

- A service review will be undertaken of HR;
- The staffing structure for the Rural Development Programme will be confirmed when the final Vale of Usk Local Development Strategy is brought back to Cabinet in the New Year.

Appendix 2a - Existing & Proposed Community Delivery Structure, (where defined)

Estates & Sustainability					
	Grade	Salary		Grade	Salary
Principal Valuer	J	38,422	Estates Manager	L	45,627
Sustainability Surveyor	J	38,422	Principal Valuer	J	38,422
Management Surveyor	I	34,894	Estates Officer	I	34,894
Management Surveyor	I	34,894	Estates Officer	I	34,894
Graduate Surveyor	F	24,892	Estates Officer	I	34,894
Energy Officer	H	31,160	Graduate Surveyor	G	28,127
Sustainability Project Officer	F	24,892	Energy Officer	H	31,160
Community Officer - 60%	G	16,876	Community Development (60%)	G	16,876
Community Officer - 40%	G	11,251	Cemeteries Officer	G	28,127
Technical Assistant	D	19,317	Estates Technician	E	21,734
Estates Support Officer	E	21,734	Support Officer	D	19,317
Admin Post	C	16,998	Project Officer (capital funded)	J	38,422
Markets & Facilities					
Markets Supervisor	E	21,734	Markets & Facilities Supervisor	G	28,127
Assistant Market Officer	D	19,317	Market Assistant	D	19,317
Assistant Market Officer (41%)	D	7,289	Market Assistant (41%)	D	7,289
Assistant Market Officer (43%)	D	8,353	Market Assistant (43%)	D	8,353
			Facilities Assistant (73%)	D	14,101
Facilities Assistant (73%)	D	14,101	Facilities Assistant (73%)	D	14,101
Facilities Assistant (73%)	D	14,101	Facilities Assistant (73%)	D	14,101
Cleaner (73%)	D	14,101	Shopmobility Co-ordinator (68%)	D	13,316
Facilities Assistant (73%)	D	14,101			
Facilities Officer (51%)	G	14,345	Community Officer (40%) to be transferred to Policy Team	G	11,251

Facilities Officer (49%)	G	13,782
Shopmobility Coordinator (68%)	D	13,136

Subtotal		468,112
On costs @ 30%		140,434

Sub total	502,450
On costs @30%	150,735
Less: capital funding	(49,949)

Total Employers Salary Costs (Existing) 608,543

Total Employers Salary Costs (Proposed) 603,236

Strategic Library Management

Abergavenny Library Manager	I	34,894
Caldicot Library Manager	I	34,894
Chepstow LM (J/S)	I	34,894
Monmouth LM (J/S)	I	34,894
Prisons Librarian	H	23,581
Libraries ICT support officer	E	21,734
SLA - resources mgt	F	24,892
Admin & Support Officer	F	24,892
Home Delivery Officer	D	19,317

Sub Total		253,992
On costs @ 30%		76,198

Total Employers Salary Costs (Existing) 330,190

Place Manager	L	45,627
Lead Librarian	J	38,422
Librarian	I	34,894
Librarian (P/T)	I	17,447
Prisons Librarian	H	23,581
Digital Support Officer	E	21,734
Resources Support Officer	F	24,892
Home Delivery Officer	D	19,317

Sub Total	225,914
On costs @ 30%	67,774

Total Employers Salary Costs (Proposed) 293,688

Hubs Model**Abergavenny One Stop Shop**

Customer Services Team Leader J/S	H	18,949
Customer Service Advisor	E	21,734
Customer Service Advisor	E	21,734
Customer Service Advisor (P/T)	E	10,867
Customer Service Advisor (P/T)	E	10,867
Customer Service Advisor	E	19,817
Customer Service Advisor	E	21,734
Receptionist	D	19,317
Administrative Officer	D	19,317

Caldicot One Stop Shop

Team Leader J/S	H	12,211
Customer Service Advisor	E	21,734
Customer Service Advisor (P/T)	E	10,720
Customer Service Advisor (P/T)	E	19,678
Customer Service Advisor	E	21,734
Customer Service Advisor (P/T)	E	12,629
Customer Service Advisor	E	19,817
Administrative Officer	D	19,317

Chepstow One Stop Shop

Team Manager	H	15,580
Customer Service Advisor	E	21,734
Customer Service Advisor	E	21,734
Customer Service Advisor (P/T)	E	13,040
Customer Service Advisor	E	21,734
Customer Service Advisor (P/T)	E	17,387
Customer Service Advisor (P/T)	E	13,070

Abergavenny Community Hub

Hub Manager	H	31,160
Information Officer (Library Lead)	F	24892
Information Assistant	E	21734
Information Assistant	E	21734
Information Assistant	E	21734
Information Assistant (P/T)	E	10867
Information Assistant (P/T)	E	10867

Chepstow Community Hub

Hub Manager	H	31,160
Information Officer (Library Lead)	F	24892
Information Assistant	E	21734
Information Assistant	E	21734
Information Assistant	E	21734
Information Assistant (P/T)	E	10867
Information Assistant (P/T)	E	10867

Caldicot Community Hub

Hub Manager	H	31,160
Information Officer (Library Lead)	F	24892
Information Assistant	E	21734
Information Assistant	E	21734
Information Assistant (P/T)	E	10867
Information Assistant (P/T)	E	10867

Customer Service Advisor (P/T)	E	11,890
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Caldicot One Stop Shop

Team Manager	H	15,580
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Customer Service Advisor	E	21,734
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Customer Service Advisor	E	21,734
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Customer Service Advisor	E	21,734
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Customer Service Advisor	E	20,400
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Administrative Officer	D	19,317
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Abergavenny Library (exc Manager)

Library & Information Assistant (95%)	D	18,273
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Library & Information Assistant (P/T)	D	11,486
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Library Assistant (P/T)	D	9,136
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Library Assistant (P/T)	D	9,136
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Library & Information Assistant (95%)	D	18,273
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Senior Library Assistant	F	24,892
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Caldicot Library (exc Manager)

Senior Library Assistant	F	24,892
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Library & Information Assistant (P/T)	D	9,233
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Library & Information Assistant (P/T)	D	10,964
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Library Assistant (P/T)	D	10,442
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Library Assistant (P/T)	D	15,401
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Library Assistant (P/T)	D	8,563
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Chepstow Library (exc Manager)

Library & Information Assistant (95%)	D	18,273
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Senior Library Assistant	F	24,892
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Monmouth Community Hub

Hub Manager	H	31,160
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Information Officer (Library Lead)	F	24892
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Information Assistant	E	21734
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Information Assistant	E	21734
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Information Assistant	E	10867
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Information Assistant	E	10867
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Usk Community Hub

Information Officer (Library Lead)	F	24892
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Information Assistant (P/T)	E	21734
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Gilwern

Information Officer (Library Lead)	D	9,920
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Library & Information Assistant (95%)	D	18,273
Library & Information Assistant(P/T)	D	13,052
Library & Information Assistant (P/T)	D	10,964
Library & Information Assistant (P/T)	D	6,787
Library & Information Assistant (P/T)	D	5,743
Monmouth Library (exc Manager)		
Library & Information Assistant (95%)	D	18,273
Library & Information Assistant (95%)	D	18,273
Library & Information Assistant (P/T)	D	8,504
Library & Information Assistant (P/T)	D	9,136
Library Assistant (P/T)	D	9,136
Senior Library Assistant	F	24,892
Usk Library		
Library & Information Assistant (P/T)	D	2,088
Senior Library & Infor Assistant	F	24,892
Library Assistant (P/T)	D	13,121
Gilwern Library		
Library Assistant (P/T)	D	9,920

Subtotal	965,754
On costs @ 30%	289,726

Subtotal	585,030
On costs @ 30%	175,509
Transfer of 8 staff to contact centre)	200,000

Total Employers Salary Costs (Existing) 1,255,480

Total Employers Salary Costs (Proposed) 960,538

Whole Place

Whole Place Officer	J	38,422
Whole Place Officer	J	38,422
Special Projects Manager	I	34,894
Place Officer (secondment)	E	21,734

Whole Place Manager	K	42,032
Whole Place Officer	J	38,422
Whole Place Officer	j	38,422
Whole Place Officer	J	38,422

133,472

157,298

On costs @30% 40,042

On costs @ 30% 47,189

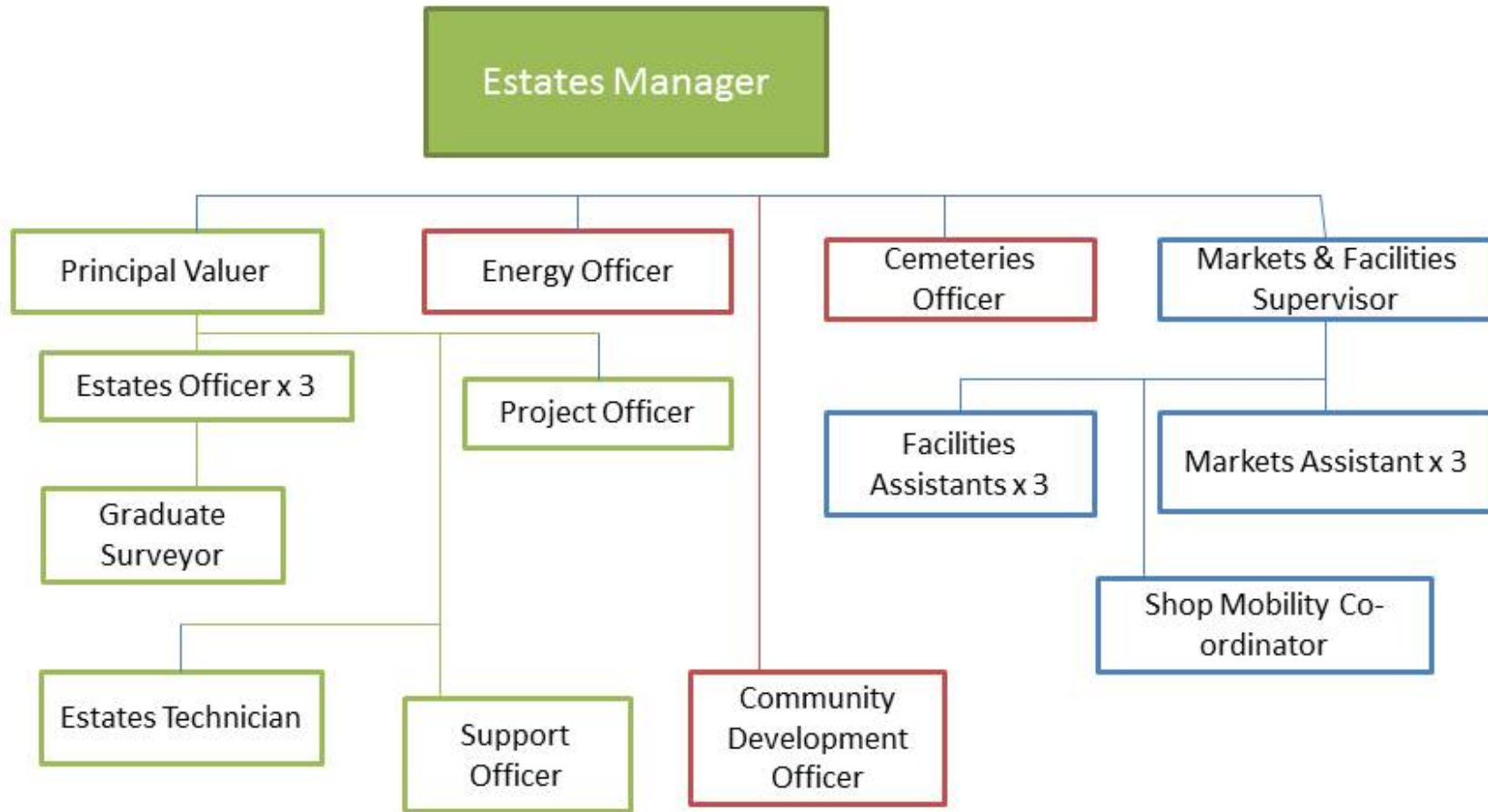
Total Employers Salary Costs (Existing) 173,514

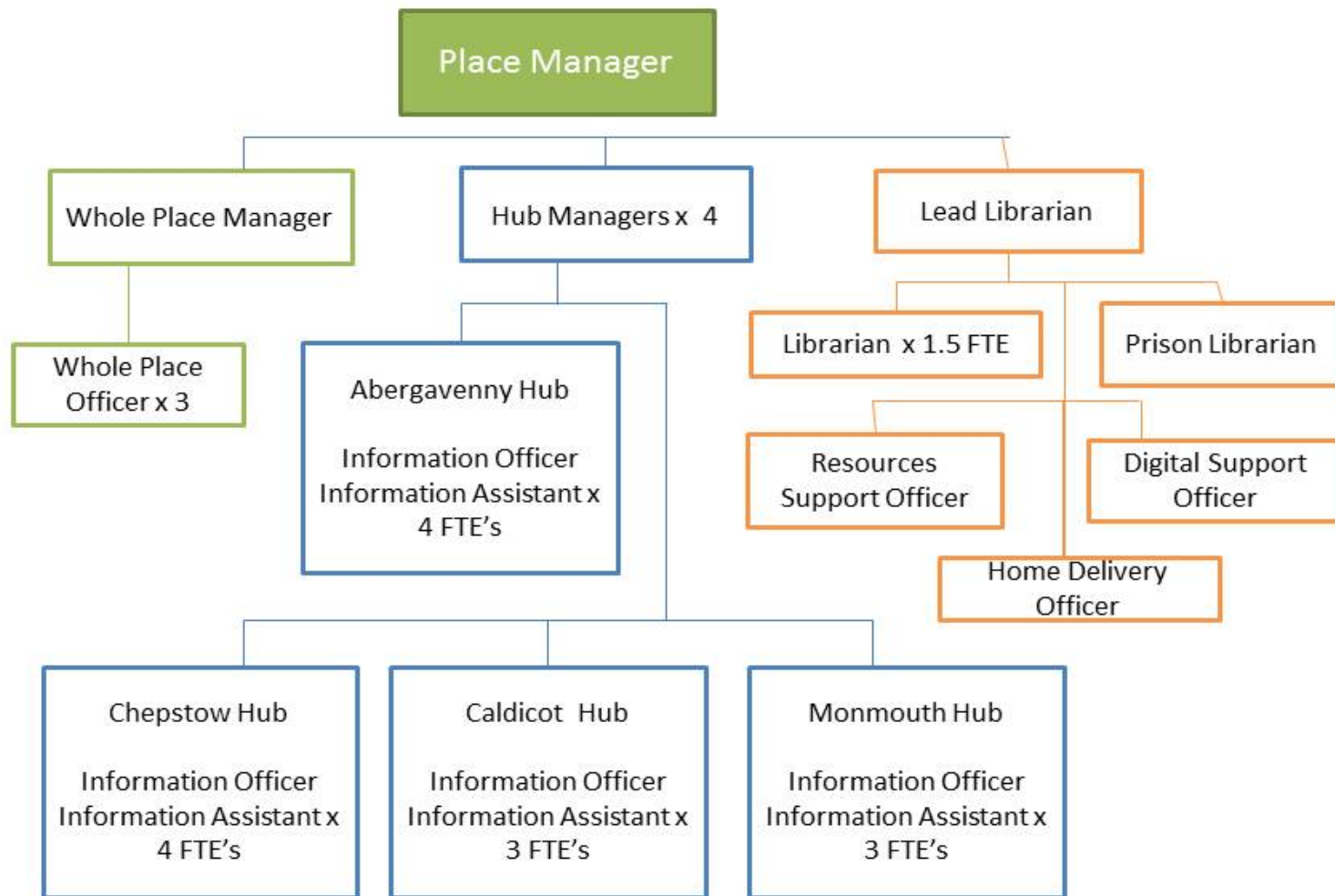
Total Employers Salary Costs (Proposed) 204,487

Total Employers Salary Costs (Existing)	2,367,729	Total Employers Salary Costs Proposed	2,061,950
	Proposed	2,061,950	
	Savings	305,778	
	Restructure Mandate Savings 15/16		
	Community Hub Savings	300,000	
	Savings Remaining	5,778	

Proposed Management Structure







Appendix 2b

Tourism, Leisure & Culture Proposed Management Structure

Current Structure for impacted posts

Job Title	Grade	Top of Grade	Incl Oncosts
Assistant Manager Business Development	Band I	34894	44664
Sports Development Manager	Band I	34894	44664
Curator - Abergavenny Museum	Band I	34894	45463
Curator/Deputy Museums Officer - Chepstow	Band J	38422	45119
Countryside Manager – Post deleted		0	0
	Soulbury		
Head of Gwent Outdoor Centres	SCP14	47742	61110
Food & Tourism Strategic Manager	Band I	34894	44664
Total		225740	£285,684

New Structure - Subject to Job Evaluation

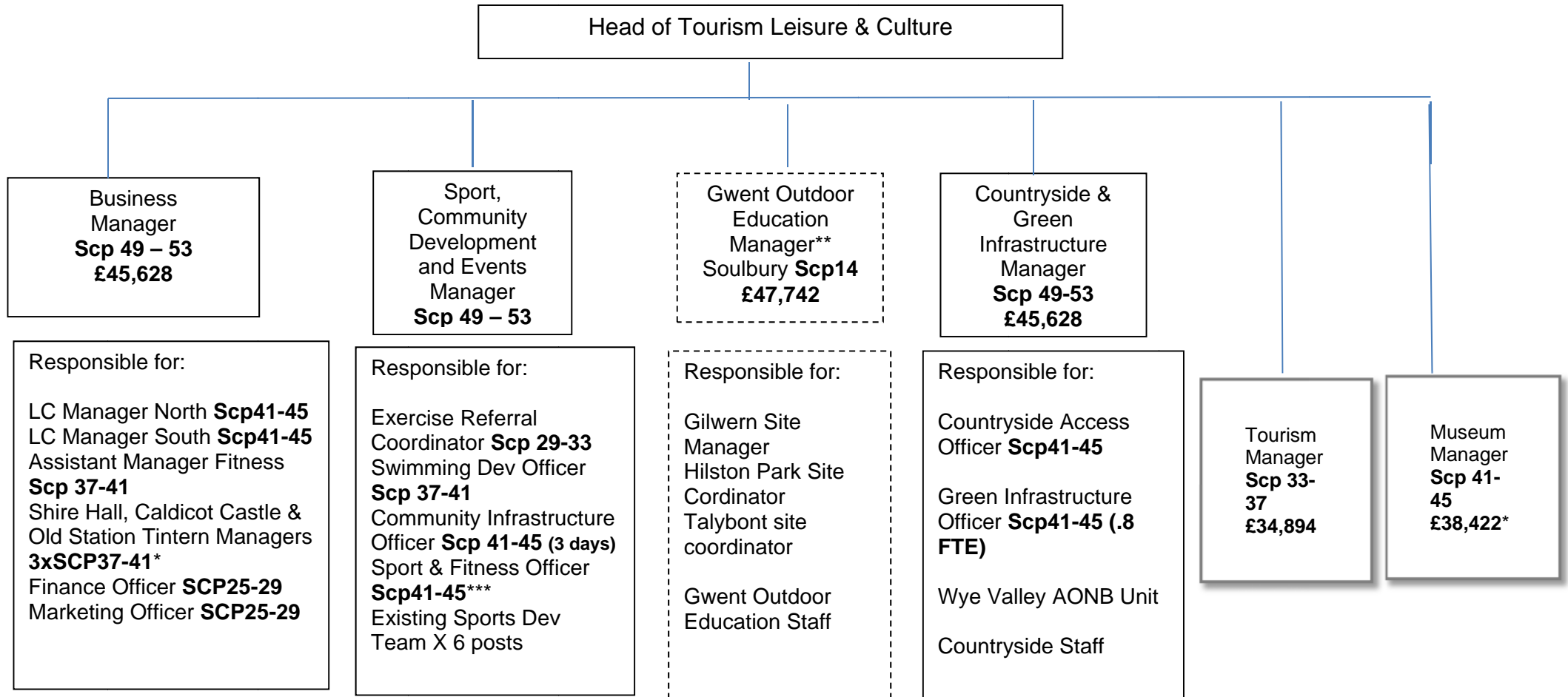
Job Title	Grade	Top of Grade	Incl Oncosts
Business Manager	Band L	45627	58403
Countryside & Green Infrastructure Manager	Band L	45627	58403
Museums Manager (under review)	Band J	38422	45119
Sport, Community Development and Events Manager	Band L	45627	58403
Gwent Outdoor Education Manager (under review)	Soulbury SCP1	47742	61110
Tourism Manager	Band I	34894	44664
Total		£257,939	£326,102

Total Additional Cost:

-£40,418

The cost of £40,418 will be met by Museum, Leisure and Countryside budgets on top of the expected savings for 2015/16. These savings have been identified.

Proposed Structure



*The Cultural Services components of the realignment consisting of Museums, Shire Hall, Caldicot Castle and Old Tintern Station are currently under review so aspects of service maybe reconfigured further.

**Outdoor Education Service is currently under review so aspects of service maybe reconfigured further

Appendix 2c - Existing & Proposed Commercial and People Development Structure

Existing Structure				Proposed Structure			
Post Title	FTE	Grade	Salary	Post Title	FTE	Grade	Salary
<u>Business Growth and Enterprise</u>							
Economy and Enterprise Manager	1.00	Band M (SCP 53-57)	49,525	Business Growth and Enterprise Manager	1.00	Band M (SCP 53-57)	49,525
Existing Business Manager	1.00	Band H (SCP 33-37)	31,160	Business Insight Manager	1.00	Band I (SCP 37-41)	34,894
				Business Enterprise Manager	1.00	Band I (SCP 37-41)	34,894
		Subtotal	80,685			Subtotal	119,313
		On costs @ 30%	24,206			On costs @ 30%	35,794
		Total Employers Salary Costs (Existing)	104,891			Total Employers Salary Costs (Proposed)	155,107
						Net cost/(saving)	50,216
<u>Digital and Technology</u>							
Programme Manager	1.00	Band M (SCP 53-57)	49,525	Digital and Technology Manager	1.00	Band M (SCP 53-57)	49,525
Information Management Officer	1.00	Band H (SCP 33-37)	31,160	Digital Project Delivery Manager	1.00	Band J (SCP 41-45)	38,422
		Subtotal	80,685			Subtotal	87,947
		On costs @ 30%	24,206			On costs @ 30%	26,384
		Total Employers Salary Costs (Existing)	104,891			Total Employers Salary Costs (Proposed)	114,331
						Net cost/(saving)	9,441
<u>People and Organisational Development</u>							
People Development Manager	1.00	Band M (SCP 53-57)	49,525	People and Organisational Development Manager	1.00	Band M (SCP 53-57)	49,525
System and Support Lead	1.00	Band J (SCP 41-45)	38,422	Human Resources Manager	1.00	Band L (SCP 49-53)	45,627
Training Lead	1.00	Band K (SCP 45-49)	42,032	Payroll and Systems Manager	1.00	Band J (SCP 41-45)	38,422
				People Development Manager	1.00	Band K (SCP 45-49)	42,032

Senior Innovation Officer	1.00	Fixed point (SCP 43)	36,676
		Subtotal	<u>166,655</u>
		On costs @ 30%	49,997
Reserve funded post			-44,000
		Total Employers Salary Costs (Existing)	<u>172,652</u>

Organisational Development Manager	1.00	Band K (SCP 45-49)	42,032
		Subtotal	<u>217,638</u>
		On costs @ 30%	65,291
		Total Employers Salary Costs (Proposed)	<u>282,929</u>
		Net cost/(saving)	110,278
		Total net cost/ (saving)	<u>169,935</u>

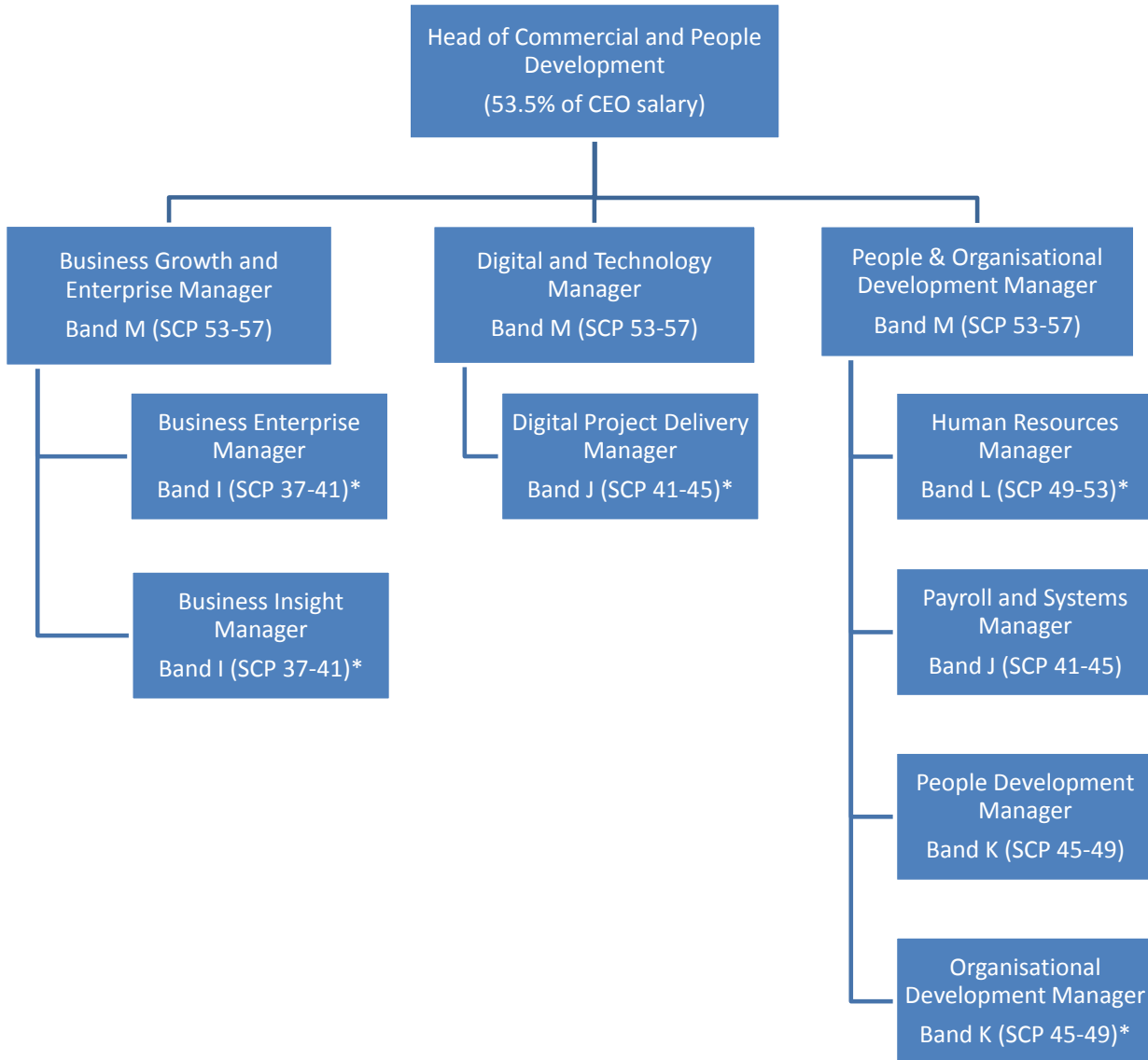
Savings:

CEDs budget (N717)	-20,663
Special projects (N164)	-3,427
RDP saving (new programme)	-9,095
Corporate training (S216)	-25,000
Information Management	-35,270
HR & payroll review	-25,000
Other supplies and services	-51,480
	<u>-169,935</u>

Notes

1. Salary taken at top of grade.
2. All new posts subject to job evaluation

Appendix 2c - Proposed Commercial and People Development Structure



* Posts subject to job evaluation

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		
Disability	Reduced / changed opening hours within the hubs may result in reduced service provision		
Marriage + Civil Partnership	Reduced / changed opening hours within the hubs may result in reduced service provision		
Pregnancy and maternity	Reduced / changed opening hours within the hubs may result in reduced service provision		
Race	Reduced / changed opening hours within the hubs may result		

	in reduced service provision		
Religion or Belief	Reduced / changed opening hours within the hubs may result in reduced service provision		
Sex (was Gender)	Reduced / changed opening hours within the hubs may result in reduced service provision		
Sexual Orientation	Reduced / changed opening hours within the hubs may result in reduced service provision		
Transgender	Reduced / changed opening hours within the hubs may result in reduced service provision		
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).
➤ <i>The development of the hub model may result in reduced operating hours which may impact on access to library and one stop services</i>	➤ 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:

- 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



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Proposed re-alignment of the Community Delivery Service	Enterprise	Community Delivery
Policy author / service lead	Name of assessor	Date of assessment:
Debra Hill-Howells	Debra Hill-Howells	21.10.14

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)

The proposed re-design of the Community Delivery Service will enable us to maintain service provision against reducing budgets over the medium term. The re-alignment of team structures will allow colleagues to focus on income generation and service efficiencies whilst maintaining service provision for Monmouthshire communities.

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	<input checked="" type="checkbox"/>	Race	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>
Marriage or civil partnership	<input checked="" type="checkbox"/>	Sexual Orientation	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	Welsh Language	<input checked="" type="checkbox"/>

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

To date the community hub concept has only been developed in Usk. A community consultation exercise was undertaken which involved open days and a questionnaire to explain the rationale behind the changes.

If the structure is adopted and the budget mandate is agreed by Cabinet (300k saving for the implementation of community hubs) local engagement will be undertaken within the localities to advise them of the proposed changes and how to access Council services in different ways.

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.

Financial data

Usk Community Hub consultation survey responses

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

We have a local community group working with MCC on the development of the Usk hub proposal. The group remain concerned that the space available will result in a reduced library provision. The local offer will be enhanced through the introduction of one stop services as colleagues are up skilled. Internal configuration and space management will be crucial in the success of this project.

If the hub concept is agreed by members each community will be given the opportunity to feed in and inform the process.

7. Final stage – What was decided?

•No change made to proposal/s – please give details

•Slight changes made to proposal/s – please give details

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

The proposal to relocate the Usk library and community learning services will be re-located into the hub. The original mandate (14/15) proposed the closure of the libraries in Usk and Gilwern. The Usk library will continue with the potential introduction of one stop services. The building that Gilwern library is situated in is in the process of being transferred to the local community council so that they can continue the facility and the Council has committed to retain the existing library provision for a period of 5 years.

Signed.....Designation.....Dated.....

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability 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 reducing budgets and evolving service delivery models.	
Name of the Division or service area Community Delivery Service		Date “Challenge” form completed 21.10.14	
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		The proposed Service re-alignment will have a neutral impact	
Improve housing quality and provision			The proposed appointment of a fixed term officer to increase capacity within the Shared Housing & Lodging Scheme will increase the availability of shared accommodation within Monmouthshire.
Reduce ill health and improve healthcare provision		As above	
Promote independence		The service will continue to support community members with	

		independent living.	
Encourage community participation/action and voluntary work			A volunteer scheme is developed to encourage community members to help deliver library and sign posting services within the hub.
Targets socially excluded		As above	
Help reduce crime and fear of crime		As above	
Improve access to education and training		As above	
Have a positive impact on people and places in other countries		The proposal will not impact in this area	
PLANET			
Reduce, reuse and recycle waste and water		No impact either way	
Reduce carbon dioxide emissions			The proposal should result in a reduced property stock that will reduce the Councils energy consumption.
Prevent or reduce pollution of the air, land and water		No impact either way	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact either way	

Protect or enhance visual appearance of environment		No impact either way	
PROFIT			
Protect local shops and services		The community hub proposal will result in the continuation of local services, albeit that they will be delivered through a different model	
Link local production with local consumption		No impact either way	
Improve environmental awareness of local businesses		No impact either way	
Increase employment for local people	The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base.		
Preserve and enhance local identity and culture		No impact either way	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No impact either way	
Increase and improve access to leisure, recreation or cultural facilities	Services will continue to be provided albeit that there may be a reduction in opening hours to meet reducing budgets		

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base.	➤ Given the reducing revenue budget we will be unable to retain the existing staffing structure.
➤ Services will continue to be provided albeit that there may be a reduction in opening hours to meet reducing budgets	➤ A volunteer scheme will be developed to maximize service provision. Customers will be encouraged to access services through other channels e.g. telephones and digital media. Opportunities for service to be provided through other buildings and providers will be explored
➤	➤
➤	➤

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:

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. A volunteer scheme will be developed to enhance to services.

Signed

Dated

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

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Ian Saunders		Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Tourism Leisure & Culture Service to ensure the service has necessary structure and management capacity to deliver future budget mandate savings and continue to deliver services and outcomes as highlighted in service plans.	
Name of the Division or service area Tourism Leisure & Culture		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		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	

Welsh Language		X	
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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 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

Designation

Dated



monmouthshire
sir fynwy

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Proposed re-alignment of the Tourism Leisure & Culture Service	Enterprise	Tourism Leisure & Culture
Policy author / service lead	Name of assessor	Date of assessment:
Ian Saunders	Ian Saunders	21.10.14

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)

The proposed realignment of the senior management structure will improve capacity to monitor and manage performance across the service and promote better working throughout the department. The structure will also ensure that the service is ready to deliver the savings which are expected over the future years. The re-alignment of team structures will allow colleagues to focus on a more commercial approach, better coordination of key resources and assets.

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	<input checked="" type="checkbox"/>	Race	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>
Marriage or civil partnership	<input checked="" type="checkbox"/>	Sexual Orientation	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	Welsh Language	<input checked="" type="checkbox"/>

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

The alignment has been discussed in team meetings especially at departmental management meetings. Budget situation have been discussed with staff involved. As two services namely Cultural Services and Outdoor Education are currently starting a review the staff will have opportunity to further shape their services

If the structure is agreed future budget mandate will be produced and additional consultation through the process will be organized.

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.

Financial data

Current MCC budgets and structure documents.

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

At first after reviewing available budgets a slightly different structure was considered however that was updated to ensure the structure was achievable inside financial parameters

7. Final stage – What was decided?

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

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

One post was slightly changed to ensure the final structure was within resources available

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

Signed...Ian Saunders Designation...Head of Tourism Leisure & Culture.....Dated...21.10.14.....

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Saunders		Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Tourism Leisure & Culture Service to reducing budgets and evolving service delivery models.	
Name of the Division or service area Tourism Leisure & Culture		Date “Challenge” form completed 21.10.14	
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		The proposed Service re-alignment will have a neutral impact	
Improve housing quality and provision			
Reduce ill health and improve healthcare provision		As above	It is hoped that the new structure will be more efficient in marketing leisure and activities – more people, more active more often improving health of communities
Promote independence			Many of the schemes and outcomes of TLC encourage independent lifestyles and independence
Encourage community participation/action and			Many of the schemes and outcomes of TLC encourage community

voluntary work			participation and cohesion eg leisure centre clubs and societies A volunteer schemes are developed through all TLC services. These will be driven by the new management structure
Targets socially excluded			As above
Help reduce crime and fear of crime			As above
Improve access to education and training			As above
Have a positive impact on people and places in other countries		The proposal will not impact in this area	
PLANET			
Reduce, reuse and recycle waste and water		No impact either way	
Reduce carbon dioxide emissions		No impact either way	
Prevent or reduce pollution of the air, land and water			The proposed new post of Green Infrastructure manager should have a positive impact on some aspects of protecting the countryside
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			As above

Protect or enhance visual appearance of environment		No impact either way	
PROFIT			
Protect local shops and services			Tourism manager post will endeavor to help local economies through increased tourism
Link local production with local consumption		No impact either way	
Improve environmental awareness of local businesses		No impact either way	
Increase employment for local people	The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base.		
Preserve and enhance local identity and culture		No impact either way	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		No impact either way	
Increase and improve access to leisure, recreation or cultural facilities			Should see increased participation in Leisure & Culture via driving better use of facilities and more activities and better publicity

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ The proposed re-alignment of the service and changing models of service delivery will result in a reduced staff base.	➤ Given the reducing revenue budget we will be unable to retain the existing staffing structures so need to build in efficiencies
➤	➤
➤	➤
➤	➤

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 Ian Saunders

Dated 21.10.14

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

The “Equality Initial Challenge”

Name: Peter Davies		Please give a brief description of what you are aiming to do.	
Service area: Commercial & People Development, Enterprise Directorate		Creation of the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate	
Date completed: 21st October 2014			
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			The increased capacity in the Business Growth and Enterprise team is likely to have a positive impact as resources target entrepreneurs from all ages, encourages mentors from the older age group whilst also encouraging young entrepreneurs.
Disability			The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses.
Marriage + Civil Partnership		No impact	
Pregnancy and maternity		No impact	
Race			The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected

			characteristic who wish to start their own businesses.
Religion or Belief		No impact	The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses.
Sex (was Gender)		No impact	The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses.
Sexual Orientation		No impact	The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses.
Transgender		No impact	The increased capacity in the Business Growth and Enterprise team will have a positive impact for those with this protected characteristic who wish to start their own businesses.
Welsh Language		No impact	

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

Signed: Peter W Davies

Designation: Head of Commercial and People Development

Dated: 21st October 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Creation of the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate	Commercial & People Development, Enterprise Directorate
Policy author / service lead	Name of assessor and date
Peter Davies	Kellie Beirne, Chief Officer

1. What are you proposing to do?

Create the staff establishment and capacity for the Commercial and People Development division of the Enterprise Directorate.

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	No	Race	No
Disability	No	Religion or Belief	No
Gender reassignment	No	Sex	No
Marriage or civil partnership	No	Sexual Orientation	No
Pregnancy and maternity	No	Welsh Language	No

3. Please give details of the negative impact

N/A

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

N/A

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..

Reference to staff personnel data.

Signed: Peter W Davies
Designation: Head of Commercial and People Development
Dated: 21st October 2014

The “Sustainability Challenge”

Name of the Officer: Peter Davies		Please give a brief description of the aims proposed policy or service reconfiguration: Creation of the establishment and capacity for the Commercial and People Development division of the Enterprise Directorate	
Name of the Division or service area: Commercial and People Development, Enterprise Directorate		Date “Challenge” form completed: 22 nd October 2014	
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 impact	
Improve housing quality and provision		No impact	
Reduce ill health and improve healthcare provision			Aiming to positively support staff and effectively manage sickness absence, through increased HR leadership capacity
Promote independence		No impact	
Encourage community			Increased organizational development capacity will include

participation/action and voluntary work			focus on volunteering and staff and community engagement
Targets socially excluded		No impact	
Help reduce crime and fear of crime		No impact	
Improve access to education and training			Capacity around people and organizational development and business growth and enterprise allows for focus on training and people development for communities and businesses
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		No impact	

appearance of environment			
PROFIT			
Protect local shops and services		No impact	
Link local production with local consumption		No impact	
Improve environmental awareness of local businesses		No impact	
Increase employment for local people			Capacity introduced will allow for enhanced support provided to existing businesses, entrepreneurs and start-ups as well as the introduction of formal work experience and apprenticeship programmes.
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)
➤	➤
➤	➤
➤	➤
➤	➤

The next steps

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

Details provided above.

- 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: Peter W Davies

Dated: 22nd October 2014

SUBJECT: WELSH CHURCH FUND WORKING GROUP
MEETING: Cabinet
DATE: 5th November 2014
DIVISIONS/WARD AFFECTED: All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for 2014/15 meeting 3 held on the 25th September 2014

2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded to:

- (1) St. Andrew's Church Tredunnuck requested £800 to assist in the removal of churchyard hedgerows to allow access for emergency vehicles as previous access now blocked

Recommendation - £400 to assist in providing necessary safe access for emergency services on Health & Safety grounds

- (2) Caldicot & District U3A Ukulele Group requested £702 for Musical Instruments, music and stand covers for this community group which has 19 different section

Recommendation - £260 for the development of this lifelong self help group that entertains other groups within the community

- (3) St. Peter's Church, Goetre requested £800 for essential repairs to the churchyard boundary wall

Recommendation – £400 to assist in essential maintenance on the grounds of Health & Safety

- (4) BEE Friendly Monmouthshire requested £1,000 for Colour Leaflets and Bee Logo Discs '950 Aluminium 'Lollipop' signs'

Recommendation - £250 to assist this environmental group in protecting the wildlife of the Monmouthshire Countryside

- (5) Kate Ffion Nicholls requested £1,500 for assistance in her further education

Recommendation – £640 to assist the applicant in her specific educational needs

- (6) Monmouth / Carbonne Twinning Association requested £2,000 to assist in hosting visitors from Monmouth's twin town of Carbonne in France in 2015.

Recommendation – The Committee deferred this application to the last meeting of the financial year for consideration

- (7) Name withheld due to sponsoring Councillor request applicant requested £1,000 to assist in financing a further education course

Recommendation – The Committee felt that they could not support the request of this applicant for advanced educational funding

Deferred Applications:

- (8) Chepstow & District Rotary Club

Recommendation – After further enquiries, the Committee could not allocate funds to a Charity in raising funds to support another Charity and not to fund a charitable project directly.

2.2 KEY ISSUES

The nature of the request in each case is set out in the attached schedule.

3. REASONS

A meeting took place on Thursday, 25th September 2014 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule.

County Councillors in attendance:
B. Strong and A. E. Webb

Officers in attendance:
Mr D. Jarrett and Miss N. Perry

Apologies for absence:
County Councillors D.L. Edwards & D. J. Evans

Declarations of Interest:
None recorded.

4. RESOURCE IMPLICATIONS

A total of £1.950 was allocated at meeting 3 of the Welsh Church Fund Committee, Thus, £19,274 remains available for distribution within the financial year. .

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

6. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance
Central Management Accountant

7. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2014/15 – Meeting 3

8. AUTHOR:

David Jarrett – Central Management Accountant

9. CONTACT DETAILS

Tel. 01633 644657

e-mail: daveJarrett@monmouthshire.gov.uk

WELSH CHURCH FUND - APPLICATIONS 2014/15

MEETING 3 - 25th September 2014

	<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF REQUEST</u>	<u>APPROX COST</u>	<u>DATE Received</u>	<u>D of I*</u>
				£	£		£		
	NEW APPLICATIONS AWAITING DECISION								
1	St Andrew's Church Tredunnuck	Llangibby Fawr	Peter Clarke	£800	400	Removal of right hand side holly hedge and levelling the ground behind it to allow access for emergency vehicles to get to the church as there is now no access to the church following the sale of the rectory room	£1,000	08/07/2014	no
2	Caldicot & District U3A Ukulele Group	Severn	R J Higginson	£702	260	We are a new group formed within the Caldicot U3A and have to date paid for our own instruments. Now we are entertaining other groups and need stands for music , spare ukuleles and music stand covers	£702	08/08/2014	No
3	St Peter's Church, Goetre	Goetre Fawr	Brian Jones	£800	400	Repair to boundary Wall of Churchyard	£1,600	30/07/2014	No
4	BEE Friendly Monmouthshire	Chepstow Larchfield	Phil Hobson	£1,000	250	Funding required for Colour Leaflets and Bee Logo Discs 950 Aluminium 'Lollipop' signs	£1,206	24/07/2014	No
5	Katie Ffion Nicholls	Cantref	Paul Jordan	£1,500	640	To assist in paying for a specific distance learning course	£1,500	28/08/2014	No
6	Monmouth / Carbonne Twinning Association	Dixton with Osbaston	R Hayward	£2,000	deferred	Subsidise visit of Carbonnaise to Celebrate 40years of Twinning friendship in 2015	£3,000	28/08/2014	No
7	Name withheld due to sponsoring Councillor request	Dewstow	A. Easson	£1,000	£0	Assisting in funding a Masters Course in Communications, PR and Media Practice	£4,750	11/09/2014	No
	Late Applications								
	Deferred Applications								
	Chepstow & District Rotary Club	Chepstow St Mary's	Peter Farley	£500	£0	Funding required to purchase outdoor decorative lights to set up a 'light tree' - a large tree in a prominent place to be filled with many lights at Christmas. The lights will then be sold in 'celebration of life' or some special occasion and the money used for local / national charitable projects.	£4,420	03/05/2014	No
	SUB TOTAL Meeting 3			£8,302	£1,950				
	Meeting 1 Award					6,236			
	Meeting 2 Award					3,000			
	Meeting 3 Award					1,950			
	Meeting 4 Award					0			
	Meeting 5 Award					0			
	TOTAL AWARDED FOR 2014/15 TO DATE						11,186		
	BUDGET 2014/15						20,401		
	BALANCE B/F TO 2014/15						£10,059		
	Monmouthshire's Allocation for 2014/15						£30,460		
	REMAINING BALANCE AVAILABLE IN 2014/15					£19,274			

The “Equality Initial Challenge”

Name: Dave Jarrett		Please give a brief description of what you are aiming to do.	
Service area: Central Finance		To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 25th September 2014.	
Date completed: 25 th September 2014			
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			positive
Disability			positive
Marriage + Civil Partnership		Neutral	
Pregnancy and maternity		Neutral	
Race		Neutral	
Religion or Belief			Positive
Sex (was Gender)		Neutral	
Sexual Orientation		Neutral	
Transgender		Neutral	
Welsh Language		Neutral	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>NONE</i>	➤
➤	➤
➤	➤
➤	➤

Signed D Jarrett Designation Central Finance Management Accountant
Dated 25th September 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Welsh Church Fund Working Group Meeting 3 2014/15	Central Finance
Policy author / service lead	Name of assessor and date
Joy Robson	D Jarrett, 25 th September 2014

1. What are you proposing to do?

To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 25th September 2014

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

No Negative consequences towards any groups with protected characteristics

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

Applications are considered and decisions made by the Welsh Church Fund Working Group

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..

Applications to Welsh Church Fund Working group on a standard application form where questions and requirements are consistent across all applications

Signed D Jarrett...**Designation**...Central Finance Management Accountant.....**Dated**.....25th September 2014.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Dave Jarrett		Please give a brief description of the aims proposed policy or service reconfiguration The Purpose of the Working Group is to assess and consider applications and grant aid from the Welsh Church Fund in line with the Charitable Objectives of the Trust.	
Name of the Division or service area Central Finance		Date “Challenge” form completed 25th September 2014	
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 at this meeting	
Improve housing quality and provision		No effect at this meeting	
Reduce ill health and improve healthcare provision		No effect at this meeting	
Promote independence			Grant awarded to support and assist applicant with specific educational requirements
Encourage community participation/action and			Grants for Community Projects

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

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

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ None, as grants for benefit of Applicants	➤
➤	➤
➤	➤

➤	➤
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The next steps

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

There are positive outcomes in relation to age (mainly as most organisations that apply seem to contain a higher majority of older retired people). Also disabled or disadvantaged people have a positive outcome as the Welsh Church Fund indicates that applications are looked upon favourably for these area. The churches and applications with religious protected characteristics have the most positive outcome as the applications from this area tend to receive the highest awards as the fund was initially set up to support churches by charitable donations. The grant aid supports and highlights the positive effect that future decisions have on the Religious, Age and Disability characteristics, with particular emphasis on helping religious organisational applicants.

The Grant Allocation Policy is set in accordance with the charitable objects of the Trust.

- 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:

No adverse effects can be detected in regard to who can apply for budgeted funding based upon any of the characteristics.

Signed D Jarrett

Dated 25th September 2014