

6th February 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, 12th February 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) **DELIVERING A REGIONAL AND NATIONAL ADOPTION SERVICE**

Division/Wards Affected: All

Purpose: The purpose of this report is to inform Members on the new arrangements at a national and regional level and to seek approval for the plan to establish a National Adoption Service for Wales from the 1st April 2014. To seek agreement to move to a Gwent wide adoption service hosted by Blaenau Gwent.

Author: Gill Cox, Service Manager, Children's Services.

Contact Details: gilliancox@monmouthshire.gov.uk

(ii) **SERVICE PERFORMANCE 2012/13 COMPARISON WITH OTHER LOCAL AUTHORITIES**

Division/Wards Affected: Countywide

Purpose: To provide Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of "Local Authority Service Performance 2012/13".

Authors: Richard Jones, Teresa Norris and Matthew Gatehouse, Improvement Team.

Contact Details: richardjones@monmouthshire.gov.uk / teresanorris@monmouthshire.gov.uk / matthewgatehouse@monmouthshire.gov.uk

(iii) **TOP TEAM STRUCTURAL REVIEW**

Division/Wards Affected: N/A

Purpose: To set out proposals to re-shape the paid service Strategic Leadership Team and adjust portfolio responsibilities for several members of the team.

Author: Paul Matthews, Chief Executive

Contact Details: paulmatthews@monmouthshire.gov.uk

(iv) **REVENUE AND CAPITAL BUDGET 2014/15 – FINAL PROPOSALS**

Division/Wards Affected: All

Purpose: To update Cabinet with the consultation responses to the budget proposals issued by them on the 4th December 2013 and 18th December 2013 in respect of the Capital and Revenue budgets, to update members with implications arising from the Final Settlement announcement of the Welsh Government, to make recommendations to Council on the Capital and Revenue budgets and level of Council Tax for 2014/15, to receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing and to receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves.

Author: Joy Robson – Head of Finance

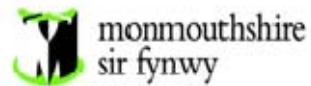
Contact Details: joyrobson@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2013

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



Connecting with people

Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will:*

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

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: Delivering a Regional and National Adoption Service

MEETING: Cabinet

DATE: 12th February 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

1.1 The purpose of this report is to inform Members on the new arrangements at a national and regional level and to seek approval for the plan to establish a National Adoption Service for Wales from the 1st April 2014.

1.2 To seek agreement to move to a Gwent wide adoption service hosted by Blaenau Gwent.

2. RECOMMENDATIONS:

2.1 That Select /Cabinet endorses the proposals for achieving a National Adoption Service in Wales.

2.2 That Blaenau Gwent will act as the lead authority for the Gwent Wide Adoption Service known as the South East Wales Adoption Service within the National Adoption Service.

2.3 That Monmouthshire County Council contributes funding resources as set out in this report required to deliver the South East Wales Adoption Service.

3. KEY ISSUES:

3.1 In 2011, UK National Government announced its intention to review the statutory legislation in regard to adoption on the basis that there were not enough adopters for the numbers of children requiring adoption.

3.2 In 2011-12, the Welsh Local Government Association (WLGA) and ADSS Cymru in consultation with Welsh Government produced a functional model for delivery of Adoption Services across Wales. The model proposed the Regional delivery of adoption services, within a national framework and was endorsed by the Welsh Government. The expectation is that the new service is delivered for April 2014, with the following national and regional arrangements.

3.3 The National Adoption Service will be responsible for:

- Establishment of a National Board.
- Monitoring the delivery of services in accordance with the national performance framework.
- Producing an Annual Report and action plan.
- Developing a national marketing and awareness raising strategy.
- Providing a single point of contact for anyone seeking information about adoption.
- Providing a database of information.
- Developing and maintaining a National Adoption Register.
- Co-ordination of Adoption Panels, Panel Members, Pre-Approval Training, Post Adoption Support Services and provision of the Independent Review Determination Service.
- Acting as a Centre of Excellence for Adoption in Wales.

3.4 The operational adoption services will be delivered by five Regional Adoption Collaborative's as below:

- North Wales – Wrexham, Flintshire, Gwynedd, Conwy, Denbighshire and Ynys Mon;
- **South East Wales – Blaenau Gwent, Monmouthshire, Torfaen, Newport and Caerphilly;**
- West & Mid Wales – Ceredigion, Carmarthenshire, Pembrokeshire and Powys;
- Western Bay – Bridgend, Neath, Port Talbot and Swansea;
- Mid & South Wales – Cardiff, the Vale of Glamorgan, Merthyr Tydfil and Rhondda-Cynon-Taff.

3.5 The current delivery structure for the Adoption Service in Monmouthshire is through the tri partite Adoption Service with Torfaen and Blaenau Gwent. This service has been in existence since the 1st April 2011 and has recently begun to make progress in securing adoptive placements for children. However, Monmouthshire has always been a net contributor of prospective adopters and in providing adoption support to those children and their new families within Monmouthshire County Council. It should be noted that the original funding of the tri partite service was not based upon a cost benefit analysis of what would be required to run the service but instead upon what each authority could afford to contribute. This means that additional costs such as inter agency funding for external placements and adoption support packages continue to be met by the relevant child's local authority.

3.6 The five local authorities in Gwent set up a working party in March 2013 in anticipation that the Minister would decide to proceed with the announcement to deliver a National Adoption Service from the 1st April 2014.

3.7 It is proposed that the new South East Wales Adoption Service from the 1st April 2014 will be delivered through one centralised location based at Mamhilad. The creation of one site reflects the fact that none of the partner authorities could identify suitable internal premises to deliver the adoption service from and consequently alternative accommodation had to be identified.

3.8 The key functions of the service will be as follows:-

- Ensuring compliance with legislation, regulation and the performance management framework.
- Recruitment and assessment of prospective adopters.
- Ensuring appropriate matching of children.
- Provision of the whole range of support services including birth parent counselling, step parent adoptions, intermediary services and letterbox contact. Including pre and post adoption support for children and their prospective adoptive and adoptive carers.
- Inter country adoption.
- Ensure effective links are maintained with local authorities Children's Social Services including tracking and monitoring of permanency plans where adoption is the plan.

A management board will be established with representatives from each Local Authority who will be responsible for governance of the service. The current arrangements for the Adoption Panel will remain unchanged.

3.9 In addition, each local authority will retain responsibility for the following:

- Assessment and care planning and reviewing of Looked After Children and young people.
- Ensuring the Agency Decision Maker functions are fulfilled.
- Assessment of the Adoption Support needs of children for whom the plan is adoption.
- Involvement in the matching and linking of children and adopters.
- Providing birth parent counselling.
- Making applications to the Courts for appropriate orders.
- Attending Adoption Panels where proposed matches are being considered.

4. REASONS:

4.1 Whilst the key driver for the move to a national adoption service has been driven by Welsh Government the regional model proposed by ADSSC/ WLGA has been accepted and offers a robust framework for strengthening adoption across the Gwent area. The benefits of the new model are identified as:

- Timely implementation of the improvements required.

- An increase in the pace of collaboration and the capacity to build sustainable services for the future.
- A reduction in bureaucracy and a streamlining of service delivery.
- An improvement in service accessibility for all key stakeholders.
- Maintenance of the essential integrity and coherence between all elements of Adoption Services, to prevent a mismatch between the needs of children requiring adoption placements and the adopters being recruited.
- Long term and lasting improvements to address the weaknesses identified in some elements of current service provision.
- A central place for the significant contribution made by the Voluntary Sector as valued co-producers and delivery partners.
- Collective opportunities for local authorities to respond effectively to rising pressures within the care system.

The proposal will be underpinned by a National Standardised Performance Framework that will allow the National Adoption Service to identify, review and highlight key performance measures.

5. RESOURCE IMPLICATIONS:

5.1 As a member of the existing tripartite arrangement the move to a five authority model brings additional resilience but does not bring significant tangible benefits in the short term. Consequently Monmouthshire has negotiated firmly to agree a funding formula which offers good value for us and compares favourably with the costs of remaining in the current arrangement. Due to our increase in Looked After Children (a key component of the adoption service funding formula) we were planning for an increase in our costs and the additional cost to Monmouthshire of £18,000 constitutes a good deal for the County. This represents an unanticipated budget pressure related to the increased LAC demand and will be funded as a component of the additional pressures money for childrens services in the 2014/15 budget

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 The significant equality impacts identified in the assessment can be seen in Appendix C.

6.2 The actual impacts from this report's recommendations will be reviewed annually as part of the Service Improvement Plan.

7. CONSULTEES:

Children's Services have been consulted across Gwent, Children's DMT, Health and Education.

Proposals were discussed at Select Committee and members were fully supportive. An issue was raised regarding how the Service would be effectively scrutinised and this will be discussed at the next meeting of Scrutiny Officers in Wales and at the next Management Board meeting.

8. AUTHOR: Gill Cox, Service Manager, Children's Services.

9. CONTACT DETAILS:

Tel: 01633 644770

E-mail: gilliancox@monmouthshire.gov.uk

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Gill Cox		Please give a brief description of the aims proposed policy or service reconfiguration To establish a National Adoption Service. To establish a Regional Adoption Service within Gwent hosted by Blaenau Gwent.	
Name of the Division or service area Children’s Services		Date “Challenge” form completed 28 th January 2014	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	None identified	None identified	Improvements in adoption service would improve the life chances of children placed for adoption.
Disability	None identified	None identified	Improvements in adoption service could result in more children with a disability being placed for adoption.
Marriage + Civil Partnership	None identified	None identified	New service will raise profile of adoption and help to dispel myths that gay people or single people aren’t able to adopt.
Pregnancy and maternity	None identified	None identified	None identified.
Race	None identified	None identified	New service will raise profile of adoption and should attract more adopters from BME backgrounds who may be a better match for

			children from a BME group.
Religion or Belief	None identified	None identified	None identified
Sex (was Gender)	None identified	None identified	None identified
Sexual Orientation	None identified	None identified	New service will raise profile of adoption and help to dispel myths that gay people or single people aren't able to adopt.
Transgender	None identified	None identified	None identified
Welsh Language	None identified	None identified	National Service should enable resources and service to be provided in Welsh Language more effectively than currently.

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>None identified</i>	➤
➤	➤

The next steps

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

National Service will act as a single point of contact for all adoption related services. It will lead on providing advice and information to potential adopters and so should be successful in raising the profile of adoption and dispelling some of the myths regarding who can and can't adopt.

Having a centralised point for information about adoption will make it easier to provide services in Welsh.

- 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

Service Manager

28.01.14

Bill Cox



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:
Establishing a National and Regional Adoption Service	Social Care & Health	Children's Services
Policy author / service lead	Name of assessor	Date of assessment:
Gill Cox	Gill Cox	30.01.14

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

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

As detailed in the Cabinet report

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

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

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

N/a

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.

N/a

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

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**

Signed..... *Bill Cox* ...Designation...Service Manager.....Dated.....30.01.14.....

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Gill Cox		Please give a brief description of the aims proposed policy or service reconfiguration To create a National and Regional Adoption service – as detailed in Cabinet report	
Name of the Division or service area Children’s Services		Date “Challenge” form completed 30.01.14	
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 voluntary work		X	
Targets socially excluded			Improved outcomes for looked after

			children if greater numbers of children are adopted
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)
➤ <i>Na</i>	➤
➤	➤
➤	➤

➤	➤
---	---

The next steps

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

	an long term
--	--------------

- 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

Gill Cox

Dated

30.01.14

Equality Challenges

Equality Impact Assessment – Initial challenge		
(Brief outline of proposal) Proposed change in arrangements for the delivery of a national adoption service through the creation of the SEWAS.		
(the negative impacts you will need to mitigate and the positive impacts you will want to promote)		
Issue (or protected category)	Negative impact	Positive Impact
	The management of change in respect of delivering a new regional structure from three existing substantive structures as part of a new national structure.	Delivering a more consistent approach in respect of delivery systems and operational policies and procedures.
	The new national structure will take probably two-three years to become operationally effective.	In the longer term the new national structure will deliver and coordinate the national adoption agenda and its associated outcomes.
	The delivery of a national adoption service has not been based on a cost benefit analysis of the actual costs by Welsh government and therefore there is an expectation that Local authorities can absorb the costs.	There is an expectation that in the longer term there will be an increase in the number of prospective adopters available for looked after children-which may lead to a decrease in the numbers of looked after children who remain in care.
	The impact upon individual staff based within the tri-partite current service whose roles will be affected by the proposed new structure.	In the current tri partite service all staff are Bleanau-Gwent employees and therefore there is no associated risk for staff from Monmouthshire county council.
	Changes in the current governance arrangements mean that the adoption service will be taken outside of the control of Local authorities.	Partnerships with national service formed through joint regional management boards delivering local and national agenda together.

Equality Challenges

Issues for consideration (self-challenge on issues that will need to be analyzed/resolved)	Comments (preferably how negative impacts are mitigated or positive impacts promoted/maximised – include ‘reasonable adjustments’)
➤ <i>How will we know that all staff understand how the adoption service will be delivered in the future from the 1st April 2014/</i>	➤ Strategy will be put in place for developing a series of Gwent wide workshops that promote training and understanding of the new delivery model.
➤ Challenge of working to a model that is still in its early development.	<ul style="list-style-type: none"> ➤ Need to ensure that there is a close working relationship with all Gwent wide partners including health, education and others. ➤ Need to ensure that the current delivery systems in place across the region continue to drive the adoptions service agenda forward while the national service is being established from the 1st April 2014.
➤ <i>How will we know that service feel that they are experiencing a qualitative service</i>	➤ The national adoption service will develop and put in place customer feedback.
➤ <i>How will we know that the new adoption service is delivering a more cost effective model?</i>	➤ This will be monitored nationally through a national set of performance indicators.
➤ How will we know that Monmouthshire county councils financial resources are being deployed efficiently and effectively?	➤ Annual reports will be provided and coordinated by the National Adoption service which reflect the on- going financial costs and the outcomes to each Local authority.
➤ <i>How will we ensure that within Gwent all partners are equally committed to the delivery of the national adoptions service and its associated outcomes?</i>	➤ Through the governance structure at which all partners will be equally represented including health, education and the Voluntary sector.
➤ <i>Have equality issues been addressed?</i>	➤ Equality issues are addressed through the policy and the procedures of the new adoption service.

SUBJECT: Service Performance 2012/13 Comparison with other Local Authorities.

MEETING: Cabinet

DATE: Wednesday 12th February 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To provide Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of “Local Authority Service Performance 2012/13”.

2. RECOMMENDATIONS:

2.1 That members use the information to help evaluate the effectiveness of service delivery and ensure that resources are targeted efficiently to deliver improvement.

3. KEY ISSUES:

3.1 The report contained at appendix 1 was produced by the Welsh Government in January 2014 and is based on data for 2012/13. It highlights and adds context to performance variation throughout Wales and sets out what people can expect from key local authority services.

3.2 It brings together comparative performance using selected indicators from the national indicator set. This is supplemented with wider performance information that gives a fuller assessment around the Welsh Government’s national Programme for Improvement.

3.3 The argument that local authorities need to do more with less has been well-rehearsed in recent months. Attention is drawn to a useful analysis carried out by Welsh Government statisticians that illustrates spend against performance. Charts included show Monmouthshire’s spend and performance in key areas:

- Education - At key stage 2 above average spend and above average achievement (p.22)
- Culture and Sport - above average spend and above average achievement (p.31)
- Local Environmental Services – below average spend and above average achievement (p. 50)
- Roads and Transport – below average spend, above average achievement (p. 57)

3.4 The data related to the national indicators was reported as part of a full evaluation of the Council’s performance in 2012/13 and debated by Council on 16th October 2013. Members will recognise that national performance data alone does not tell the whole story and that measures need to be considered against the local context. To facilitate this, Appendix 2 provides an overview of Monmouthshire’s performance against the priority areas in that year.

3.5 Service performance is regularly reported to Cabinet and Select Committees and members will have already been presented with far more recent data than captured in this Welsh Government report.

4. REASONS:

4.1 To ensure that Cabinet is sufficiently informed to enable members to drive improvements in performance.

5. RESOURCE IMPLICATIONS:

5.1 Any resource implications to improve performance will be informed as relevant through partnership plans and the council’s own strategic plans such as the Single Integrated Plan 2013/17, the Improvement Plan 2013/16 and the Medium Term Financial Plan. Any further operational resource implications may be picked up within the relevant teams’ service plans.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment are summarised below for members’ consideration:

No change - The report provides information on Service Performance in 2012/13 and therefore is an analysis of performance already achieved. This may assist key decision makers to make more informed decisions in the future based on the performance information.

There are no specific impacts as a result of this report. However, service performance is under continuous review and this will include a comprehensive evaluation of how well the Council performed in 2013/14 in assessing performance against stated objectives and outcomes.

This information will form part of the Stage 2 Improvement Plan for 2014/15 in looking back on the previous year performance, which will be published before the end of October 2014.

7. CONSULTEES:

Cabinet, SLT.

8. BACKGROUND PAPERS:

[Welsh Government: Local Authority Service Performance 2012/13](#)

[Improvement Plan 2013/16](#)

[Improvement Plan 2012/13 review](#)

[Outcome Agreement 2013/16](#)

[Regeneration & Culture annual report 2013](#)

[Social Care & Health annual report 2013](#)

9. AUTHOR:

Richard Jones, Teresa Norris and Matthew Gatehouse

10. CONTACT DETAILS:

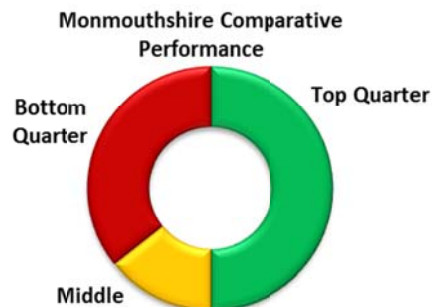
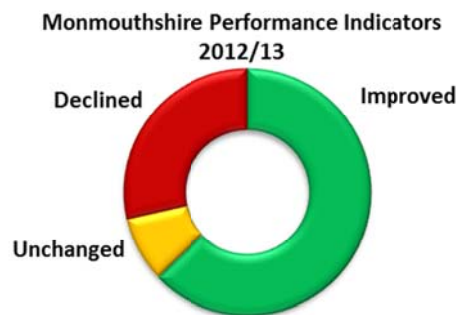
Richard Jones, Improvement Support Officer, RichardJones@monmouthshire.gov.uk

Teresa Norris, Improvement Officer, teresanorris@monmouthshire.gov.uk

Matthew Gatehouse, Improvement Officer, MatthewGatehouse@monmouthshire.gov.uk

Appendix 2: An Overview of performance in Monmouthshire 2012/13

Monmouthshire County Council has seen service performance improve in nearly two thirds of its comparable service indicators and when comparing against other local authorities in Wales Monmouthshire was ranked in the top quartile for half the published indicators.ⁱ



Some of the performance information does not always reflect local priorities or context and can tend to focus on process rather than outcomes that services are trying to achieve. While the Welsh Government report provides full and comprehensive detail we have evaluated our performance against our priority areas to assess what we have achieved and where we can improve.

Supporting Vulnerable People

What has been achieved?

We continued to deliver integrated services across health and social people live their own lives, rather than fostering dependency on number of people who require long term packages of care. Delayed averaged less than two per month, considerably better than the Wales needing local authority funded residential or nursing care. We made offered and have continued to improve this in 2013-14. However the percentage of adults whose services were reviewed was well below the average for Wales. We are working hard to improve this in 2014. However overall the quality of our services remains good, surveys showed that than 95% of adults who received social care last year were happy with the service.



services and transforming the way we work to help traditional services. This is helping us minimise the transfers of care from hospital (bed blocking) figure. We also had the lowest number of people significant improvements in the number of carers

Children who were looked after experienced, on average, the lowest number of placement moves in Wales. All care leavers were in suitable accommodation when they turned 19, although too many were not in education, training or employment. We also need to improve the way in which we review children who are in need, although we are amongst the best in Wales for ensuring that children who are looked after or on the child protection register receive regular reviews.

Monmouthshire is ranked in the top quartile for the average number of days to complete a Disabled Facilities Grant (DFG)

Monmouthshire is above the Wales average for rate of additional affordable housing units delivered per 10,000 households. The provision of affordable housing will have an impact on homelessness.

What needs to be improved?

Performance against a number of measures in the national framework slipped below our own standards during 2012-13. We have been working hard to improve these throughout 2013 and anticipate reporting a better position for 2013-14 against measures such as the timeliness of reviews for adults receiving social care and children in need. We also expect to build on the improvements we made last year in offering assessments to carers.

Monmouthshire had the highest number of Homeless households with dependent children accepted as homeless and accommodated per 10,000 households. There is a relationship between the number of family applicants and private sector accommodation coming to an end. Increasing homeless prevention and tackling homelessness is a key priority for us. The focus for addressing this priority and the progress that has been made is through a [Homeless Prevention Action Plan](#) and [Private Sector Housing Action Plan](#).

What are we doing in 2013/14?

By 2030 the number of people aged 85 and over in Monmouthshire will have more than doubled. At the same time our budgets are decreasing. We are working on new ways of giving people choice and control while reducing dependency on traditional services such as day centres by increasing the connections and support within communities. In 2013/14 we have begun to develop an approach called community coordination and are launching pilots in Spring 2014 in Abergavenny and Caldicot that will allow people to maintain their independence. We will learn from this work and work with our partners before making a decision on expanding the scheme across the whole county.

Alongside this work we have redoubled our efforts to ensure that performance in core service areas improves.

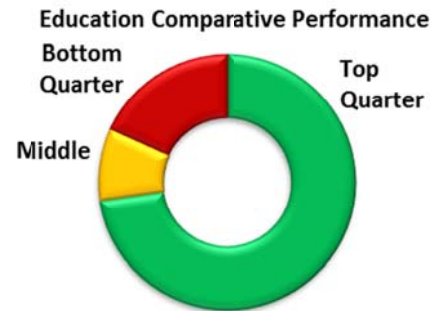
We are reviewing the delivery of the Housing Options Service, with the aim to increase officer capacity and time that is dedicated to homeless prevention, reviewing the Housing Support Gateway, which forms part of the homeless prevention tool-kit, and working on a proposal to develop an [integrated approach](#) to Housing Options delivery with Torfaen County Borough Council.

Education

The majority of the national performance indicators for academic year.

What has been achieved?

For the 2012/13 reporting year the indicators showed a healthy the indicators performed in the Upper Quartile. This represents Quartile and only two (18%) were in the Bottom Quartile.



education report on achievement in the previous

position on the education performance. 8 (73%) of the majority. One (9%) achieved within the Middle

Across these indicators, seven performed better than the previous year and three stayed the same.

Key stage 2 and Key stage 3 performance was strong and the results outperformed the previous year. This is also the case in relation to Key stage 1 / Foundation Phase performance, but this key stage is not picked up within the national indicator sets. This performance is based on the core subject indicator, however, related performance on the percentage of pupils at Key Stage 2 achieving the expected Level (L4+) is depicted in the published report through Figure 11: Revenue Outturn Expenditure per pupil, 2012/13 and the percentage of pupils at Key Stage 2 achieving the expected Level (L4+) shows that Monmouthshire performs above the Welsh average, where this is in the context that our spend is also above the Welsh average.

We performed at the same level as the previous year on the percentage of pupils leaving education, training and work based learning without an approved external qualification. On this indicator our actual value of 0.1% represented only one pupil out of the total cohort and gave us a fourth position out of 22 authorities in Wales. However, we recognise that in comparison with the three higher achieving authorities' performance, that even one pupil is too many. We also had very strong performance on pupils aged 15 achieving level 2 threshold including a GCSE grade A* - C in English or Welsh and Mathematics, where we were 3rd in Wales. A related performance is depicted in Figure 14 of the report on the percentage of pupils at Key Stage 4 achieving the Level 2 inclusive threshold, 2012/13. The Level 2 inclusive represents the percentage of pupils aged 15 achieving 5 GCSEs at grade A*-C including English or Welsh first language and mathematics and is not a measure used in the national indicator set. But in relation to this measure, we can see that Monmouthshire achieved well over 50% and ranked fifth position across Wales.

Our performance on attendance ranked second in Wales for both primary and secondary schools. Attendance at school is regarded as pivotal in education since the relationship between attendance and attainment is very strong. To illustrate the point as children and young people develop through the school system, for the whole of Wales in 2012, 66% of those pupils with an absence rate of less than 4% attained Key Stage 4 level 2 inclusive (the average for Wales was 51.5%). However for those absent for 30-50% of the time only 11% attained level 2 inclusive. Pupil attendance importance is recognised by it being a tracking indicator in the Welsh Government's Programme for Government.

We were first in Wales on the number of final statements of special education need issued within 26 weeks excluding exceptions, however, on those including exceptions we performed far below this level achieving 19th position in Wales.

What needs to be improved?

Overall, on the measures within the national framework we performed well in 2012/13 and have in the main maintained or have done even better on the results for the 2013 academic year. However, in the wider context of education provision we have welcomed the Estyn judgement out of our inspection at the end of 2012, particularly in terms of our under performance in relation to children and young people receiving free school meals, on safeguarding and on leadership and management of education and schools.

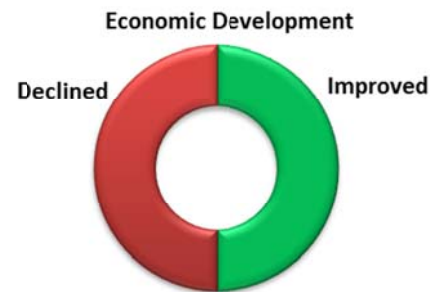
What are we doing in 2013/14?

As a result we are focusing on more vulnerable children and young people such as those receiving free school meals, on safeguarding issues and on leadership and management of education and schools and in line with this we are strengthening our data collation systems and our use of data to place us in a much stronger position. At the time this data was first published we produced a number of [You Tube videos](#) to set out our journey:

Promoting Enterprise and Job Creation

There are no national indicators set on Economy and Enterprise in the national framework. Promoting enterprise, investment and employment is a priority for Monmouthshire.

We have set our own local Performance Indicators on economic 2012/13, our assessment showed half of the indicators are



development to evaluate our performance in improvingⁱⁱ.

What has been achieved?

Business support provided by Monmouthshire Enterprise and starting-up and has helped create 331 jobs, both have increased

partners in 2012/13 has assisted 60 businesses in from 2011/12.

In 2012 74.2% of our population were in employment, and latest figures released relating to 2011 shows Monmouthshire had the second highest level in Wales of active businesses per 10,000 population.

What needs to be improved?

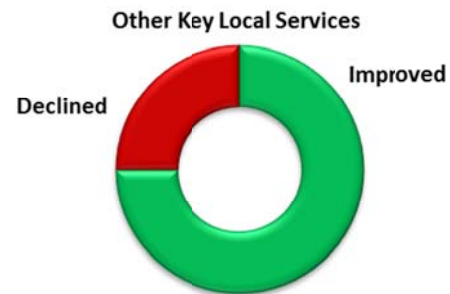
There has been a slight decline in performance in 2012 in the number of tourists per year (2,015,300) and income generated from tourism (£158.1 million). In 2012/13 we developed a Destination Development Plan 2012-15 and Monmouthshire Brand & marketing strategy. Continuing to implement the plan and strategy is important to further develop Tourism in the County.

What are we doing in 2013/14?

Improvement Objective 3 in our [Improvement Plan 2013/16](#) sets how we will further develop our economic development work.

Other Key Local Services

The remaining national indicators cover important front line highways, housing, leisure, libraries and public protection. Our comparable indicators in these areas. When compared to other in the middle or top performance bands.



services that are outside our priority areas like waste, performance improved in three quarters of Welsh local authorities over two thirds were ranked

What has been achieved?

Statutory Waste targets have continued to be met and exceeded the percentage of waste recycled indicates Monmouthshire has

below average spend and above average achievement.

and expenditure per head of population relative to

Expenditure per head of population relative to visits per 1,000 head of population for libraries indicate Monmouthshire has above average spend and above average achievement.

Expenditure per head of population relative to the condition of roads indicates Monmouthshire has below average spend and above average achievement.

What needs to be improved?

There has been an increase in visits to sport and leisure centres during the year, comparatively this is low but it does not allow us to capture all visits, for example high educational daytime use. This also does not measure the outcome of the work of the leisure service. This You Tube clip captures the outcome [Christopher Byrne](#), a GP exercise referral scheme participant, has achieved

Our response time for the collection of fly tipping remains comparably slow. We are now targeting efforts to improve our response, a new process for clearing up fly-tipping has been agreed and the response time has improved to 94.5% up to September 2013.

What are we doing in 2013/14?

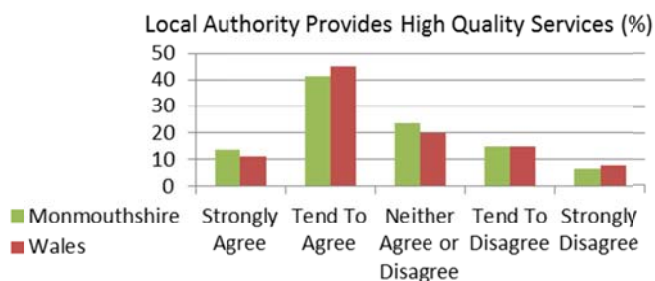
The [annual report 2013](#) from the chief officer for Regeneration and Culture provides further information on services outside our priority areas.

[Improvement Objective four](#) in our Improvement Plan 2013/16 sets out the changes we have made to our waste service and the impact on performance these have made up to September 2013.

Theme 5 in our [Outcome Agreement](#) provides the focus in Monmouthshire on access to physical activity and play for children and young people.

What our citizens said

The National Survey for Wales gathers opinions from people across Wales on a wide range of issues affecting them and their local area. This provides a valuable insight into some of the outcomes of the local authority's work and people's views of public services and wellbeing in their local area. In Monmouthshire some of the headline results on Local authority services indicated 54% agreed Monmouthshire County Council provides High quality services compared to a Wales average of 56%. The Survey also indicated 82% of residents feel a sense of belonging to their local area in Monmouthshire compared to a Wales average of 75%.



A review of 2013/14 Performance

Our [Improvement Plan 2013/16](#) reflects what the council aims to do in the year ahead to prioritise resources and improve services for the benefit of the people and places of Monmouthshire. At the end of October 2014 we will produce our stage two Improvement Plan that will look back and provide a detailed evaluation on how the Council performed in 2013/14, this will be available at www.monmouthshire.gov.uk/improvement.

ⁱ NSI & PAM National Performance Indicators 2012/13.

ⁱⁱ Performance Indicators set in the Council's Improvement Plan 2012-15 under objective 4 "We want to improve the prosperity of our county and its attractiveness to business."

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Richard Jones		Please give a brief description of the aims proposed policy or service reconfiguration To provide Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of “Local Authority Service Performance 2012/13”	
Name of the Division or service area Improvement		Date “Challenge” form completed 04/02/2014	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		The report brings together a range of information on performance that has been achieved in 2012/13. The performance in the report may assist key decision makers to make more informed decisions in the future based on the performance information.	
Disability		As above	
Marriage + Civil Partnership		As above	
Pregnancy and maternity		As above	
Race		As above	
Religion or Belief		As above	

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

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties).
➤	➤
➤	➤

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

R. Jones

Designation Improvement

Dated 04/02/2014

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Service Performance 2012/13 Comparisons with other Local Authorities.	Improvement	Chief Executive's
Policy author / service lead	Name of assessor	Date of assessment:
Richard Jones, Teresa Norris, Matthew Gatehouse	Richard Jones	04/02/2014

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

Yes

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

To provide Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of "Local Authority Service Performance 2012/13"
--

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

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

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

The report provides Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of “Local Authority Service Performance 2012/13. Monmouthshire’s strategic performance planning processes will have included most of this data and would have been subject to consultation and engagement relevant to the respective process.

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.

The report brings together a range of 2012/13 performance data to highlight and add context to performance variation throughout Wales and sets out what the citizen can expect from key local authority services. The overview analysis also includes data specific to Monmouthshire.

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

7. Final stage – What was decided?

•No change made to proposal/s – please give details

The report provides information on Service Performance in 2012/13 and therefore is analysis of performance already achieved. This may assist key decision makers to make more informed decisions in the future based on the performance information.

•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

Signed.....Richard Jones.....**Designation**...Improvement Support Officer**Dated**...04/02/2014.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Richard Jones		Please give a brief description of the aims proposed policy or service reconfiguration To provide Cabinet with some of the important points for Monmouthshire from the recently produced Welsh Government analysis of “Local Authority Service Performance 2012/13”	
Name of the Division or service area Improvement		Date “Challenge” form completed 04/02/2014	
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 report brings together a range of information on performance that has been achieved in 2012/13. The performance in the report may assist key decision makers to make more informed decisions in the future based on the performance information.	
Improve housing quality and provision		As above	
Reduce ill health and improve healthcare provision		As above	

Promote independence		As above	
Encourage community participation/action and voluntary work		As above	
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		As above	
PLANET		As above	
Reduce, reuse and recycle waste and water		As above	
Reduce carbon dioxide emissions		As above	
Prevent or reduce pollution of the air, land and water		As above	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		As above	
Protect or enhance visual		As above	

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

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:



Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

Local Authority Services Performance 2012–13



January 2014

If you have any questions or comments about this publication please contact us at LocalGovernmentSettlement@wales.gsi.gov.uk

Tel: 029 2082 6292

Website: <http://wales.gov.uk>

Date of Publication: January 2014

Next Update: January 2015 (provisional)

Twitter: <https://twitter.com/LGCTWales>



Printed on recycled paper

Print ISBN 978 1 4734 0491 5

Digital ISBN 978 1 4734 0492 2

© Crown copyright 2014

WG20245

Contents

1. Table of Contents	1
2. Foreword by the Minister for Local Government and Government Business	2
3. Introduction	4
4. Summary of Results	6
5. What do people think of Local Authority services?	8
6. Social Care	9
6.1. Older Adults	11
6.2. Looked After Children	15
7. Education	21
7.1. Examination Attainment	24
7.2. Pupil Attendance in Secondary School	25
8. Leisure and Culture	28
8.1. Public Leisure Facilities	31
8.2. Public Libraries	32
9. Housing	37
9.1. Homelessness	38
9.2. Affordable Housing	40
9.3. Empty Homes	42
9.4. Independent Living	43
10. Environment	47
10.1. Recycling and Composting	50
10.2. Fly-Tipping	52
11. Transport	56
11.1. Road Network	58
12. Community Safety	61
13. Well-being	67
13.1. Healthy Lifestyles	68
14. Glossary	74
15. Contextual Data Sources	76
15.1. Local Authority Improvement Plans	76
15.2. Local Data Sources	77
15.3. Regional Data Sources	77
15.4. National and International Data Sources	77
16. List of Data Sources Used	78

2. Foreword by the Minister for Local Government and Government Business



This is the third edition of the annual compendium looking at the performance of Local Authority services. This publication contains the latest performance data to support the accountability and scrutiny of public services by citizens and by elected Members acting on their behalf.

The combination of challenging financial circumstances and increasing demand for many of the key services Authorities provide, make more important than ever the need to focus on improving performance.

As public servants, we are accountable to citizens for the decisions we make. Ultimately, it is their money which is paying for the services provided. However, it is also vital for the challenge of variation in public service performance by citizens and their elected representatives, to be well-informed.

Designing public services in Wales to meet the needs of its citizens is at the heart of the work of the Williams Commission, which has been examining public services in Wales. The performance data contained in this publication has contributed to the evidence base the Commission has drawn upon in putting together its report. Moving forward, the evidence provided here of what matters to the citizen and the variation in performance across Wales, will help to inform how we respond to the Commission's Report and take forward our agenda to develop and improve public services in Wales so they continue to be sustainable and are centred around the citizen.

Some may suggest it is appropriate to maintain the status quo whilst we consider the future of public services in Wales. I would argue the changing landscape makes it more important than ever elected Members of Local Authorities scrutinise their Authority's service performance, whether they are representing the concerns of their constituents or more formally on scrutiny committees. The abundance of performance data can be confusing for Members who are already busy representing their constituents. Whilst this publication provides considerable information to support robust scrutiny, it is not intended to be the only source. It includes links to other sources of information which will help those who have an interest or duty in analysing performance variation and in facilitating debate.

Drawing upon existing sources of information to highlight performance variation and to place such variation in context is the key objective of this publication. However, it also seeks to elaborate on what good performance should look like. This year's publication includes case studies drawn from a series of visits I undertook to each Local Authority in Wales over the summer of 2013. These case studies offer good examples of where the citizen experience can be improved through thinking innovatively and doing things differently.

I realise there are some who will seek to question the particular data sources, indicators or presentation used here. In reply, I would suggest the value of performance data is in the focus and impetus it brings to the performance debate. No single set of figures tell the whole story. The indicators presented here are intended to prompt questions, not to provide simplistic answers. Improving our understanding will help us to improve performance.

This publication has been built on constructive feedback received in response to previous editions and, in the spirit of partnership, I welcome any further constructive comments you may have regarding this edition. I look forward to your comments and suggestions as to how this publication and related work can be improved to engage and support the performance debate in Wales.

A handwritten signature in grey ink that reads "Lesley Griffiths". The signature is written in a cursive, flowing style.

Lesley Griffiths

Minister for Local Government and Government Business

3. Introduction

For each of the key services that Local Authorities are responsible for delivering in Wales, this publication sets out why that service is important, what is reasonable for the citizen to expect from that service and information on the performance of each Local Authority compared with other Local Authorities.

In publishing this information we recognise that performance data alone does not provide the whole story. Other factors, such as resource implications, population density and demographics all have an impact on performance and cannot possibly be captured in a single figure summary. To understand the context of performance and to compare against other countries (where the data are comparable) you should use the data sources signposted in the 'For more information on this area' subsection at the end of each section. Further sources of contextual and performance data are also provided in the Contextual Data Sources section.

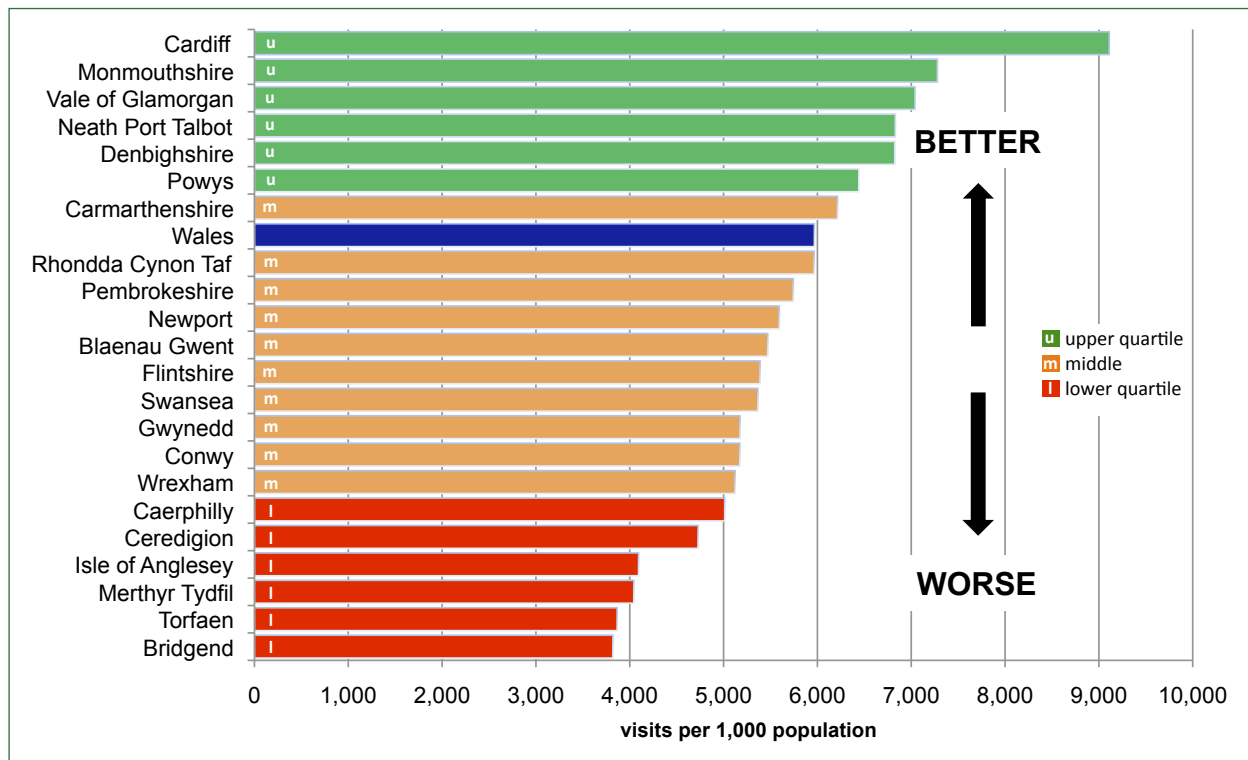
Local Authorities are, within reason, free to decide how much to spend on a particular service. Those decisions should reflect local priorities, needs and costs, and will often mean that different amounts are spent on each service across Wales. Spending more on a service may mean that it improves or becomes more accessible, but this is by no means always the case. If money is not well spent, or if extra spending is needed just to meet higher costs, then there will be no change in the quality of the service. Comparisons of spending and performance can show that higher spending does not necessarily lead to a better service.

The variation of performance over time is also an important consideration, for example, the performance of a Local Authority may have decreased in the latest year but that may follow several years of strong improvement. It is also important to bear in mind the robustness of the indicators used and for this reason volatility in the figures have been footnoted. This publication draws upon the Welsh Government National Strategic Indicators and the Programme for Government indicators and other official statistical sources as suggested by policy and statistical specialists.

The performance of Local Authorities in this publication is presented as bar charts as shown overleaf. The Local Authorities are arranged in order of performance with the green bars showing Local Authorities whose performance is in the top quarter of the performance range and the red bars showing those whose performance is in the bottom quarter. The amber bars show Local Authorities whose performance is between these two areas. The blue bar is the all Wales performance. For an 'at a glance' overview of results please see the Summary of Results section.

Example chart:

Figure 1: The number of visits to public libraries during the year, per 1,000 head of population, 2012-13



Source: National Strategic Indicator, LCL/001b

The case studies included in this publication are drawn from Lesley Griffiths AM, Minister for Local Government and Government Business, visits to the 22 Unitary Authorities across Wales. These and other examples of effective integrated services have been published in a prospectus and are available on the Welsh Government website. These case studies demonstrate positive examples of how Local Authorities are looking to improve performance.

For more information on Minister’s summer visits:

www.wales.gov.uk/topics/improvingservices/case-studies-in-public-services/summer-visits-to-local-authorities/?lang=en

4. Summary of Results

Summary of Local Authority Performance, 2012–13

Local Authority (Geographic Order)	Social care			Education		Leisure and Culture		Households with dependent children accepted as homeless
	Delayed transfers of care	Percentage of formerly Looked After Children known to be in education, training or employment at 19	Percentage of Looked After Children with three or more placements	Percentage of pupils aged 15 achieving a Level 2 threshold inclusive	Attendance	Free Swims	Public Library Visit	
Isle of Anglesey	Yellow	Green	Red	Yellow	Yellow	Red	Red	Red
Gwynedd	Green	Yellow	Green	Green	Green	Yellow	Yellow	Red
Conwy	Green	Red	Yellow	Green	Yellow	Yellow	Yellow	Red
Denbighshire	Green	Green	Green	Yellow	Yellow	Yellow	Green	Green
Flintshire	Green	Green	Yellow	Green	Green	Red	Yellow	Yellow
Wrexham	Green	Red	Red	Red	Yellow	Yellow	Yellow	Yellow
Powys	Red	Green	Green	Green	Yellow	Yellow	Green	Yellow
Ceredigion	Yellow	Yellow	Red	Green	Green	Red	Red	Yellow
Pembrokeshire	Green	Yellow	Yellow	Yellow	Red	Green	Yellow	Yellow
Carmarthenshire	Yellow	Green	Red	Yellow	Red	Green	Yellow	Yellow
Swansea	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Green
Neath Port Talbot	Red	Yellow	Yellow	Green	Yellow	Red	Green	Green
Bridgend	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Red	Yellow
The Vale of Glamorgan	Red	Red	Yellow	Yellow	Green	Red	Green	Yellow
Cardiff	Red	Red	Red	Red	Yellow	Green	Green	Red
Rhondda Cynon Taf	Yellow	Green	Green	Red	Red	Yellow	Yellow	Green
Merthyr Tydfil	Yellow	Red	Yellow	Red	Green	Green	Red	Yellow
Caerphilly	Red	Yellow	Yellow	Red	Red	Yellow	Red	Green
Blaenau Gwent	Yellow	Yellow	Red	Red	Red	Green	Yellow	Green
Torfaen	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Red	Yellow
Monmouthshire	Yellow	Yellow	Green	Green	Green	Yellow	Green	Red
Newport	Red	Yellow	Yellow	Yellow	Red	Red	Yellow	Red

Red indicates performance in bottom quarter. Green indicates performance in top quarter. Yellow indicates performance between top and bottom quarter.

* Values not available.

Housing			Environment		Transport	Community safety	Well being		
Rate of Additional Affordable Housing Units delivered	Empty dwellings returned to use	Disabled Facilities Grant	Recycling	Fly Tipping	Road condition	Percentage of respondents who felt safe after dark	Adults who are overweight or obese	Adults meeting physical activity guidelines	Adults drinking above guidelines
Green	Green	Orange	Green	Orange	Orange	Orange	Green	Green	Orange
Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Orange
Red	Orange	Green	Green	Orange	Orange	Orange	Orange	Orange	Red
Orange	Green	Green	Green	Red	Orange	Orange	Green	Green	Green
Red	Green	Red	Orange	Red	Green	Orange	Orange	Orange	Orange
Red	Green	Orange	Orange	Green	Red	Red	Orange	Orange	Orange
Orange	Red	Red	Orange	Orange	Red	Green	Green	Green	Green
Red	Red	Red	Orange	Orange	Red	Green	Green	Green	Orange
Orange	Red	Orange	Orange	Orange	Red	Green	Orange	Green	Green
Orange	Orange	Orange	Orange	Green	Red	Orange	Orange	Orange	Green
Orange	Red	Orange	Red	Orange	Green	Red	Orange	Red	Red
Green	Orange	Orange	Red	Orange	Orange	Red	Red	Orange	Orange
Red	Green	Green	Green	Orange	Orange	Red	Orange	Orange	Red
Orange	Red	Red	Orange	*	Orange	Green	Orange	Orange	Red
Green	Orange	Green	Orange	Red	Orange	Orange	Green	Red	Orange
Red	Orange	Orange	Red	Green	Orange	Orange	Red	Red	Red
Green	Orange	Green	Red	Orange	Green	Red	Red	Orange	Green
Orange	Orange	Orange	Green	Green	Orange	Orange	Red	Red	Orange
Green	Orange	Orange	Orange	Green	Red	Orange	Red	Orange	Green
Orange	Green	Red	Red	Red	Green	Orange	Red	Red	Orange
Orange	*	Green	Green	Red	Orange	Green	Orange	Orange	Red
Green	Orange	Red	Red	Green	Orange	Red	Orange	Red	Orange

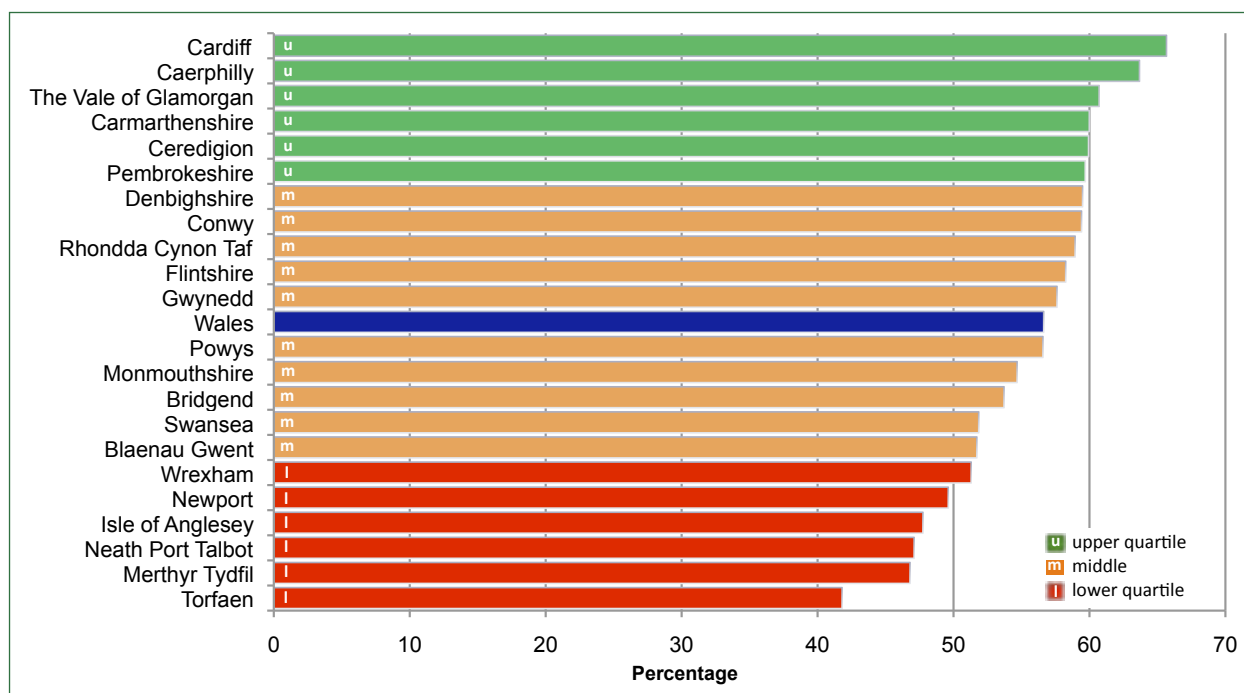
5. What do people think of Local Authority services?

The National Survey for Wales is a survey of approximately 14,500 addresses across Wales involving a 25 minute face-to-face interview with people aged 16 and over. The survey covers a range of topics including health, well-being and public services.

The latest results are for April 2012 to March 2013 indicated:

- there was support for more performance information with 53 per cent of respondents wanting more information on how their council is performing;
- 41 per cent of respondents felt that their council was good at letting them know how well they were performing while 37 per cent thought that the opposite was the case;
- 57 per cent of respondents felt that their council provides high quality services;
- 57 per cent of respondents felt that they were not able to influence decisions affecting their local area;
- 47 per cent of respondents said they would like to be more involved in the decisions which affect their local area.

Figure 2: The percentage of respondents who felt their council provides a high quality service



Source: National Survey for Wales, April 2012 to March 2013, sample size 14,400 people

Results from the National Survey for Wales show that in April 2012 to March 2013, overall 57 per cent of respondents felt that their council provides a high quality service. This ranged from 42 per cent in Torfaen to 66 per cent in Cardiff.

For more information on this area:

National Survey for Wales Statistical Release – www.wales.gov.uk/statistics-and-research/nationals-survey/?lang=en

6. Social Care

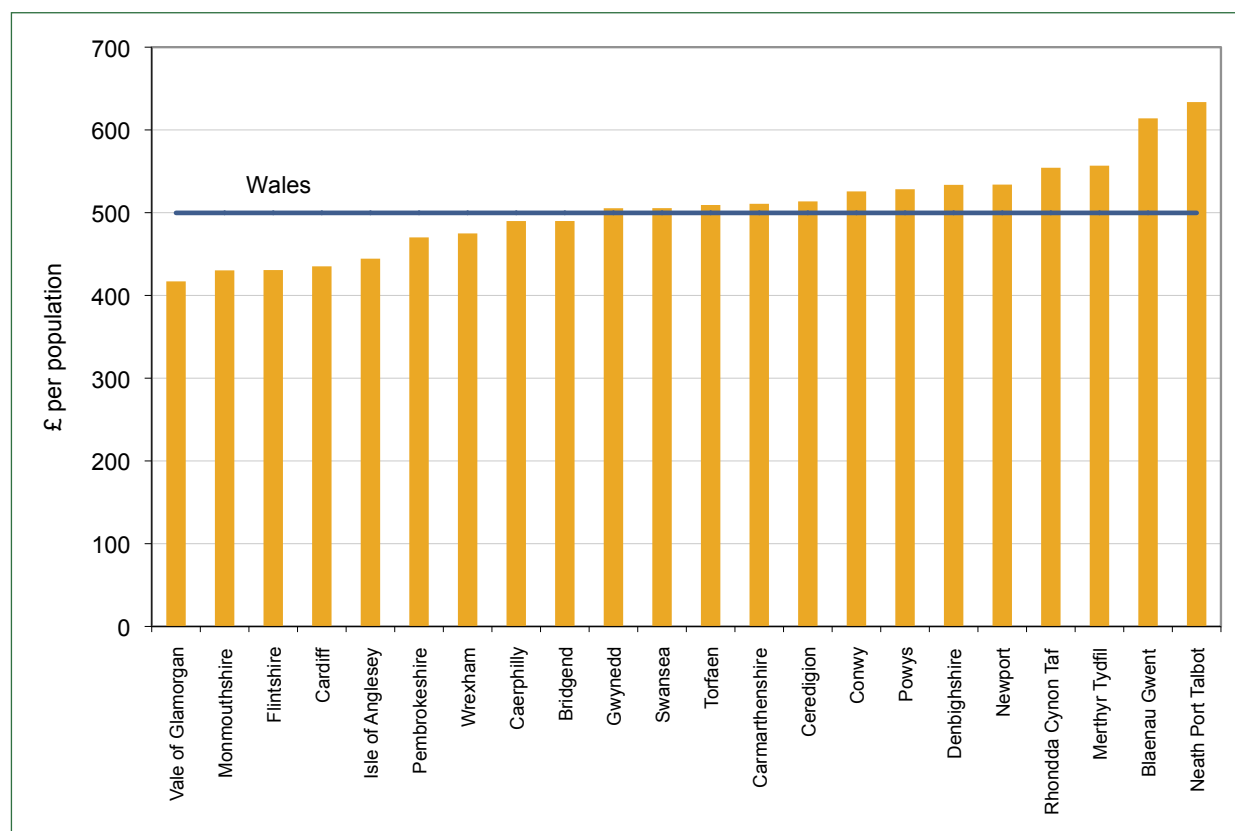
Social Care Services are an integral part of the services provided by Local Authorities. They work closely with other services such as health and education to ensure that people are helped to live as fulfilling lives as possible.

Work is ongoing to transform Social Services in Wales to ensure that they meet the needs of people now and for the longer term. This includes a programme of work to support more voice and greater control for people who use services and to improve well-being. This includes a new national outcomes framework to provide a clear way of identifying outcomes and measuring the success of those outcomes across the whole sector.

Your Local Authority Director for Social Services is responsible for leading social care provision and in making sure that adult and children services meet your needs and requirements.

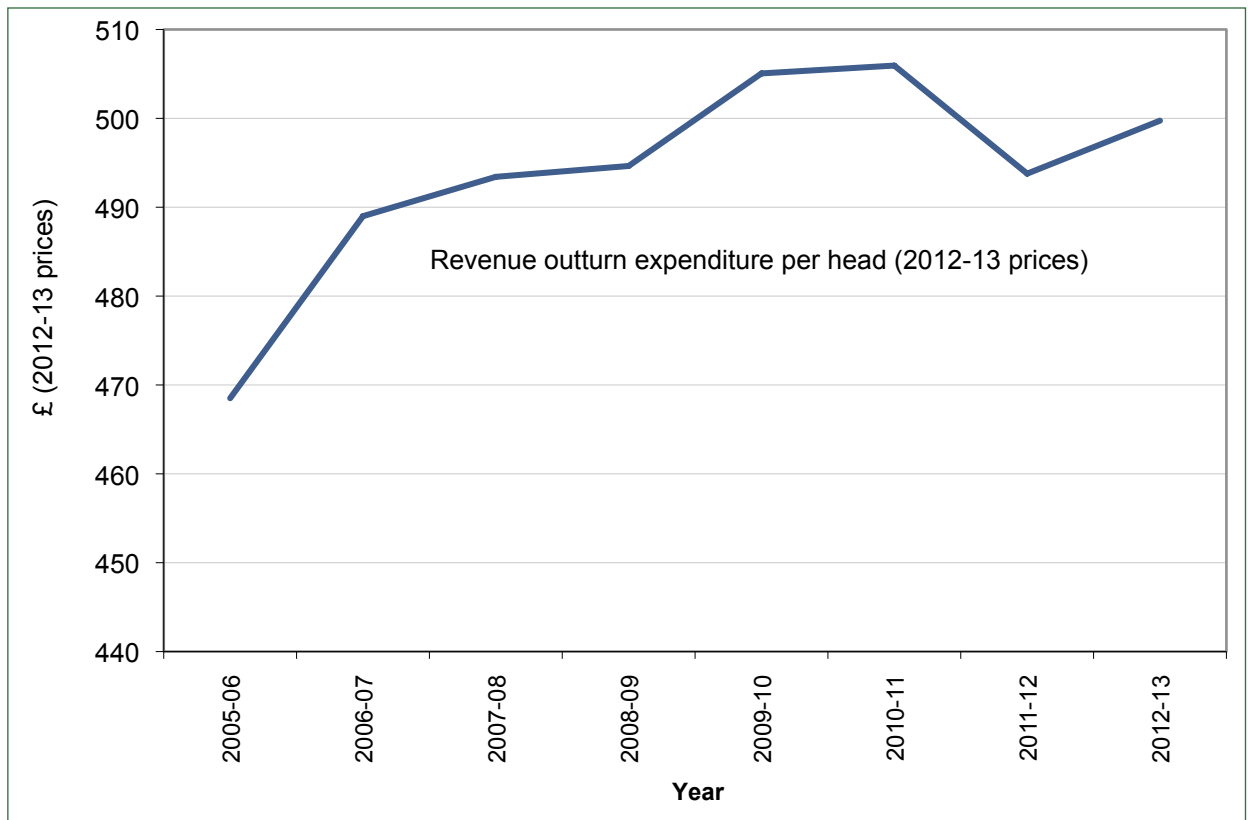
The Care and Social Services Inspectorate Wales (CSSIW) has a statutory duty to encourage the improvement of social care, through regulating, inspecting and reviewing services. All care homes providing personal and/or nursing care and those agencies providing care services at someone's home have a legal duty to be registered with and regulated by CSSIW in order to operate.

Figure 3: Revenue Outturn Expenditure per head of population on Social Services, 2012-13



Source: Welsh Government

Figure 4: Revenue Outturn Expenditure per head of population on Social Services, Wales

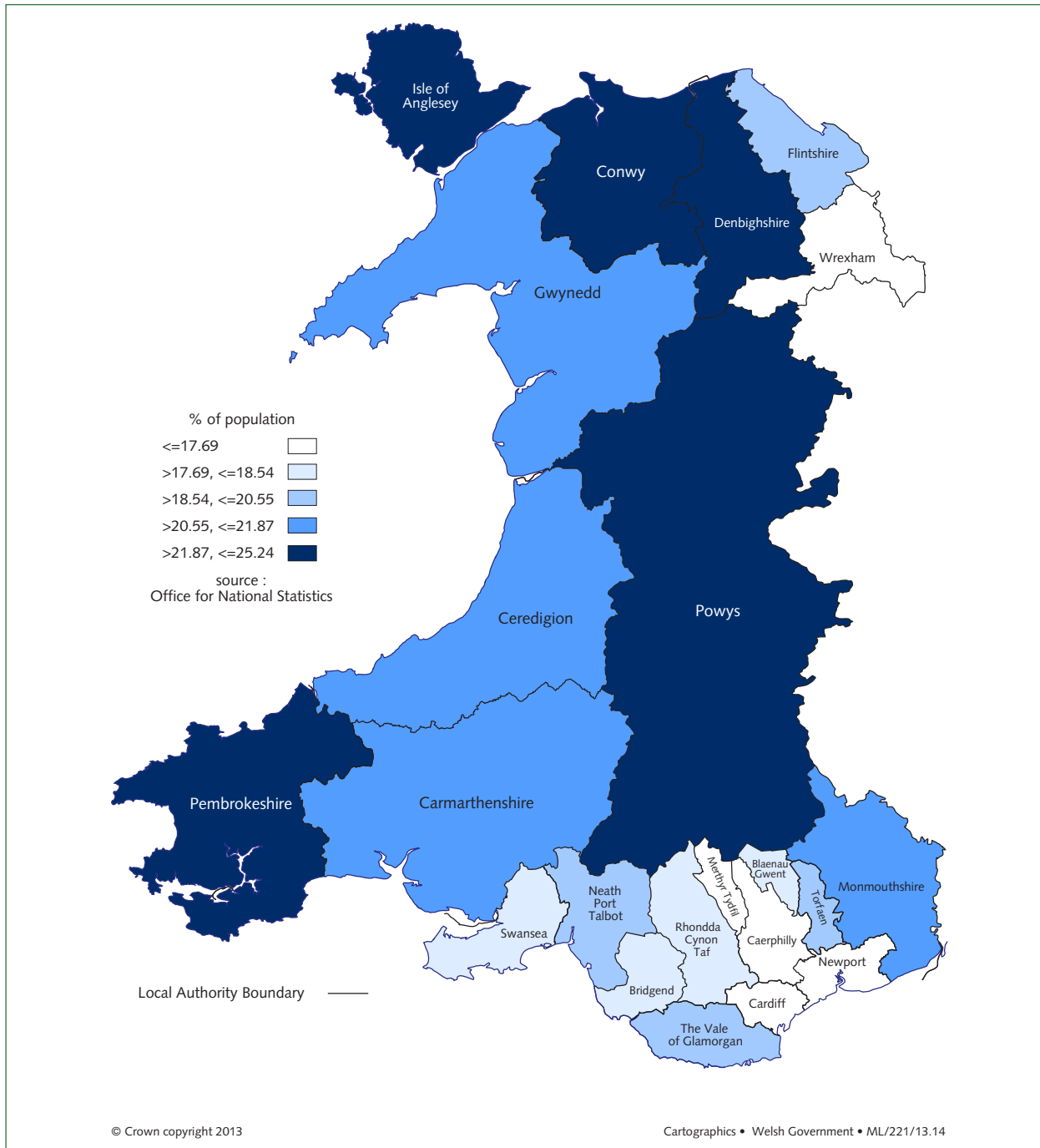


Source: Welsh Government

6.1. Older Adults

Being able to lead an active and healthy lifestyle, as independently as possible, is important no matter what stage we are at in our lives. As we get older, having the appropriate level of support and the most up to date information available to make those important life choices is crucial. Each Local Authority employs an Older Persons Co-ordinator who is responsible for ensuring that your voice is heard and ensuring that your needs and concerns are reflected in all aspects of Local Authority activity.

Figure 5: Percentage of population aged 65 and over, 2012



Source: Office for National Statistics

6.1.1. Delayed Transfers of Care

Why is this important?

A delayed transfer of care happens when a hospital patient is ready to move on to the next stage of care but is prevented from doing so for one or more reasons.

A delayed transfer of care can have a negative impact on a patient's long term well-being. For an elderly person, the effect can be particularly profound. Having to stay in hospital for a longer period than required can lead to further potential health risks. Also, having to rely on support to undertake activities previously managed alone can lead to low self-esteem, loss of confidence and feelings of dependency, which can in turn lead to depression.

Timely transfer and discharge arrangements are also important in ensuring the availability of beds. Delayed transfers of care are not only a problem for the people subject to them. They also mean those people are taking up hospital beds that others need.

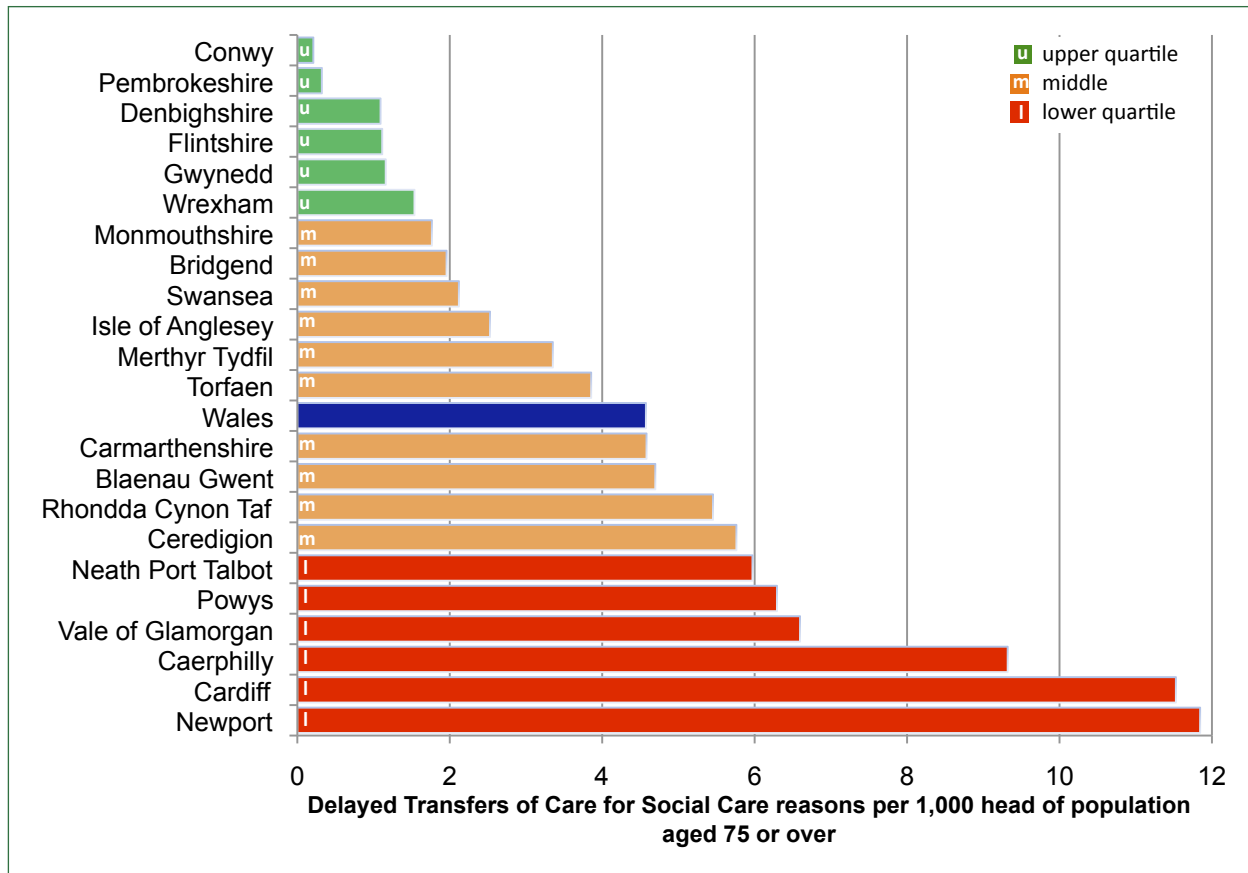
What should I expect from my Local Authority?

If you are a vulnerable person (by reason of frailty or disability), during your stay in hospital, Social Services will work alongside health professionals to undertake an assessment of your care and support needs and how they can best be met. A Care Plan will then be developed setting out how and when your care needs will be met and with what kind of reablement services and support arrangements. Planning for your discharge from hospital should start as soon as you have been admitted, the ultimate goal being to enable you to return to your usual place of residence, where possible.

If it has been agreed that your longer term needs are better met within a care setting, social care staff will be responsible for keeping you fully informed about what this will involve and in supporting you to make choices about the move to a residential or nursing home. You will be entitled to select suitable placements, in accordance with your assessed needs, and to visit them before making a final decision. Your Local Authority will be responsible for arranging your accommodation if a financial assessment concludes that they will need to fund the cost of it, in whole or in part.

How is my Local Authority performing?

Figure 6: Delayed Transfers of Care for Social Care reasons per 1,000 head of population aged 75 or over, 2012-13



Source: National Strategic Indicator, SCA/001

In 2012-13 there were 4.6 delayed transfers of care for social care reasons per 1,000 head of population aged 75 plus. This proportion ranged from 0.2 in Conwy to 11.8 in Newport. Performance in Carmarthenshire has improved for the seventh year and in performance in Gwynedd for the fourth year. The biggest improvement during the year was seen in Swansea and the biggest deterioration was in Newport.

Case Study: Tŷ Clyd Assessment Beds, Caerphilly



Tŷ Clyd is a Council owned and run residential care home. The 6 assessment beds are available for up to six weeks for vulnerable adults following a period of illness, a long stay in hospital or a breakdown of care at home. The approach reduces delayed transfers of care, and in the long term will reduce the strain on hospitals which need beds for other patients. The aim is to allow people time, in conjunction with a multi-disciplinary team, to re-build the skills and confidence necessary to

allow them to return home. The assessment is focused on understanding whether, with the right support, an individual could return home or whether residential care or sheltered accommodation is the right option.

Before and during stays a service plan is formed for individuals. Their carers and families are involved in developing this together with social workers and therapists. This means families can be involved in decision making in a safe and supportive environment.

The work in the care home brings together a multi-disciplinary team to assess people's needs with a view to optimising their ability to live independently. This is done in a safe, comfortable environment away from the hospital setting which enables the individual to gather confidence and re-adjust to a more informal setting before returning home or into sheltered accommodation.

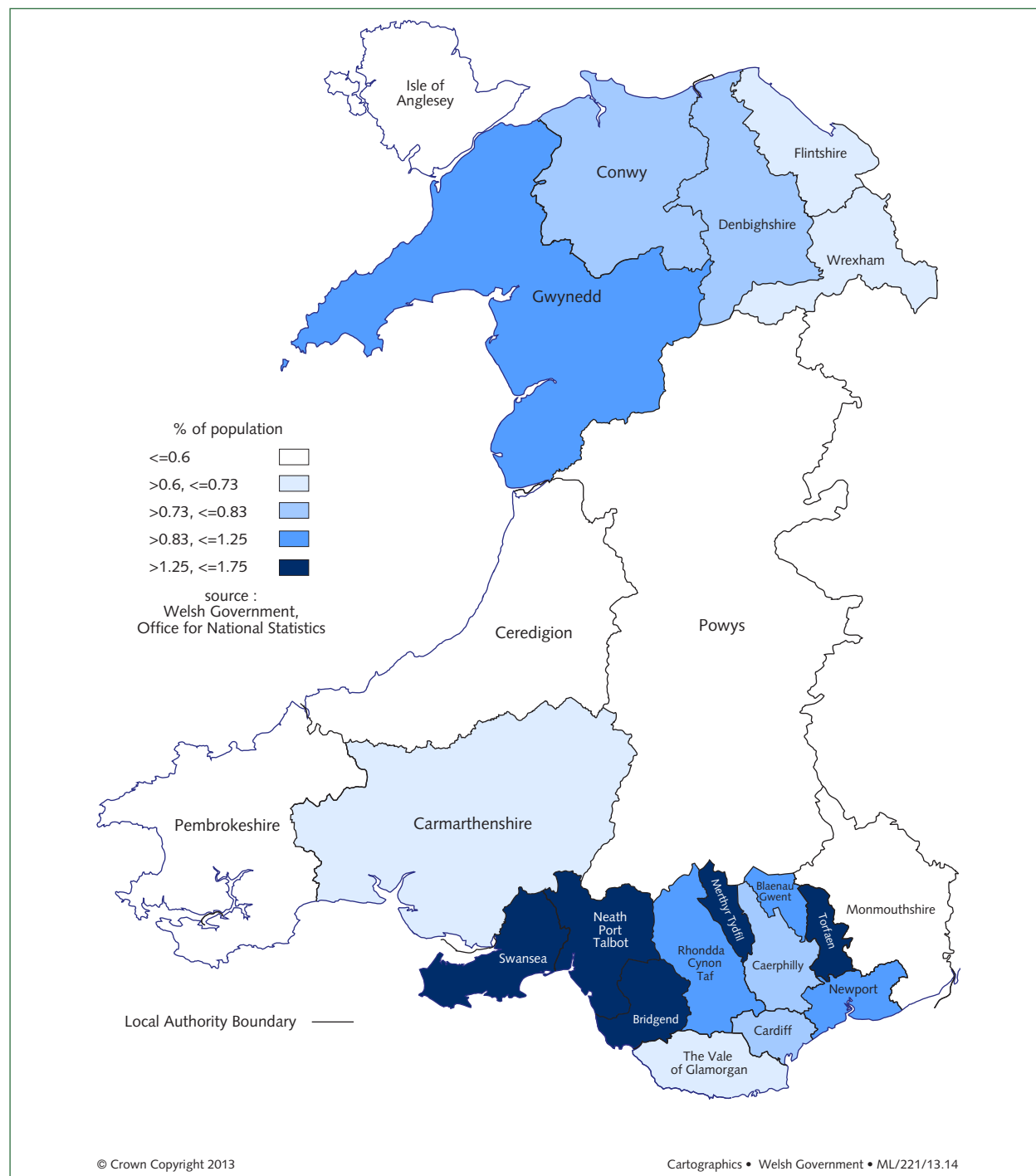
The assessment beds have been operating for 2 years and 37 people have been assessed. Of these 21 were able to return home with adjustments and care packages, 9 moved to sheltered accommodation and 7 entered long term care.

The main benefits for the individuals and their families is a better quality of life for longer while savings accrue to public services which can be reinvested in taking forward, developing and expanding this kind of preventative model of service delivery.

6.2. Looked After Children

Looked After Children are children who are in the care of a Local Authority or who are provided accommodation by the Local Authority.

Figure 7: Looked after children as a percentage of the population aged 0 to 17, (LAC data 2012-13, population data 2012)



Source: Welsh Government, Office for National Statistics

As corporate parents, Local Authorities are required to ensure the safety and well-being of looked after children and that they are given the same opportunities as their peers.

The guidance *“If this were my child: A councillor’s guide to being a good corporate parent to children in care and care leavers”* sets out the distinct corporate parenting responsibilities for local elected members (and officers) for looked after children. Follow this link for a copy of the guidance (www.wales.gov.uk/topics/childrenyoungpeople/publications/corporateparent/?lang=en).

In many areas, the number of children in Local Authority care is small and the numbers in each age bracket are smaller still. This means that performance data about looked after children can be volatile and liable to influence by just a handful of decisions about small numbers of children. This is especially true comparing one Local Authority to another or one year to another. So the following analysis should be read with that in mind.

6.2.1. Former Looked After Children in Education or Employment

Why is this important?

Children looked after and care leavers are significantly disadvantaged, often having multiple learning, disability and mental health needs. Many will have experienced chaotic family lifestyles which can have an adverse impact on their development. Having the stability to grow and develop in their relationships and in education is vitally important if they are to achieve their full potential and move on successfully into the adult world.

What should I expect from my Local Authority?

Schools in Wales give priority to the admission of looked after children. All schools have a lead person, usually, but not necessarily a teacher, who is responsible for ensuring that there is appropriate support and procedures in place to enable looked after children to achieve their full potential.

Each looked after child will have a Care or Pathway Plan, which sets out the support they are entitled to, including study support and materials or equipment. The plan is drawn up by their allocated social worker who will work with the child, teacher, parent, relative or carer along with other professionals.

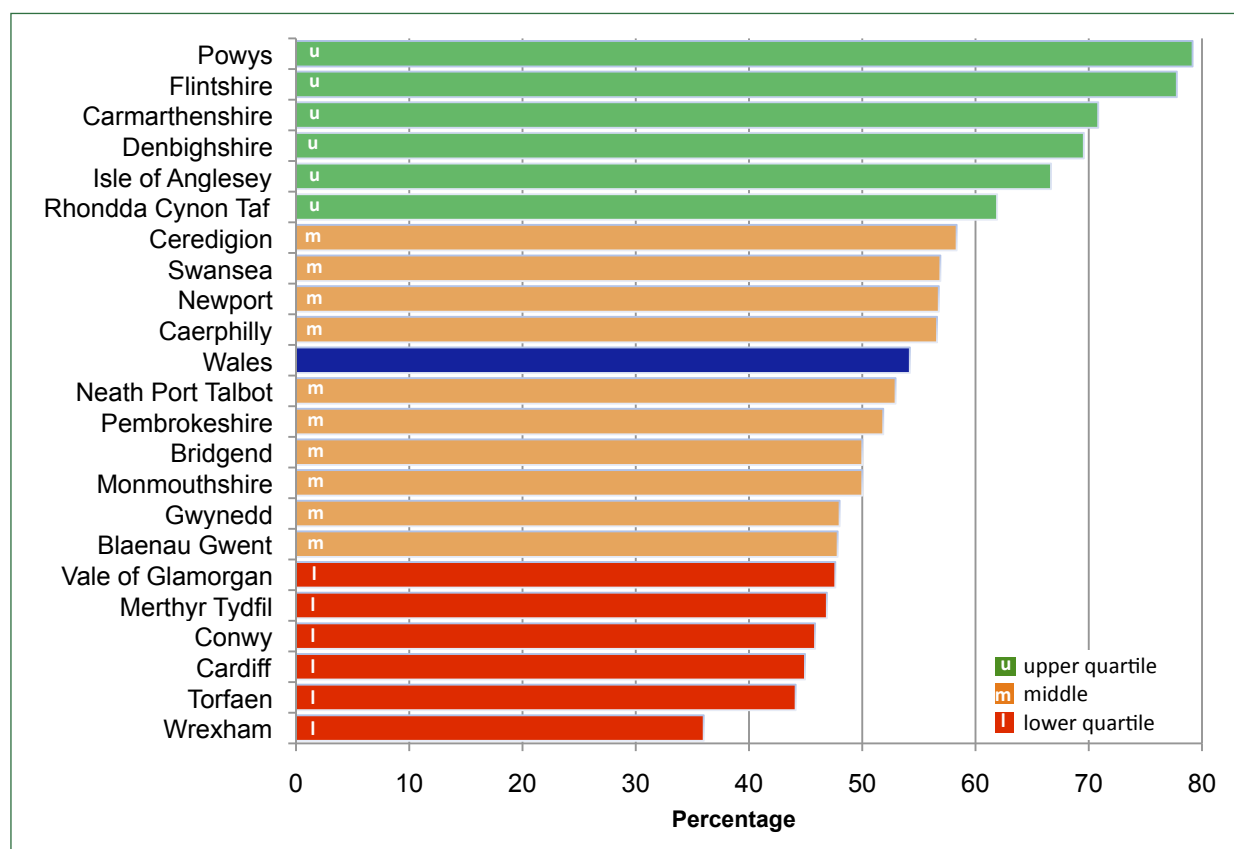
If you are a care leaver wanting to move on to higher education, your Local Authority can provide you with a bursary to assist you with your studies.

Young people who had been in care previously but who have left care are now able to approach their Local Authority to reconnect to care services for the purpose of education or training following an assessment of their needs¹. The Local Authority will then create a ‘new’ pathway plan which will set out the services and entitlements they can access.

¹ <http://wales.gov.uk/topics/childrenyoungpeople/publications/reconnect/?lang=en>

How is my Local Authority performing?

Figure 8: Percentage of young people formerly looked after with whom the Authority is in contact, who are known to be engaged in education, training or employment at the age of 19, average of 2011-12 and 2012-13 (a)(b)



Source: National Strategic Indicator, SCCI033f

(a) These data are volatile therefore a two year average has been taken.

(b) Data for 2011-12 excludes children who have been looked after for less than 13 weeks.

Over 2011-12 and 2012-13, 54 per cent of former looked after children with whom the Local Authority is in contact were known to be engaged in education, training or employment at the age of 19. This ranged from 36 per cent in Wrexham to 79 per cent in Powys.

6.2.2. Looked After Children with Three or More Placements

Why is this important?

The strategic framework *“Toward a Stable Life and a Brighter Future (2007)”* sets the Welsh Government’s aspirations to improve placement choice and stability and to require Local Authorities to ensure sufficient services and placements to meet the full and diverse needs of looked after children. Evidence shows that frequent moves between care placements can have a drastic effect on the ability of children and young people to succeed.

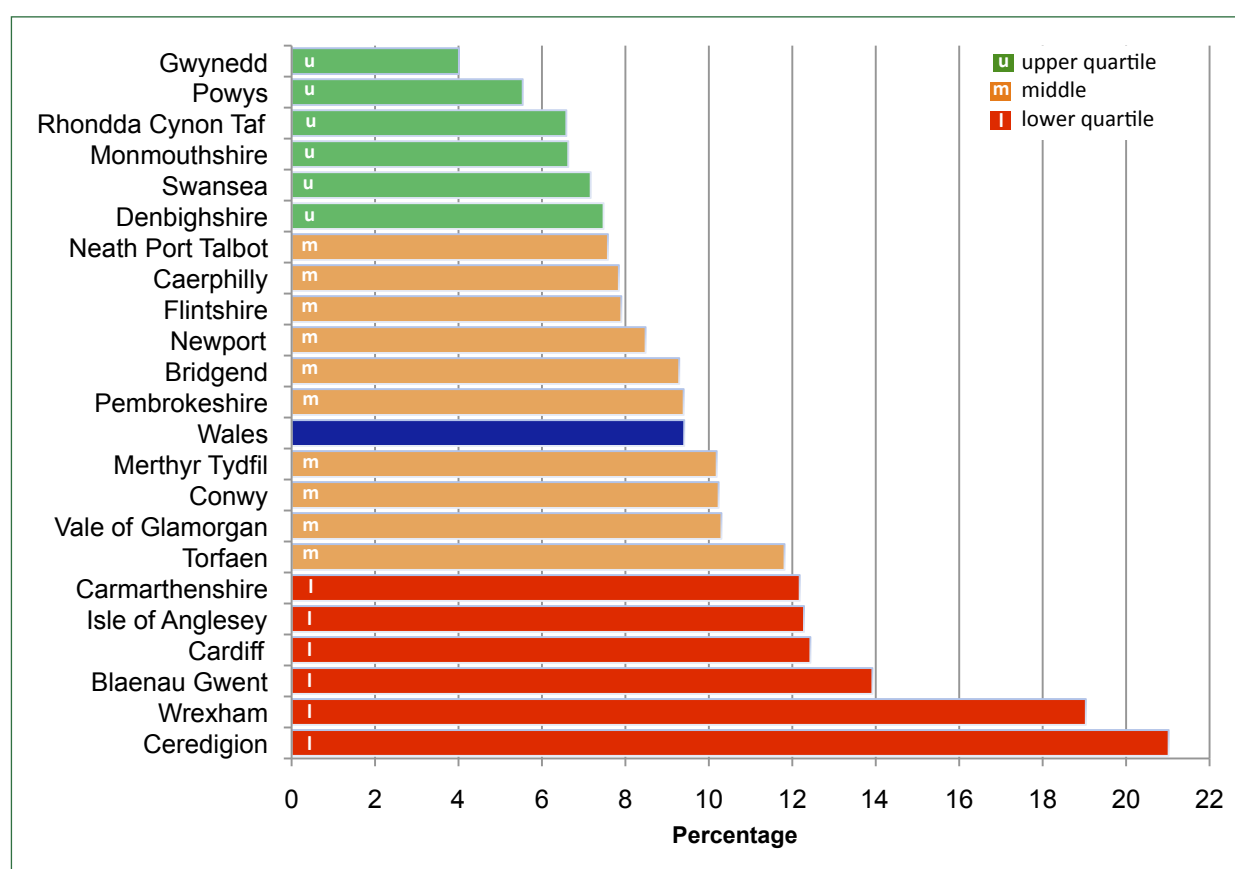
What should I expect from my Local Authority?

The welfare and safety of children is the first consideration when providing services for them. Providing it is in their best interest children should grow up in the care of their families. Local Authority policies should promote permanence for children by seeking to enable those who cannot live with their parents to remain with members of their extended family or friends, providing, where appropriate, a better alternative to growing up in the care of the Local Authority. Permanence is the framework of emotional, physical and legal conditions that gives a child a sense of security, continuity, commitment and identity. For most looked after children, permanence is achieved through a successful return to their birth family, where it has been possible to address the factors which led to the child becoming looked after. Where this is not possible, the care of family and friends will often provide an important alternative route to permanence for the child, particularly where this can be supported by a residence order, a special guardianship order or, by adoption.

If the care of family and friends is not possible, there are a range of quality placements that can offer better outcomes for our looked after children and young people, through identifying their needs, whilst still ensuring their lives have the appropriate safeguards. Over three quarters of looked after children are in foster placements, for some this is a temporary arrangement, but for many children, particularly older children with a link to their birth parents, long term foster care, is the best permanent care option. At 31 March 2013 teenagers between the ages 13 and 18 make up 37 per cent of the ‘looked after population’, many of whom have higher needs requiring specialist care. For these young people a residential setting may be most suited as they are able to be cared for by professionals who have the skills and experiences to encourage them to reach their optimum potential.

How is my Local Authority performing?

Figure 9: Percentage of Looked After Children with three or more placements in the year, average of 2012 and 2013 (a)



Source: Welsh Government

(a) These data are volatile therefore, a two-year average has been taken.

For 2011-12 and 2012-13, 9 per cent of Looked After Children had three or more placements in the year. This ranged from 4 per cent in Gwynedd to 21 per cent in Ceredigion.

For more information on this area:

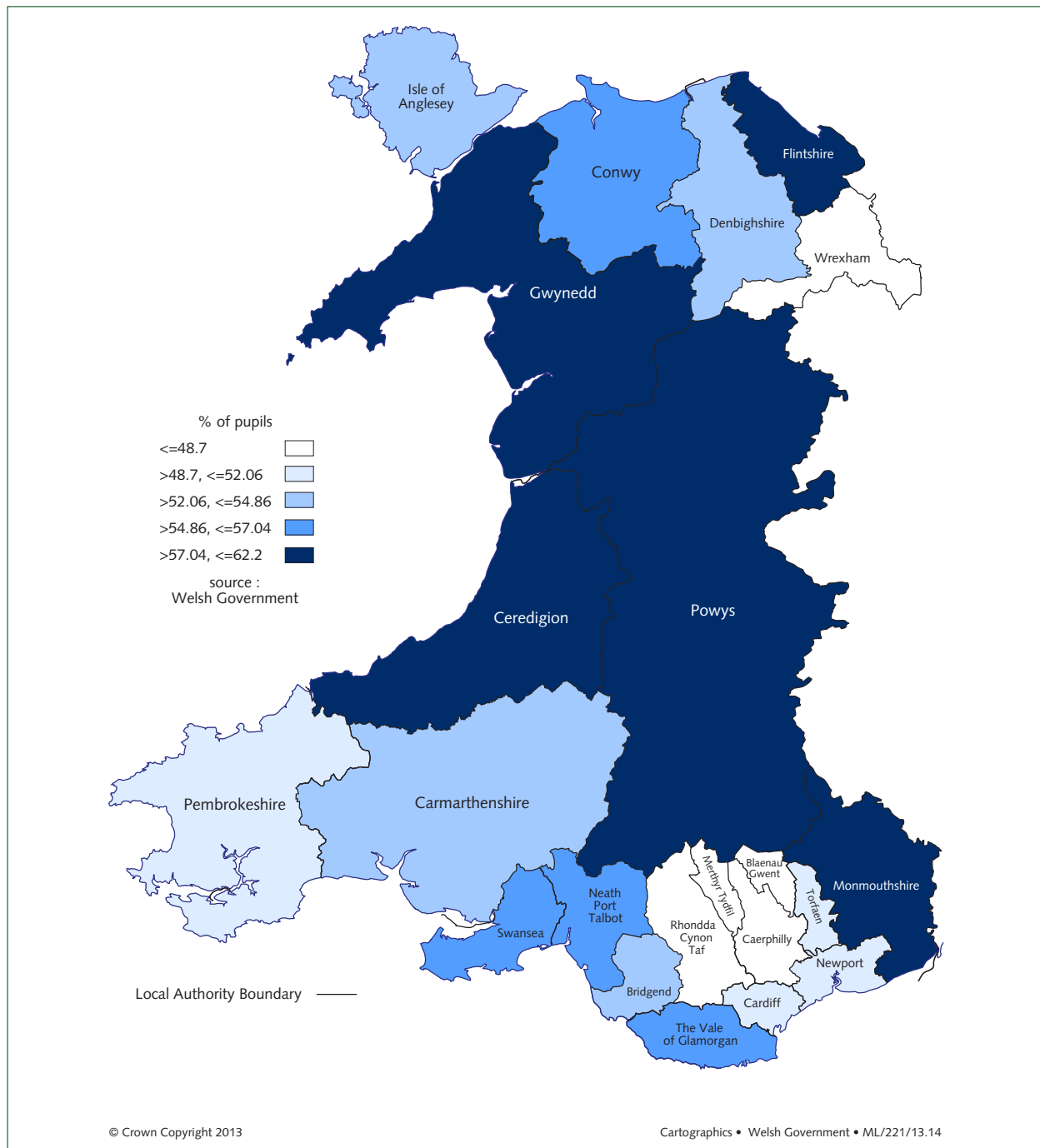
- Data used in this section, see list of data sources used.
- Programme for Government – www.wales.gov.uk/about/programmeforgov/culture/programme?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- Welsh Government Social Care Statistical Releases – www.wales.gov.uk/topics/statistics/theme/health/social-services/?lang=en
www.wales.gov.uk/topics/statistics/theme/schools/?lang=en;
- Similar statistical releases for England can be accessed on the Department for Education website: www.education.gov.uk/;

- Child protection statistics for Scotland can be accessed on the Scottish Government website: www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork;
- Children Looked After statistics for Scotland can be accessed on the Scottish Government website: www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork;
- Child protection statistics for Northern Ireland can be accessed on the Department of Health, Social Services and Public Safety website: www.dhsspsni.gov.uk/index/stats_research/stats-cib/stats-cib_pubs/stats-cib-children_order_bulletin.htm;
- UK Government Social Care Statistical Releases – www.ons.gov.uk/ons/taxonomy/index.html?nscl=Social+Care+Clients;
- European Social Care Statistics – www.epp.eurostat.ec.europa.eu/portal/page/portal/social_protection/publications;
- Care and Social Services Inspectorate Wales – www.wales.gov.uk/cssiwsite/newcssiw/?lang=en.

7. Education

Parents and young people have a right to expect the best from the education they receive. Local Authorities will work with schools to ensure that all children and young people have access to high quality education, training and work experience, tailored to meet their needs.

Figure 10: Percentage of pupils at Key Stage 4 achieving the Level 2 inclusive threshold, 2012/13 (a)



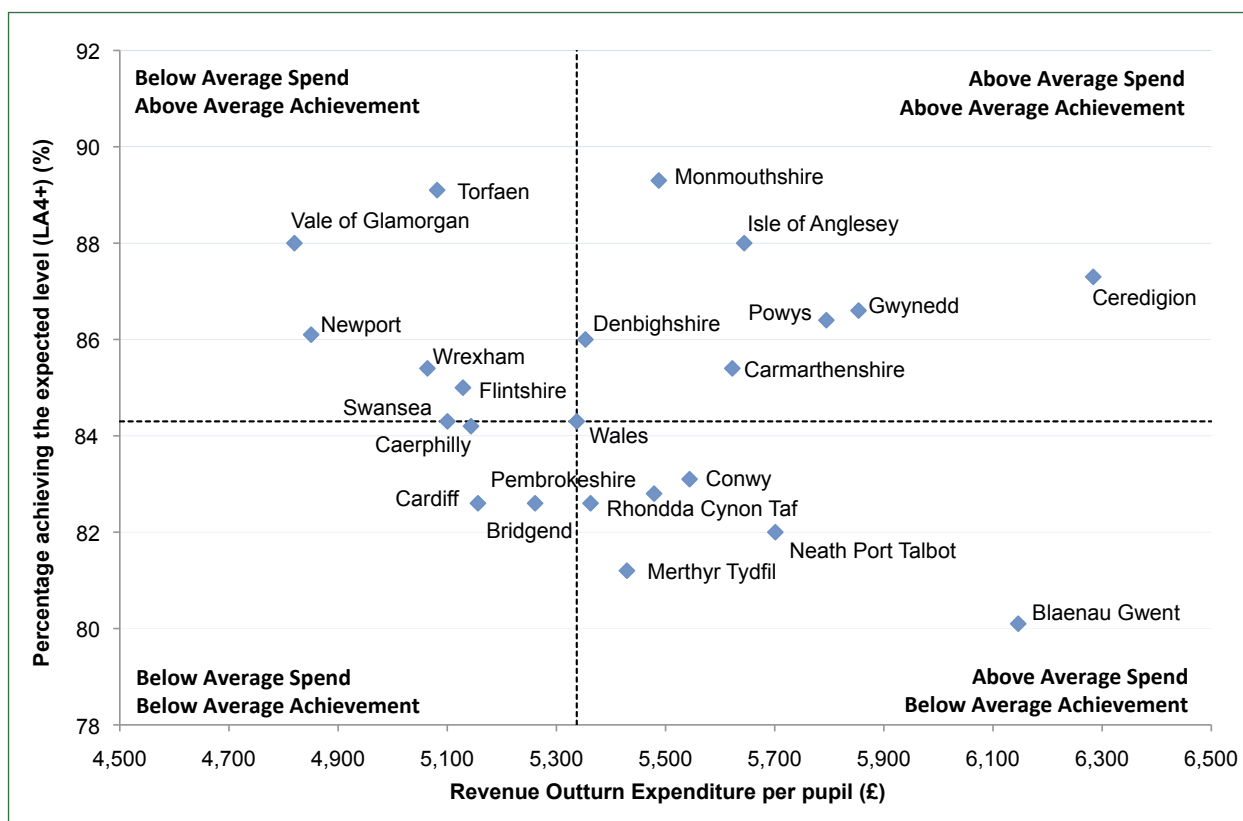
Source Welsh Government

(a) Level 2 inclusive represents the percentage of pupils aged 15 achieving 5 GCSEs at grade A*-C including English or Welsh first language and mathematics.

When analysing the performance of a Local Authority’s education services it is important to place that performance in the local context. For data sources which can place the performance in context see the Contextual Data Sources section. For data sources to compare performance outside of Wales see the ‘For more information on this area:’ section at the end of this chapter.

In April 2012 to March 2013 92 per cent of respondents to the National Survey for Wales felt satisfied with their child’s primary school and 83 per cent were satisfied with their child’s secondary school.

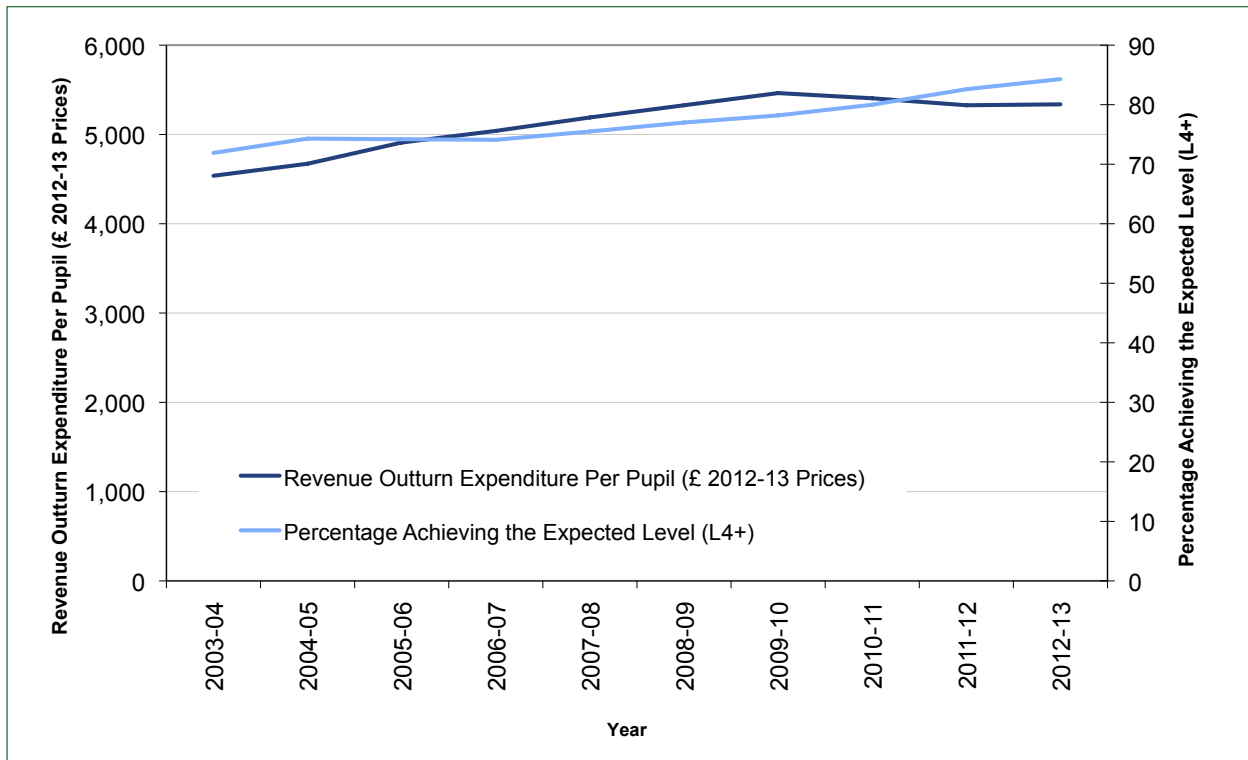
Figure 11: Revenue Outturn Expenditure per pupil, 2012/13 and Percentage of pupils at Key Stage 2 achieving the expected Level (L4+) 2013 (a)



Source: Welsh Government

(a) The Expected level 4+ is pupils aged 11 achieving the expected standard determined by teacher assessment.

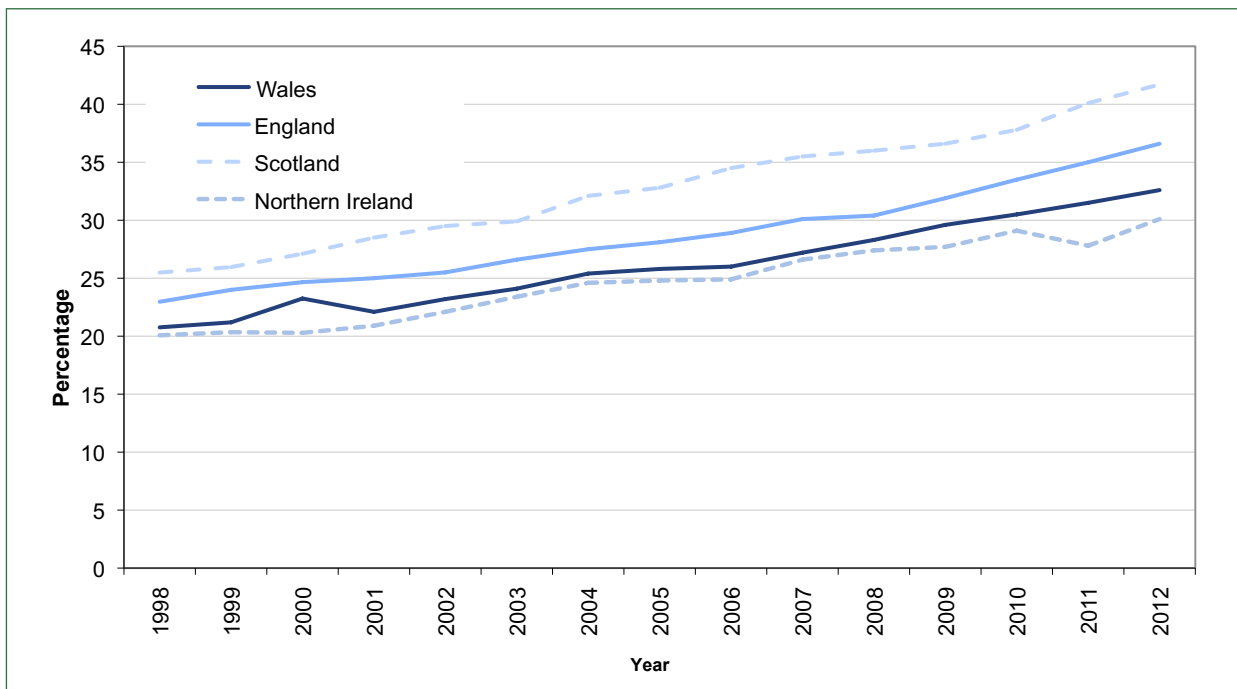
Figure 12: Revenue Outturn Expenditure per pupil, 2012/13 prices and Percentage of pupils at Key Stage 2 achieving the expected Level (L4+) 2003/04 to 2012/13 (a)



Source: Welsh Government

(a) The Expected level 4+ is pupils aged 11 achieving the expected standard determined by teacher assessment.

Figure 13: Percentage of Working Age Population Qualified to National Qualification Framework Level 4 or Above



Source: Annual Population Survey

7.1. Examination Attainment

A child and young person's educational attainment, including their ability to gain good qualifications provides them with a solid foundation in which to pursue further educational and employment opportunities.

Your Local Authority is responsible for supporting your school in ensuring that appropriate standards of performance are being met. They are held to account through Estyn inspections and local scrutiny arrangements and are responsible for supporting schools in managing and self-evaluating overall performance.

Why is this important?

Everyone deserves to have the best chance in life. A good, high quality education forms part of that expectation. It not only allows young people to gain new knowledge and skills but it also extends their future life opportunities, enabling them to take a full and active part in community life, widen future education opportunities and preparing them for working life in the 21st century.

The Level 2 inclusive is regarded as "the gold standard" measure of achievement at the end of compulsory education. It is one of the component measures that feature in the banding of secondary schools.

What should I expect from my Local Authority?

All schools are required to produce an annual public profile, which will give you information about your school's performance and a school development plan, which provides you with information on how they will ensure improved standards of education are being met.

Children and young people in secondary education are entitled to a rich and varied curriculum. From the age of 14 each young person has their own unique individual learning pathway which will lead to approved qualifications. This allows pupils to identify and record the help and advice required to enable them to achieve the qualifications they need.

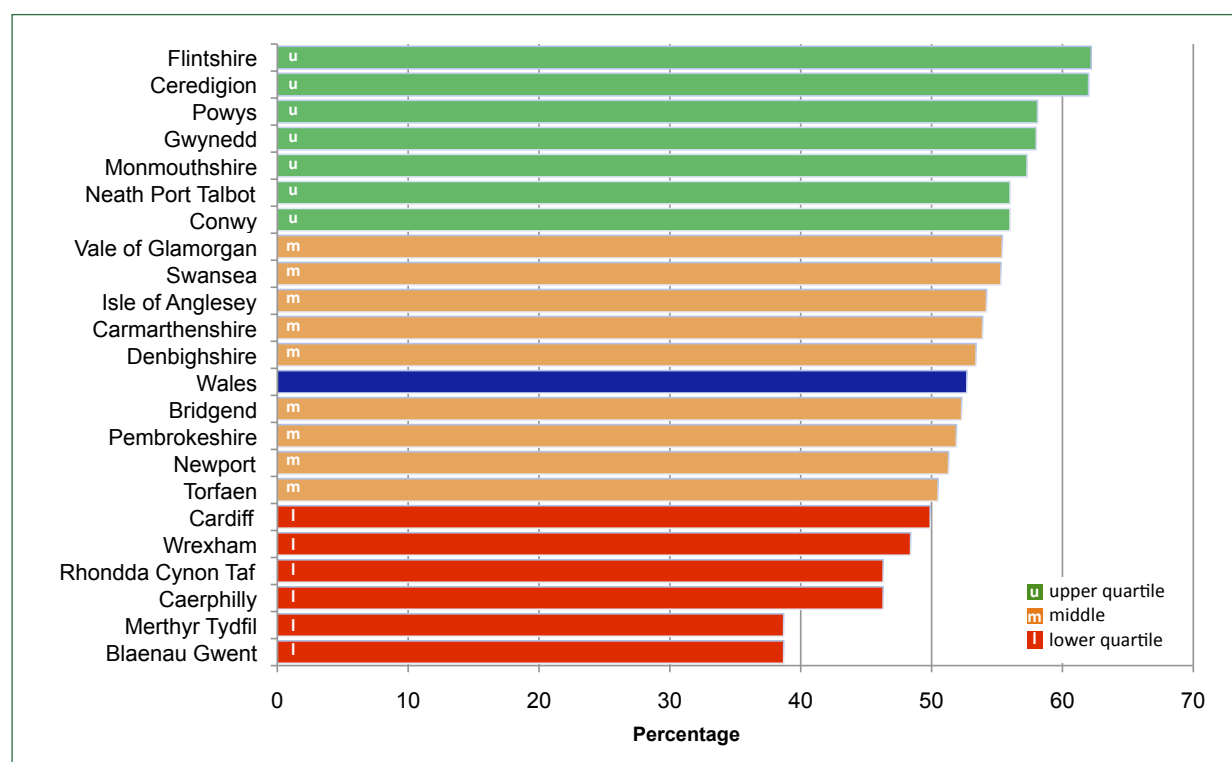
As part of their learning pathway, pupils can choose from a minimum of 30 course choices, which includes 5 vocational courses, enabling them to gain work experience and learning outside a school environment. They are also entitled to personal support and careers advice provided by a qualified Careers Wales Advisor.

Each national curriculum subject has its own set of challenging targets. Within each subject your child's progress is assessed against a national standard. You are also entitled to a written report about your child's progress at least once a year.

The average wider capped points score is calculated using the best eight results from all qualifications approved for pre-16 use in Wales for each pupil. Where the Welsh Baccalaureate Qualification has been achieved, each component part is counted as an individual qualification.

How is my Local Authority performing?

Figure 14: Percentage of pupils at Key Stage 4 achieving the Level 2 inclusive threshold, 2012/13 (a)



Source: Welsh Government

(a) Level 2 inclusive represents the percentage of pupils aged 15 achieving 5 GCSEs at grade A*-C including English or Welsh first language and mathematics.

In 2012/13 the percentage of pupils aged 15 who achieved the Level 2 threshold including a GCSE pass in English or Welsh first language and mathematics in Wales was 53. This ranged from 39 in Merthyr Tydfil and Blaenau Gwent to 62 in Flintshire. The biggest improvement over the year was in Ceredigion and the biggest deterioration was in Pembrokeshire.

7.2. Pupil Attendance in Secondary School

Why is this important?

Attendance at school is regarded as pivotal in education. The relationship between attendance and attainment is very strong. For example in 2012, 66 per cent of those pupils with an absence rate of less than 4 per cent attained level 2 inclusive (the average for Wales was 51.5 per cent). However for those absent for 30-50 per cent of the time only 11 per cent attained level 2 inclusive. Pupil attendance importance is recognised by it being a tracking indicator in the Welsh Government's Programme for Government.

What should I expect from my Local Authority?

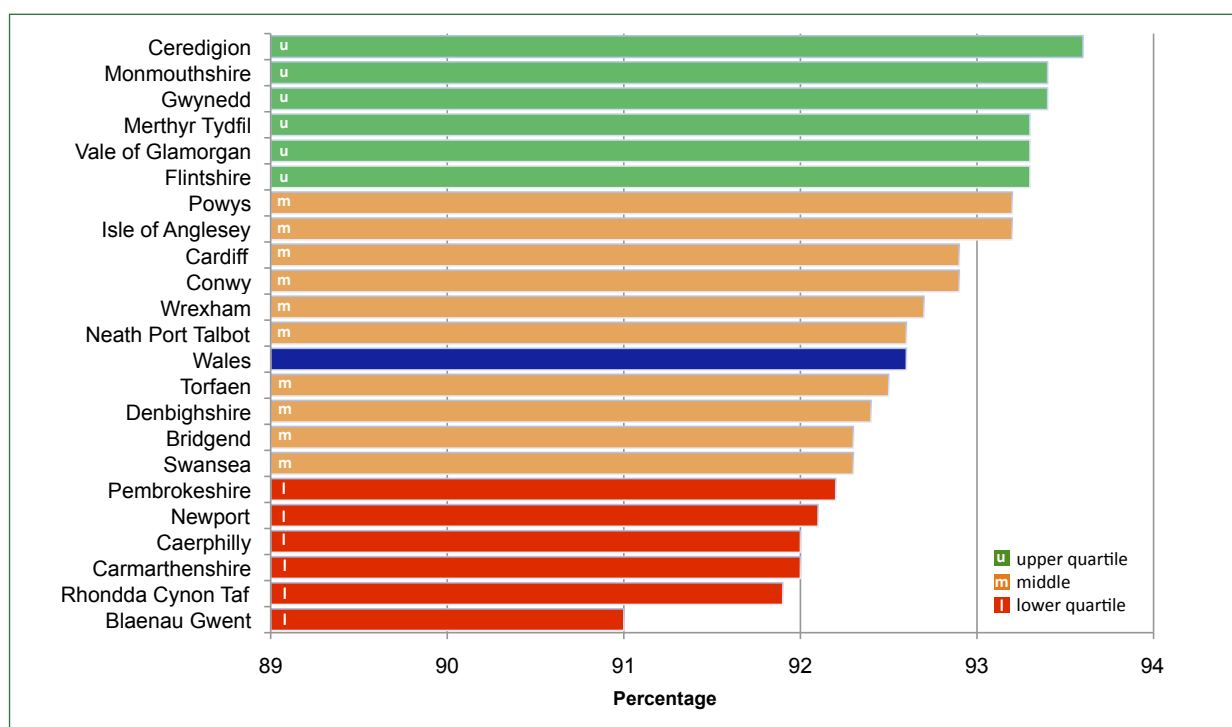
Local Authorities have a duty to ensure that a child for whom they are responsible is receiving suitable education either by regular attendance at school or otherwise. The officers who support the Local Authority in meeting their duties (Education Welfare Officers) should build effective working relationships with schools to resolve attendance problems by:

- working closely with schools to define their role and responsibilities surrounding school attendance;
- ensuring that policies and operational practices are shared between the Education Welfare Service (EWS) and schools;
- agreeing arrangements for referral, regular review, monitoring and evaluation;
- agreeing procedures for resolving enquiries.

Local Authorities are also required to set standards for attendance at primary and secondary schools.

How is my Local Authority performing?

Figure 15: Percentage half day sessions attended at secondary School, 2012/13



Source: Welsh Government

In 2012/13 the percentage of half day sessions attended in Wales was 92.6 per cent, this ranged from 91 per cent in Blaenau Gwent to 93.6 per cent in Ceredigion. This is the sixth consecutive year that performance in Caerphilly and Merthyr Tydfil has improved; the fifth consecutive year of improvement for Conwy and the fourth consecutive year of improvement for Newport and Monmouthshire. The biggest deterioration over the year was in Denbighshire and the biggest improvements were in Rhondda Cynon Taf and Gwynedd.

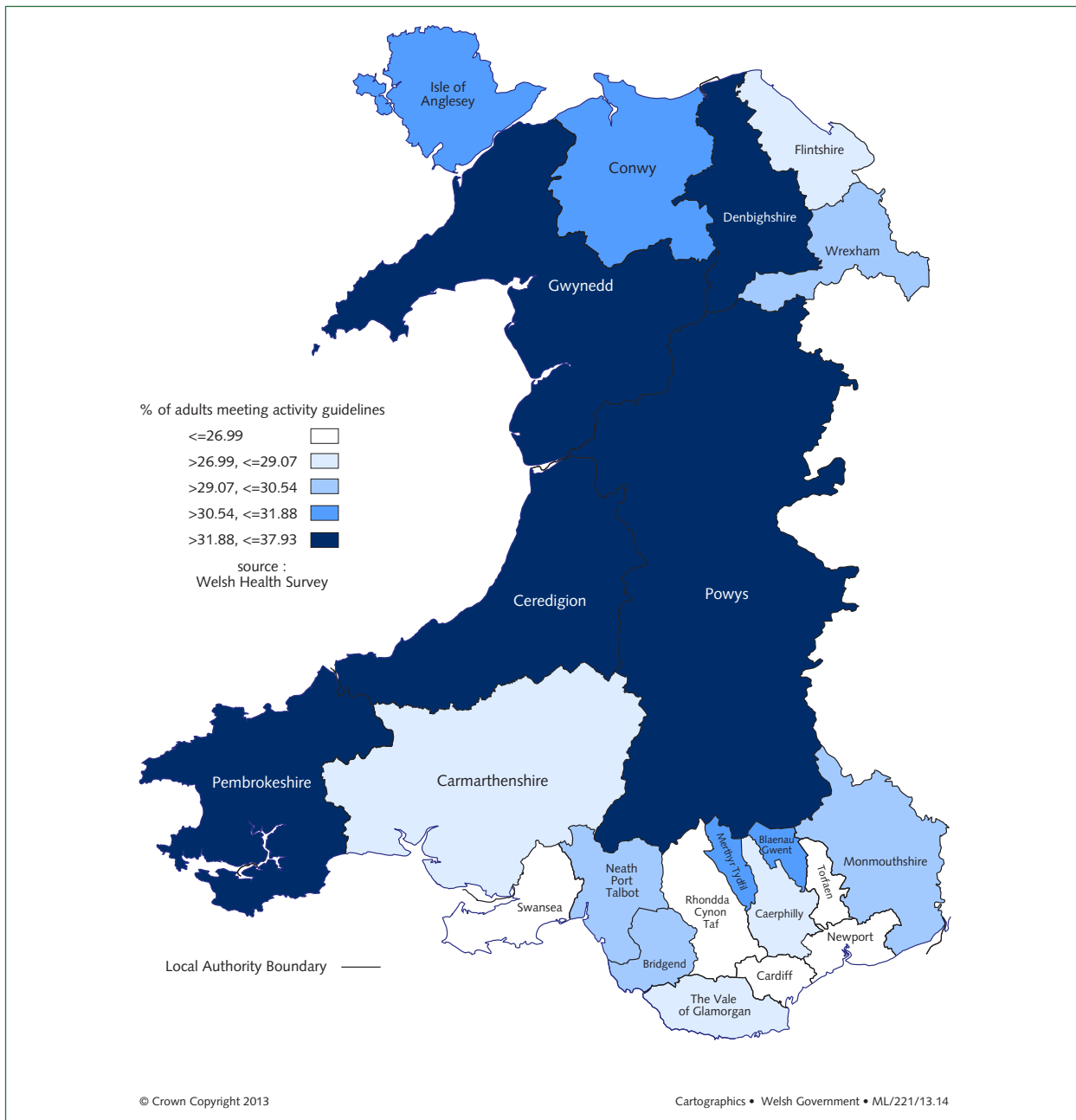
For more information on this area:

- Data used in this section, see list of data sources used.
- Programme for Government – www.wales.gov.uk/about/programmeforgov/education/?lang=en;
- National Survey for Wales – www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- My Local School – www.mylocalschool.wales.gov.uk/;
- Welsh Government Education Statistical Releases – www.wales.gov.uk/topics/statistics/theme/schools/?lang=en;
- UK Government Education Statistical Releases – www.ons.gov.uk/ons/taxonomy/index.html?nscl=Children%2C+Education+and+Skills;
- European Education Statistics – www.appso.eurostat.ec.europa.eu/nui/show.do?dataset=edat_lfse_09&lang=en.

8. Leisure and Culture

Having access to good quality recreational and leisure facilities is critical to the health and well-being of people. Local Authorities have a key role to play in ensuring that the facilities and services provided are good quality, accessible and meet the needs of the citizen.

Figure 16: Percentage of adults meeting daily physical activity guidelines, 2011 and 2012 (1) (2)

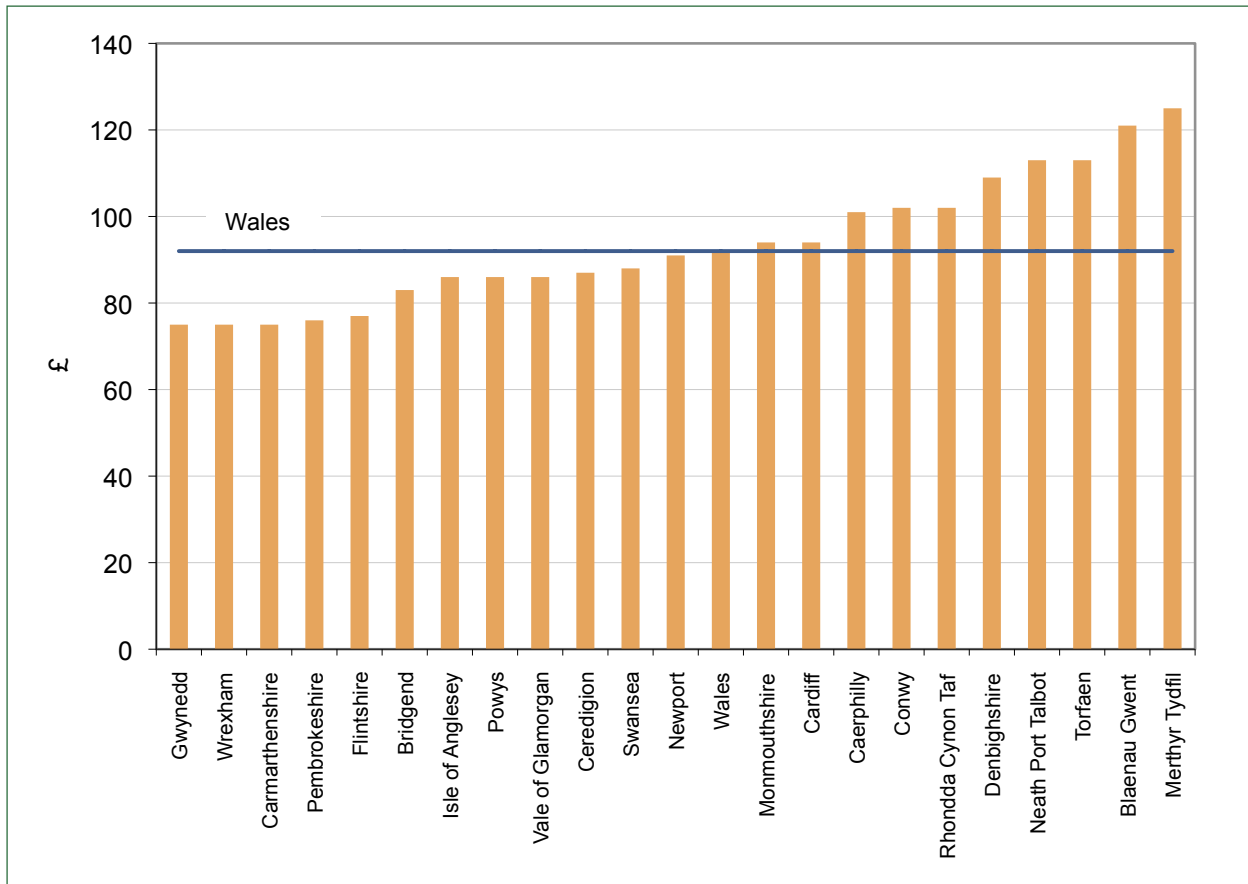


Source: Welsh Health Survey

(1) Did at least thirty minutes of at least moderate intensity physical activity on five or more days in the previous week. (Prior to 2011 this was the target activity level for meeting physical activity guidelines, but guidelines were revised during 2011 to allow more flexibility in how target activity levels are met).

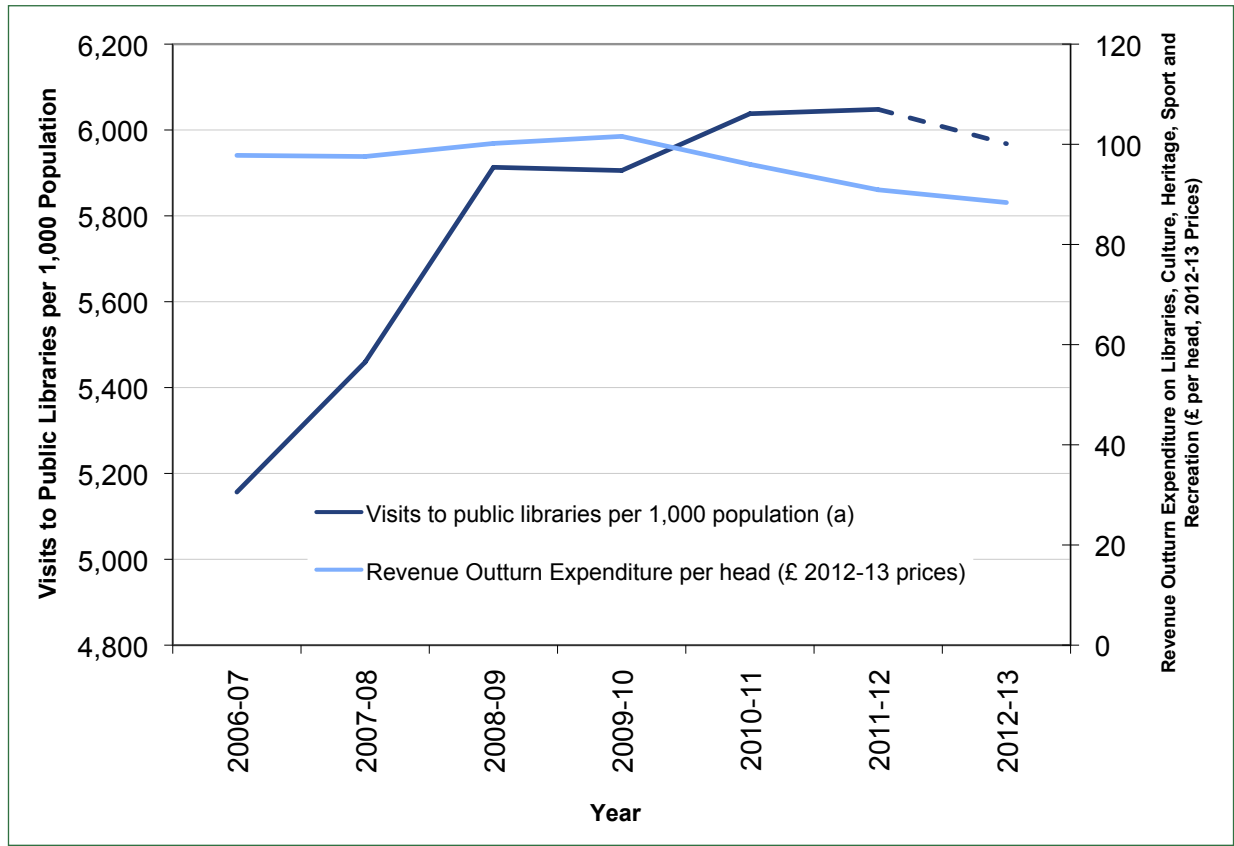
(2) These figures are age-standardised.

Figure 17: Revenue Outturn Expenditure per head of population on Libraries, Culture, Heritage, Sport and Recreation, 2012-13



Source: Welsh Government

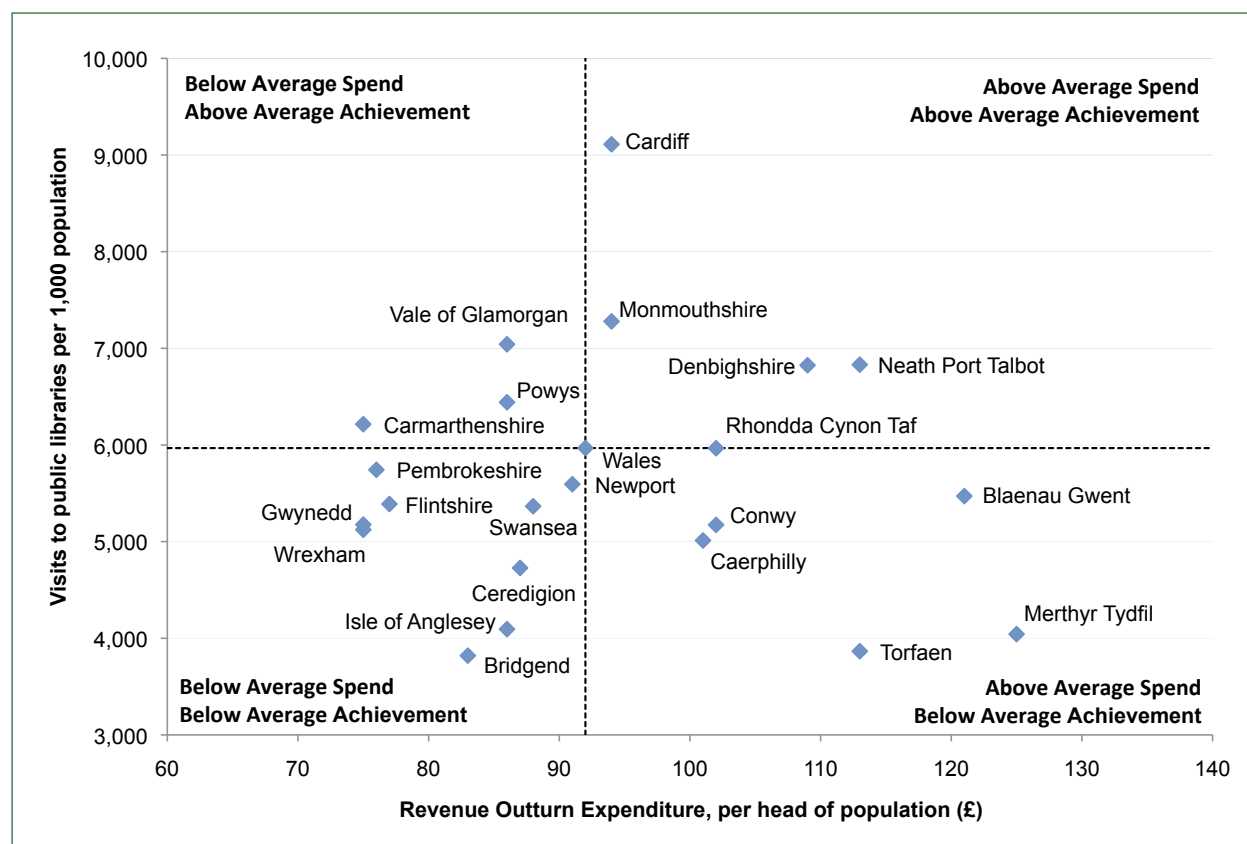
Figure 18: Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population (a)



Source: National Strategic Indicators, LCL/001b, Welsh Government

(a) Due to a change in the calculation of the indicator, from 2011-12 this indicator is not directly comparable to previous years. For physical visits to libraries and other service points the information is collected over a sample week and then aggregated to an annual total of 50 weeks, this was previously 52 weeks.

Figure 19: Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population, 2012-13



Source: Welsh Government, National Strategic Indicator LCL/001b

8.1. Public Leisure Facilities

Sport and physical activity are vital in promoting health and making people feel good about themselves. The free swimming initiative run by Local Authorities makes a key contribution towards improving the health and well-being of people in Wales.

Why is this important?

Free swimming is a national initiative to provide opportunities for young and older people to lead active healthy lifestyles through water-based activities in Local Authority owned leisure centres and swimming pools. The indicator is a part-measure of the Local Authorities' commitment to provide sport and physical activity opportunities for their citizens.

What should I expect from my Local Authority?

The minimum provision for each scheme is:

Children and Young People Aged 16 and Under

- 14 hours of free swimming per week during all school holidays, of which a minimum of 7 hours is for structured aquatic activities;
- 1 dedicated structured session for disabled children per week per Local Authority area during all school holidays;

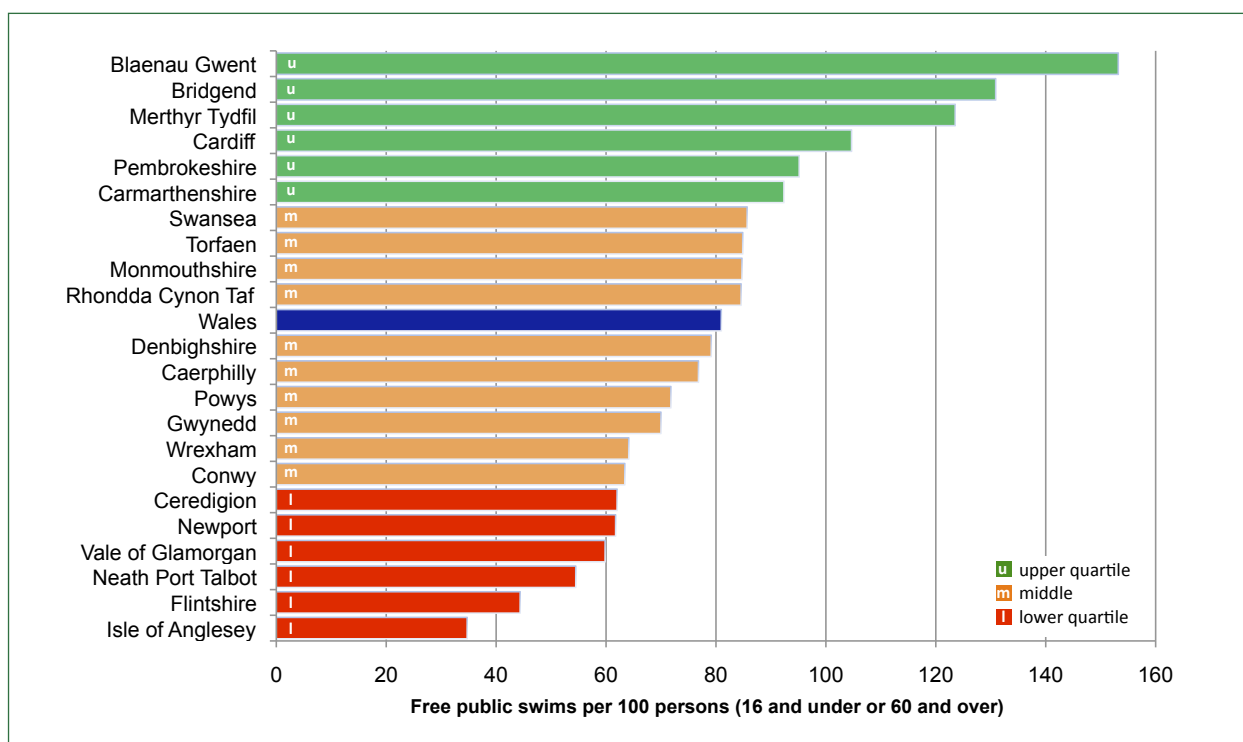
- 2 hours of free swimming or a dryside activity per weekend per Local Authority area throughout the year.

Adults Aged 60 and Over

- Free swimming during all public swimming sessions outside school holidays (and throughout the year where this is possible);
- A minimum of 1 hour per day per Local Authority, and a minimum of 1 hour per week per pool, will be dedicated to a free structured activity session such as swimming lessons, aqua aerobics and aqua chi. These activities should be targeted locally and ensure inclusive provision for older people.

How is my Local Authority performing?

Figure 20: Number of free public swims for those aged 16 and under or 60 and over, per 100 persons in those age groups, 2012-13



Source: Welsh Government, Local Government Data Unit – Wales

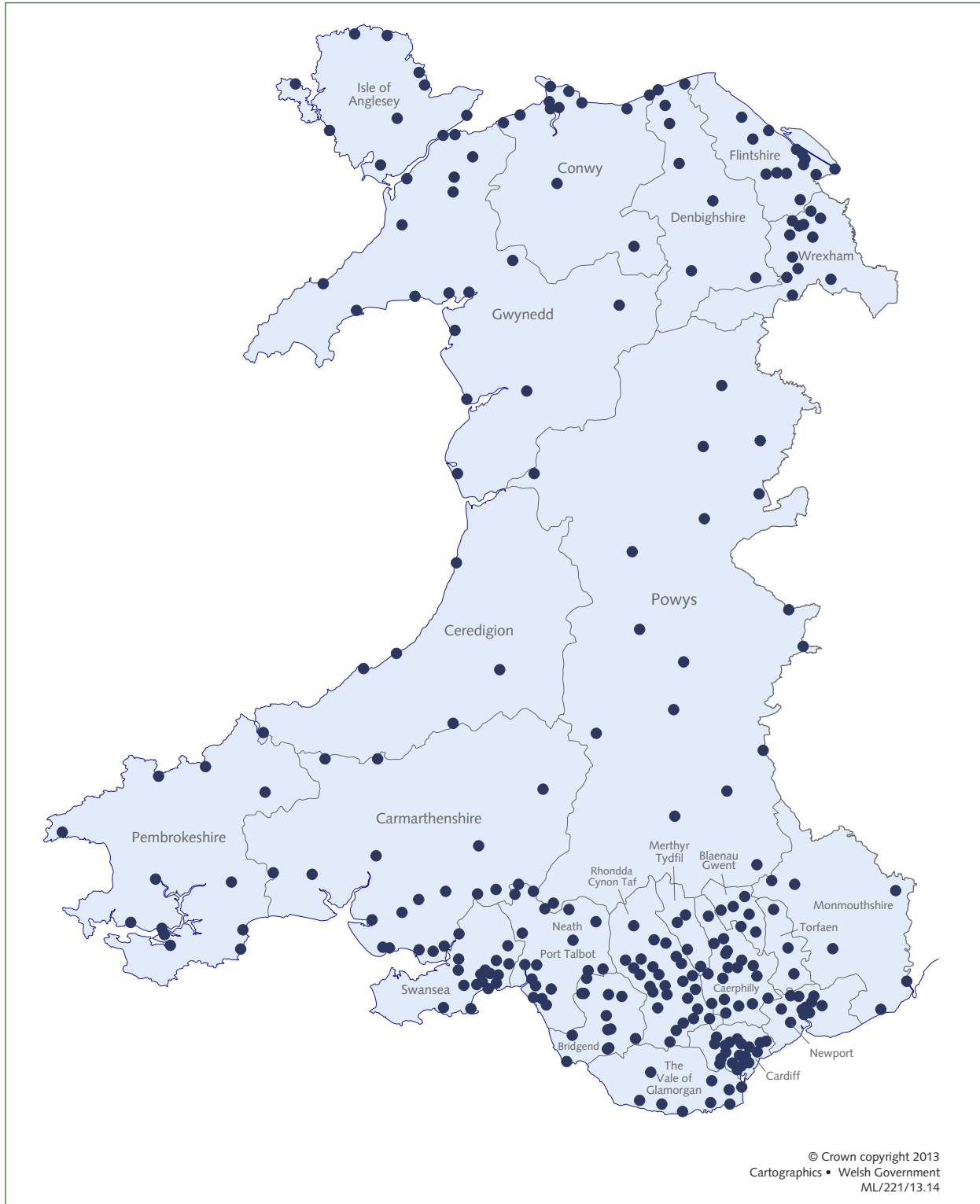
In 2012-13 there were 81 free public swims for those aged 16 and under or 60 and over per 100 persons aged in those age groups. This ranged from 35 in the Isle of Anglesey to 153 in Blaenau Gwent.

8.2. Public Libraries

Public libraries are valuable cultural and educational hubs in our communities, where families, schools and all members of the public can access a wide range of information and resources. As a statutory service, Local Authorities are required to provide comprehensive and efficient library services.

In January to March 2012, 94 per cent of the working age population (16 to 64) said it was easy to get to and from a library although this dropped to 85 per cent for the population aged 65 and over.

Figure 21: Location of public libraries



Source: Welsh Government

Why is this important?

Public libraries contribute to the social, educational, cultural and economic wellbeing of the people of Wales. They should be inclusive places welcoming people from all social and economic backgrounds to benefit from generally free access to the rich and varied resources provided.

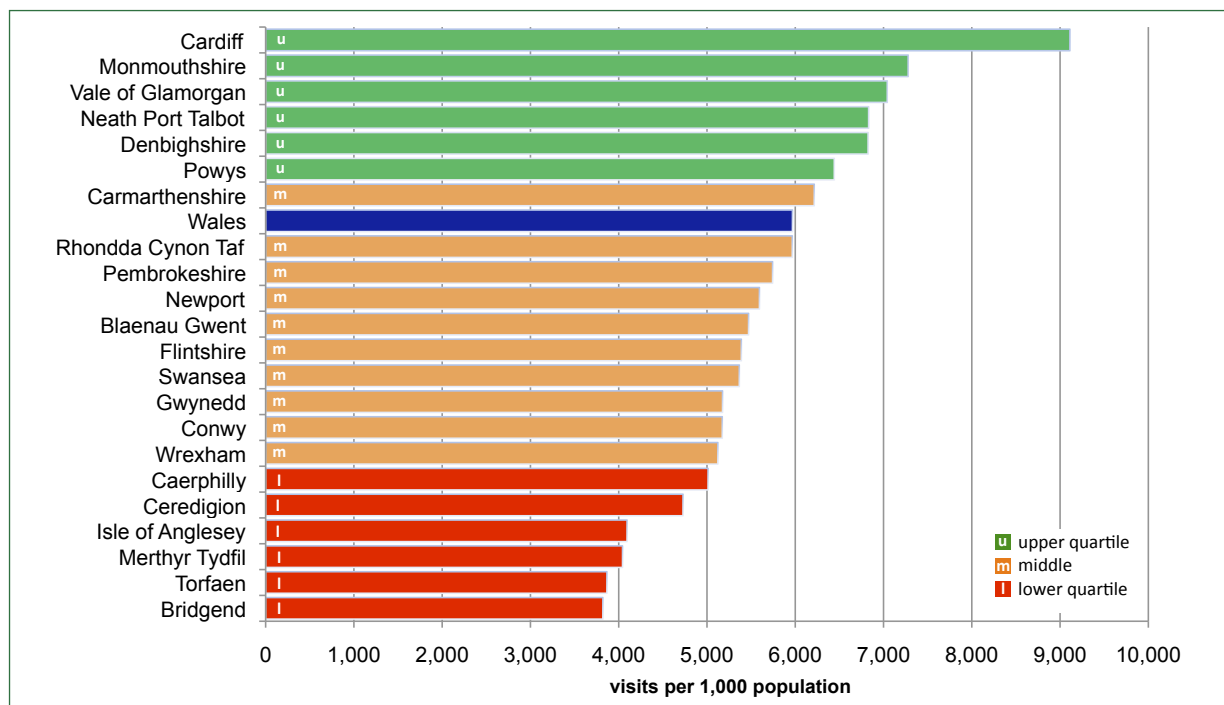
What should I expect from my Local Authority?

Libraries in Wales will:

- lend books for free;
- be open to all members of their communities;
- be free to join;
- provide free use of the internet and computers;
- deliver free access to online services in the library and from home, the workplace or via mobile devices;
- ensure friendly, knowledgeable and qualified staff are on hand to help;
- maintain a searchable catalogue of Welsh library resources.

How is my Local Authority performing?

Figure 22: The number of visits to public libraries during the year, per 1,000 head of population, 2012-13



Source: Welsh Government, National Strategic Indicator, LCL/001b

In 2012-13 there were 5,968 visits to public libraries per 1,000 population. This ranged from 3,820 visits per 1,000 population in Bridgend to 9,111 in Cardiff.

Case Study: Fishguard Customer Service Centre, Fishguard Tourist Information Centre and Library, Pembrokeshire



Pembrokeshire Council has, in a small number of appropriate facilities, introduced integrated working which brings together facilities which are both convenient for customers and efficient to operate.

Fishguard Town Hall has been adapted to house the Tourist Information Centre and the Customer Service Centre. Both services now operate together from behind a single front desk and operate for extended hours, supported by a combined team who offer a wide range of tourist advice and deal

with a broader range of questions and enquiries from customers.

This approach allows the Council to offer a broader range of services from a reduced number of facilities, while at the same time retaining a geographical spread throughout a sparsely populated, predominantly rural County. Existing Council staff are provided with training to equip them with the knowledge and skills to deal with a range of enquiries, and provide the capacity for customers to take advantage of services on offer via front-facing and accessible facilities.

In Fishguard Town Hall there is also the local library and facilities include a weekly *"Baby Rhyme Time"* session, in which babies, toddlers and their parents can meet at their local library and take part in a hands-on session of songs, action rhymes and story-telling. The aim is to introduce young children and their families to the magic of stories and rhyme from an early age.

Through *"Baby Rhyme Time"* sessions Pembrokeshire Council is developing joint working links with the Third Sector to deliver particular services more efficiently. This enables the Local Authority to reinvest savings in future innovative projects.

For more information on this area:

- Data used in this section, see list of data sources used.
- National Strategic Indicators Viewer – www.data.wales.gov.uk/apps/nsi/;
- National Strategic Indicator Data – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612;
- Local Government Data Unit – Wales – www.freeswimmingwales.net/;
- Programme for Government – www.wales.gov.uk/about/programmeforgov/culture/programme?lang=en;
- National Survey for Wales – www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- Welsh Public Library Standards – www.wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/libraries/wpls/?lang=en.

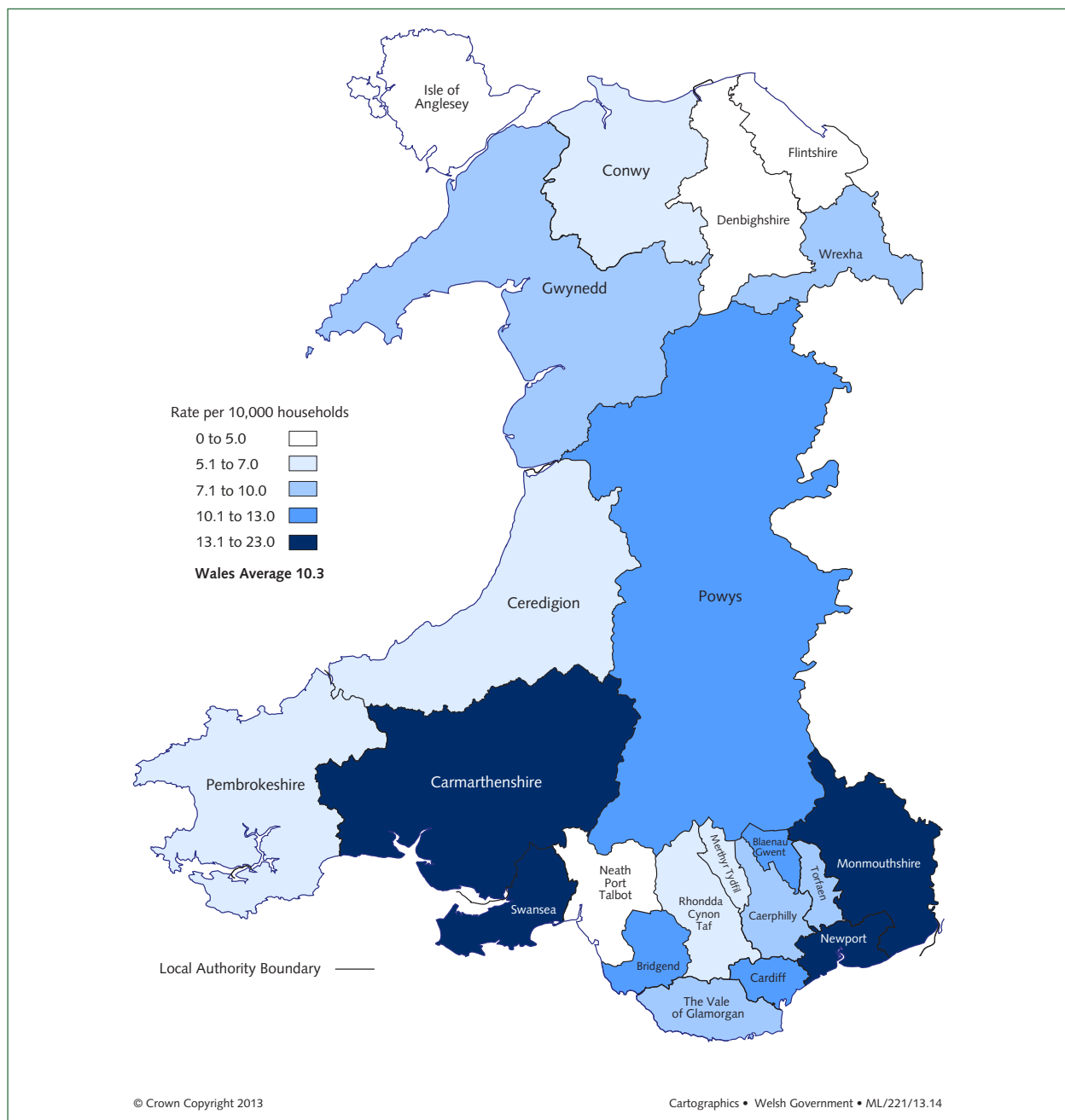
9. Housing

Everyone has a right to a decent and affordable home which they can afford. A home is a vital part of people’s lives, it affects their health and well-being, quality of life and the opportunities open to them. It is a key element in providing children with the best possible start to their lives and the chance to realise their full potential. Local Authorities have a statutory responsibility to meet people’s housing needs.

The map below shows the number of households that were accepted as homeless as a rate per 10,000 households. The following charts show how much Local Authorities spend on housing per head of population and how that compares with other Local Authorities.

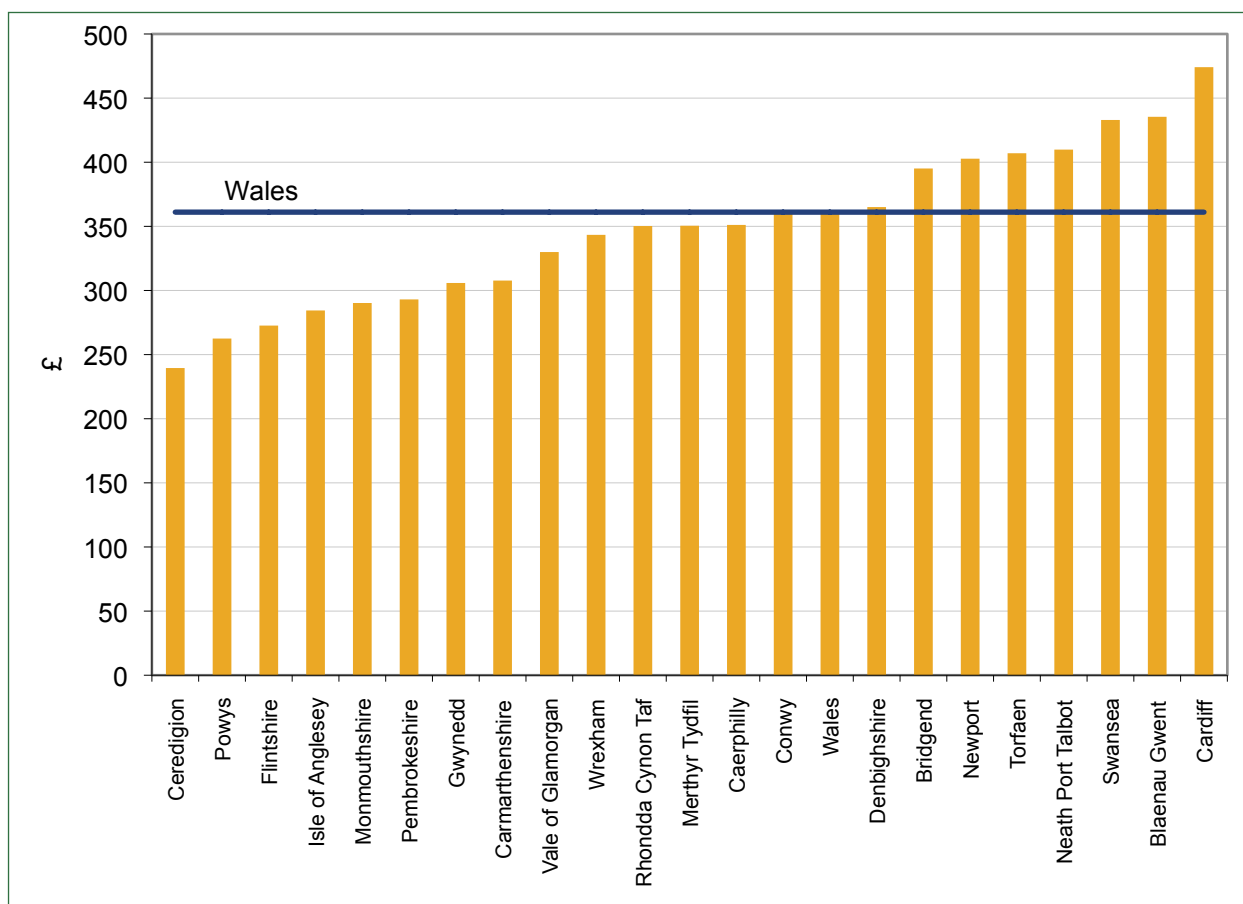
Figure 23: Homelessness

Households accepted as homeless, rate per 10,000 households, April to June 2013



Source: Welsh Government

Figure 24: Revenue Outturn Expenditure on Council Fund Housing and Housing Benefit per head of population, 2012-13



Source: Welsh Government

9.1. Homelessness

Homelessness is one of the most extreme forms of social exclusion. Structural factors such as the housing market and poverty affect the ability of individuals to avoid homelessness and to find their own solutions to overcome it. Local Authorities have a key role to play in ensuring that people have access to the widest possible housing options, which enables them to secure their own accommodation before they become homeless or as soon as possible after losing their home.

Why is this important?

After years of decline, homelessness is rising and is likely to do so in the coming years. Increasing costs of living, housing benefit changes and other pressures, including job losses, mean more people are at risk of losing their homes.

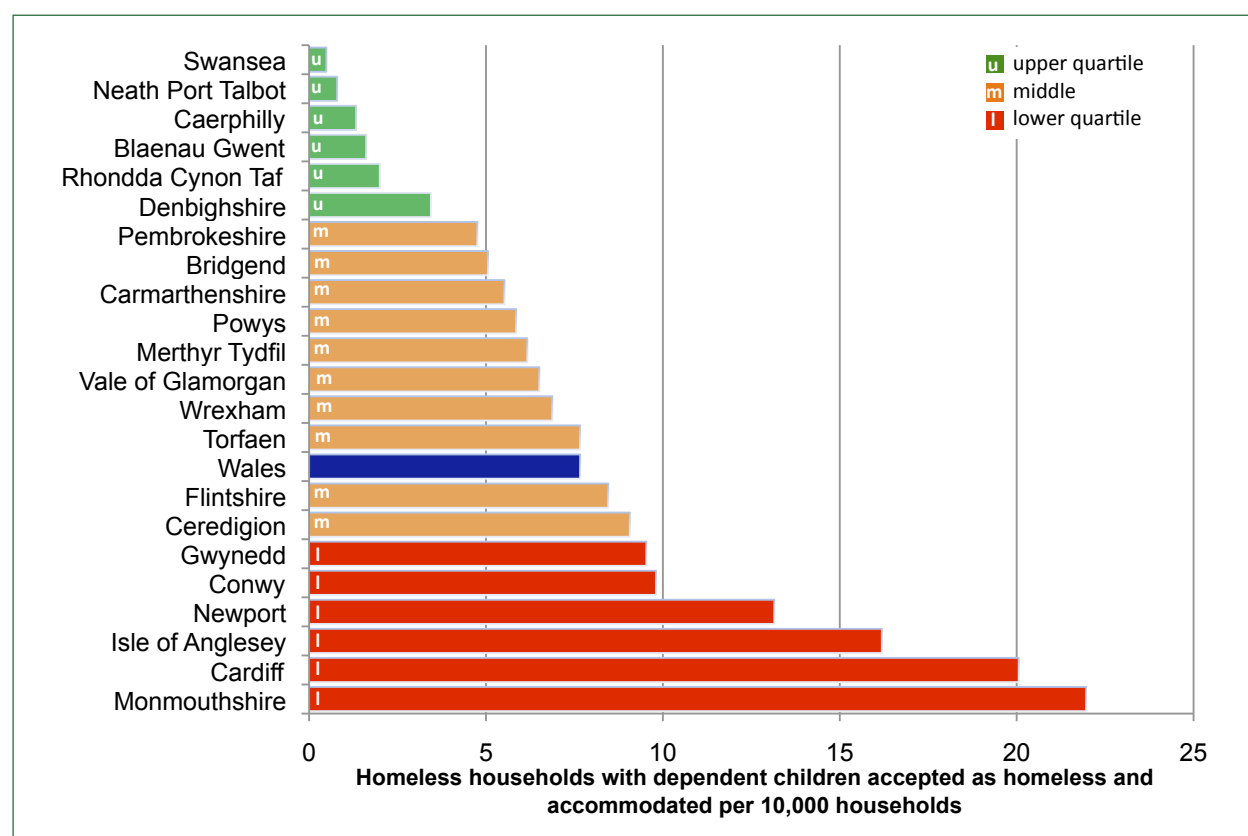
What should I expect from my Local Authority?

The Housing Act 1996 places duties on Local Authorities to assist people who are homeless or threatened with homelessness. Local Authorities must have a homelessness strategy which addresses prevention and support as well as the provision of housing. Your Local Authority has a duty to provide general homelessness advice to anyone on request. A series of tests are used to determine the help that someone receives from their Local Authority. The assistance provided depends on the outcome of the assessment. People who are

unintentionally homeless, eligible and fall within the priority need category will have a right to be provided with housing. This can vary from temporary accommodation to more permanent accommodation. Priority need includes families with children, a woman who is pregnant, care leavers, young persons aged 16-17, people leaving the armed forces, people leaving prison and people escaping domestic abuse. If you are at risk of becoming homeless within the next 28 days, or you are homeless and don't fall into a priority need category you will be entitled to specific advice and assistance.

How is my Local Authority performing?

Figure 25: Households with dependent children accepted as homeless and accommodated per 10,000 households, 2012-13 (a) (b) (c)



Source: Welsh Government

(a) Under Part VII of the Housing Act 1996.

(b) A homeless household is one that is eligible, unintentionally homeless and in priority need.

(c) Number of households for 2012-13 are based on 2010 household estimates (latest available).

In 2012-13 there were 7.7 households with dependent children that were accepted as homeless and accommodated per 10,000 households in Wales. This ranged from 0.5 in Swansea to 22 in Monmouthshire. This is the fourth consecutive year that the rate in the Isle of Anglesey has decreased and the seventh consecutive year that the rate in Torfaen has decreased. The biggest decrease over the year was in Merthyr Tydfil and the biggest increase was in Monmouthshire.

Case Study: Tŷ Ogwr Hostel and Brynmenyn Hostel, Bridgend



The Tŷ Ogwr Hostel is a sixteen unit scheme which provides temporary accommodation for the homeless for up to six months. It is the Council's newest homeless facility, funded through Supporting People Grant funding. It has been designed to provide an opportunity for residents to engage in purposeful daytime activities and support to break their cycle of homelessness.

Brynmenyn Hostel is owned and managed by Bridgend County Borough Council to accommodate homeless households including single people, young mums-to-be and families, to whom Bridgend CBC has a duty to provide temporary or interim accommodation.

Both facilities are contributing to Bridgend's priority to reduce the number of homeless people in the County.

Individuals and families using the hostels benefit from temporary accommodation. This has a role in preventing long term harm by giving them stability and a sure financial footing on which to rely.

The building and services are delivered by Hafod Care and the Salvation Army, which is a good example of collaboration by the Welsh Government, Local Government and the Third Sector to deliver much needed support to vulnerable people.

9.2. Affordable Housing

Every citizen should have the opportunity to live in a good quality, energy efficient home which is affordable. Housing is fundamental to the quality of people's lives and communities.

Local Authorities have a key role to play in ensuring that there is a sufficient supply of affordable housing to meet identified need including more choice of affordable and social housing.

Why is this important?

The benefits of investing in homes and related services extend well beyond putting a roof over someone's head. A decent home that people can afford is essential to their ability to live healthy, productive lives in safe, strong, inclusive and fair communities.

What should I expect from my Local Authority?

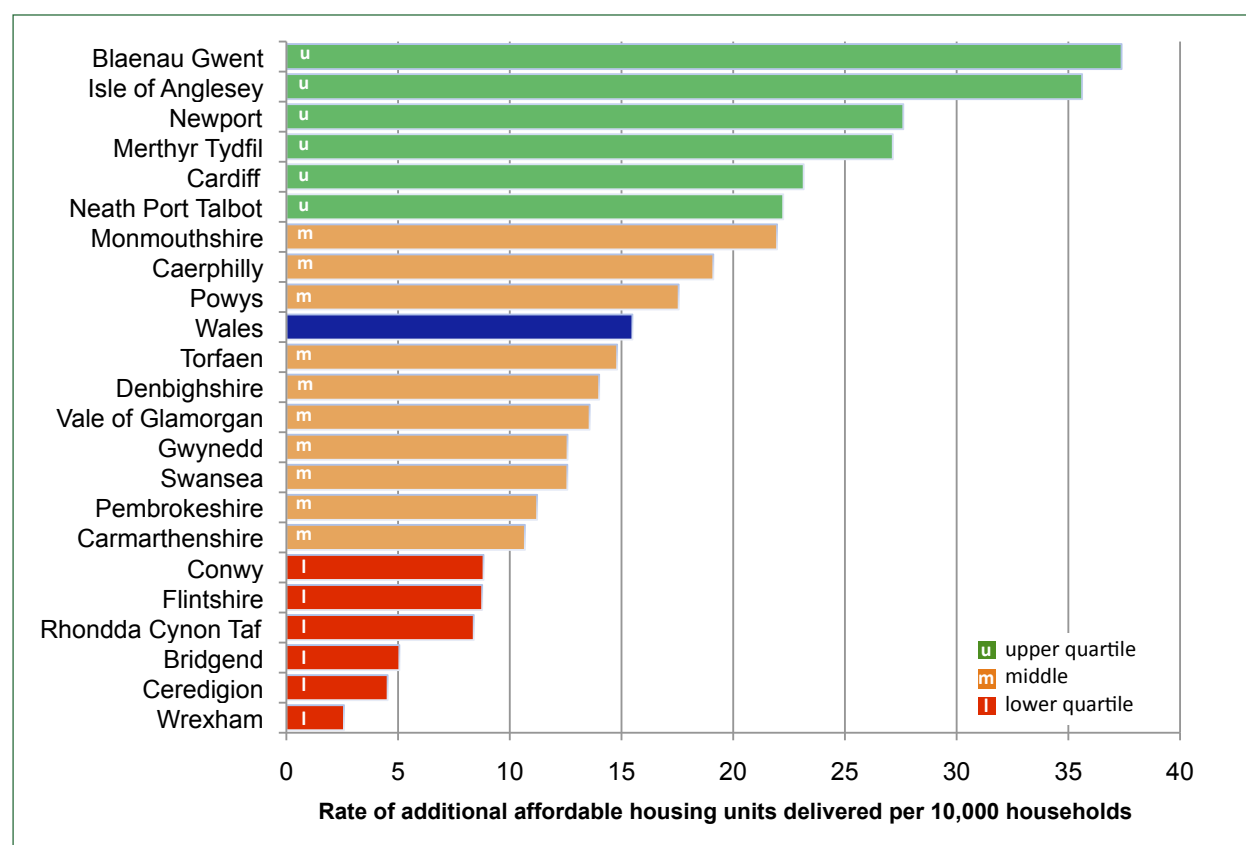
Most affordable housing is today delivered by Registered Social Landlords with Social Housing Grant (SHG) funding from Welsh Government which is allocated on a Local Authority basis. Local Authorities decide their local priorities for the expenditure of SHG. Affordable housing is also delivered through the planning system as part of market housing developments. Your Local Authority negotiates with housing developers to secure this affordable housing.

Local Authorities have a statutory duty to prepare Local Development Plans. The Local Development Plan will set out your Local Authority's proposals and policies for future development and use of land in its area. The Local Development Plan will include policies on the proposed new housing development based on the needs and requirements of the area identified by the Authority's Local Housing Market Assessment, including a target for the amount of affordable housing to be delivered through the planning system over the period of the plan.

All Local Authorities must have a published scheme for allocating housing. This includes all forms of affordable housing for which eligibility criteria may differ. Local Authorities will hold a housing register or housing waiting list through which people can apply for housing. Some Local Authorities have joint or common housing registers with local housing associations. If people want to apply for any form of subsidised housing they need to contact their Local Authority in the first instance.

How is my Local Authority performing?

Figure 26: Rate of additional affordable housing units delivered per 10,000 households, by Local Authority area, 2012-13 (a)



Source: Welsh Government

(a) Rate of households for 2012-13 are based on 2010 household estimates (latest available).

In 2012-13 there were on average 15.5 additional affordable homes provided per 10,000 households. This ranged from 2.6 in Wrexham to 37.4 in Blaenau Gwent. This is the second consecutive year for Powys to increase and the second consecutive year for Flintshire and Bridgend to have decreased. Over the year the biggest increase was in the Isle of Anglesey and the biggest decrease was in Ceredigion.

9.3. Empty Homes

Bringing empty homes back into use can help address a number of housing and social issues by increasing supply in areas where there are housing shortages and pressures and where there is an opportunity to link suitable empty homes with housing need.

Why is this important?

Empty homes represent a housing resource that is currently underutilised. As well as a wasted resource, they can also create nuisance and environmental problems. Empty homes can be a focus for increased levels of crime, vandalism, anti-social behaviour and drug-abuse.

What should I expect from my Local Authority?

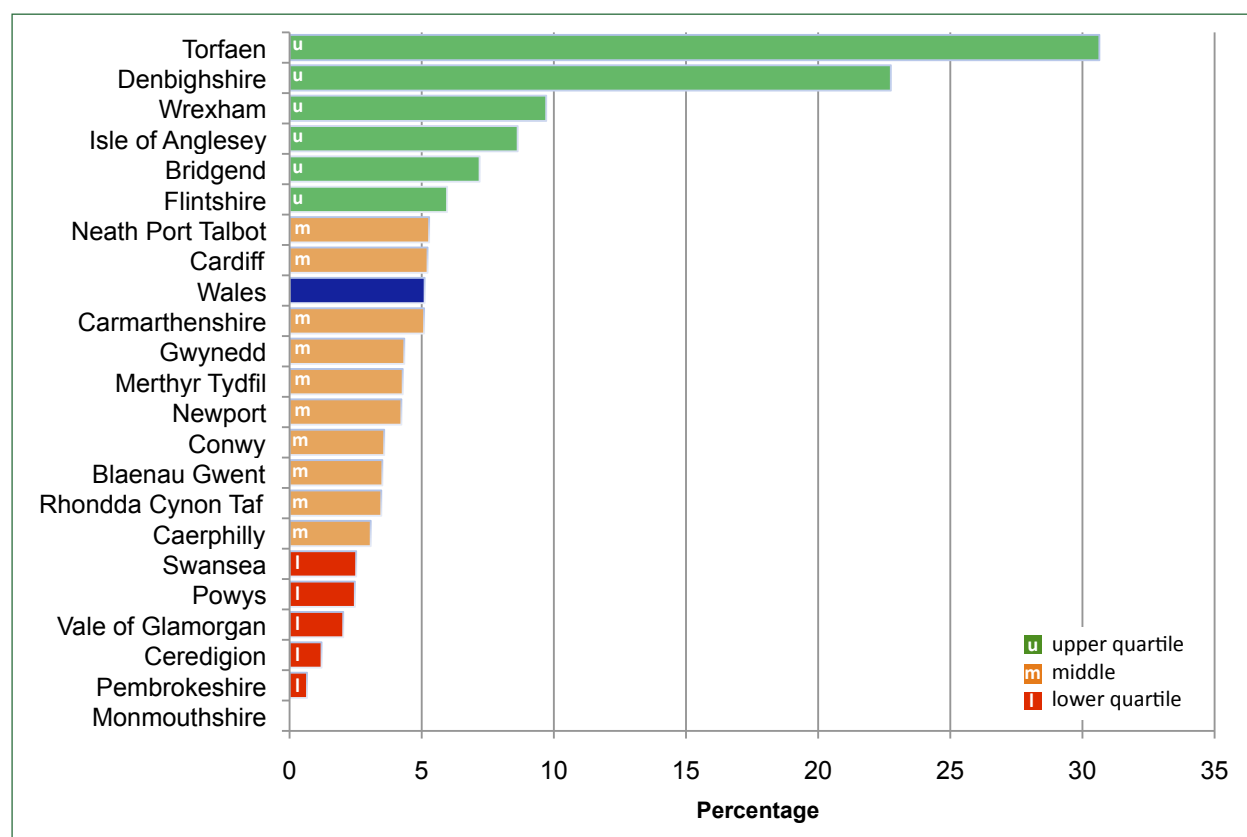
Local Authorities have a range of enforcement tools that can be used to deal with empty properties. A Local Authority will consider using them when all efforts to persuade owners and landlords to bring their properties back into use have failed, and such properties continue to prove to be a nuisance or be in poor condition. The appropriate enforcement powers will vary and Authorities will consider each case on its merits. These include:

- Provision of advice and guidance;
- Empty Dwelling Management Orders (EDMO) – enables Local Authorities to take management control of privately owned empty homes. There are two types of EDMO, interim and final. Both types may only be used when a dwelling has been empty without good reason for over six months and certain other conditions are met. They are made against the person with the most relevant interest in the dwelling, known as the 'relevant proprietor'. Sometimes there are good reasons for a property to be empty and there are safeguards to take account of these;
- Enforced Sale procedure (ESP) – The ESP, is used as a last resource and is a process by which a council brings about the sale of a privately owned house. It is used as a means to sell-on a long term vacant property to a new owner, in circumstances where the present owner is either unwilling or unable to deal with the house and its associated problems;
- Compulsory Purchase Orders – If the Authority is unable to purchase by agreement because they are unable to agree or it is impractical to do so they will go down the compulsory purchase route.

In addition to these powers, your Local Authority should be taking an active part in the national 'Houses into Homes' scheme. This is a loans fund designed to help the owners of empty properties to bring them back into use. Loans are available to owners to improve the properties for sale or rent but not for owner occupation. The scheme has the provision of interest free loans which, if the property is to be rented, can be paid back over 3 years. The scheme is progressing well and loans have been issued to bring back around 550 units of accommodation back into use, the majority of which are for rent.

How is my Local Authority performing?

Figure 27: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the Local Authority, 2012-13 (a)



Source: National Strategic Indicators, PSRI004

(a) Data for Monmouthshire is not available.

The percentage of vacant private sector dwellings that were returned to occupation by the Local Authority in Wales in 2012-13 was 5 per cent. This ranged from 0.7 per cent in Pembrokeshire to 31 per cent in Torfaen. The highest number of properties that were brought back into use in 2012-13 were in Denbighshire where 200 units were returned to the market for sale or rent. Carmarthenshire brought 109 units back into use and the figure in Rhondda Cynon Taf stood at 86. Across Wales as a whole 1,102 properties were brought back into use.

9.4. Independent Living

People need a decent home that is suitable to their needs. Homes may need to be adapted to meet people's changing needs in order for them to remain in their own home for as long as possible.

Why is this important?

For disabled people of all ages, housing is a key enabler of independent living. Accessible and adapted housing enables people to maintain their independence, remain in their communities and exercise choice in the way they live their lives.

Disabled Facilities Grants (DFGs) can help towards the cost of adapting your home to enable you to continue to live there.

What should I expect from my Local Authority?

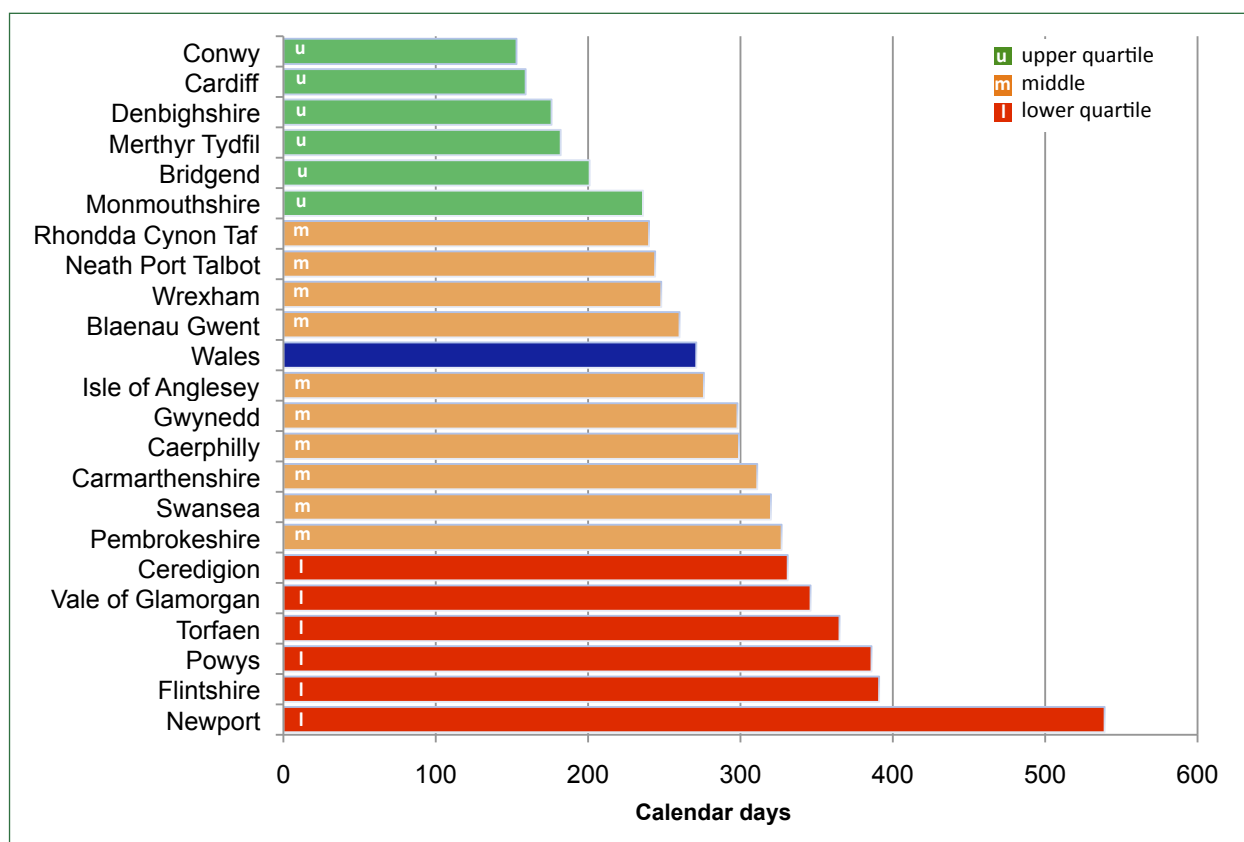
Local Authorities have a statutory duty to provide Disabled Facilities Grants (DFG). Under the Housing Grants, Construction and Regeneration Act 1996, Local Authorities should provide an answer to an application for a DFG as soon as is reasonably practicable, and no later than six months after the application is made. The actual payment of the DFG should take place no more than 12 months after the application was made.

An occupational therapist (or other approved qualified professional) will assess what work is required to make your home suitable. Your Local Authority will pay the grant when they are satisfied that changes to your home are necessary to meet your particular needs and that it is reasonable and practical to do the work.

The amount of grant will depend on the cost of the approved works and your financial circumstances. An assessment of your financial circumstances sometimes called a “means test” will be carried out by your Local Authority. Depending on the outcome of this assessment the amount of grant offered can vary from zero to one hundred per cent of the cost.

How is my Local Authority performing?

Figure 28: The average number of calendar days taken to deliver a Disabled Facilities Grant, 2012-13



Source: National Strategic Indicators, PSR/002

On average it took 271 days to deliver a Disabled Facilities Grant in 2012-13. This ranged from 153 days in Conwy to 539 days in Newport. Conwy has decreased the completion time for the past 7 years. This Isle of Anglesey and Wrexham have been decreasing their completion time for the past 6 years.

The largest improvement over the year was in Neath Port Talbot and the biggest deterioration was in Rhondda Cynon Taf and Gwynedd. It is important to bear in mind that the size and complexity of the adjustments the DFGs are funding may have an impact on the time taken to deliver.

Case Study: Llys Eleanor Extra Care Scheme, Flintshire



Supported by £4.3m Welsh Government funding and private finance arranged by Pennaf Housing, Llys Eleanor Extra Care Scheme offers 50 high quality one and two bedroom apartments specifically designed to meet the needs of older people. To achieve its goals, the scheme uses an integrated approach across housing, care, and support groups to generate best results. It also uses partners to identify and tackle other key health issues in the community, such as dementia.

The scheme has two main features:

1. Onsite facilities, including a mini cinema, gym, conservatory, restaurant and computer room. The emphasis is on quality of life and positive opportunities for elderly people. Onsite staff promote a lifestyle which adds 'life to years', enabling older people with support needs to remain active and independent within their own apartments for as long as they want to.
2. Targeted collaboration, partners managing supporting projects (including North Wales Regional Hub and the proposed collaborative dementia care bid) are actively engaged with the scheme, helping to tackle issues which are identified in the community. An example of this is KeyRing, who offer a proven, innovative model which puts service users firmly in control of their lives. The supported living model is built around a KeyRing Living Support Network and the Local Authority is looking at future models for development.

Benefits for the community and public services are substantial, with preventative measures to enable people to live healthier, independent lives. The scheme supports the local economy in construction jobs and investment during building. People feel safer in their communities, and older people are given quality of life at a time when they need it most.

For more information on this area:

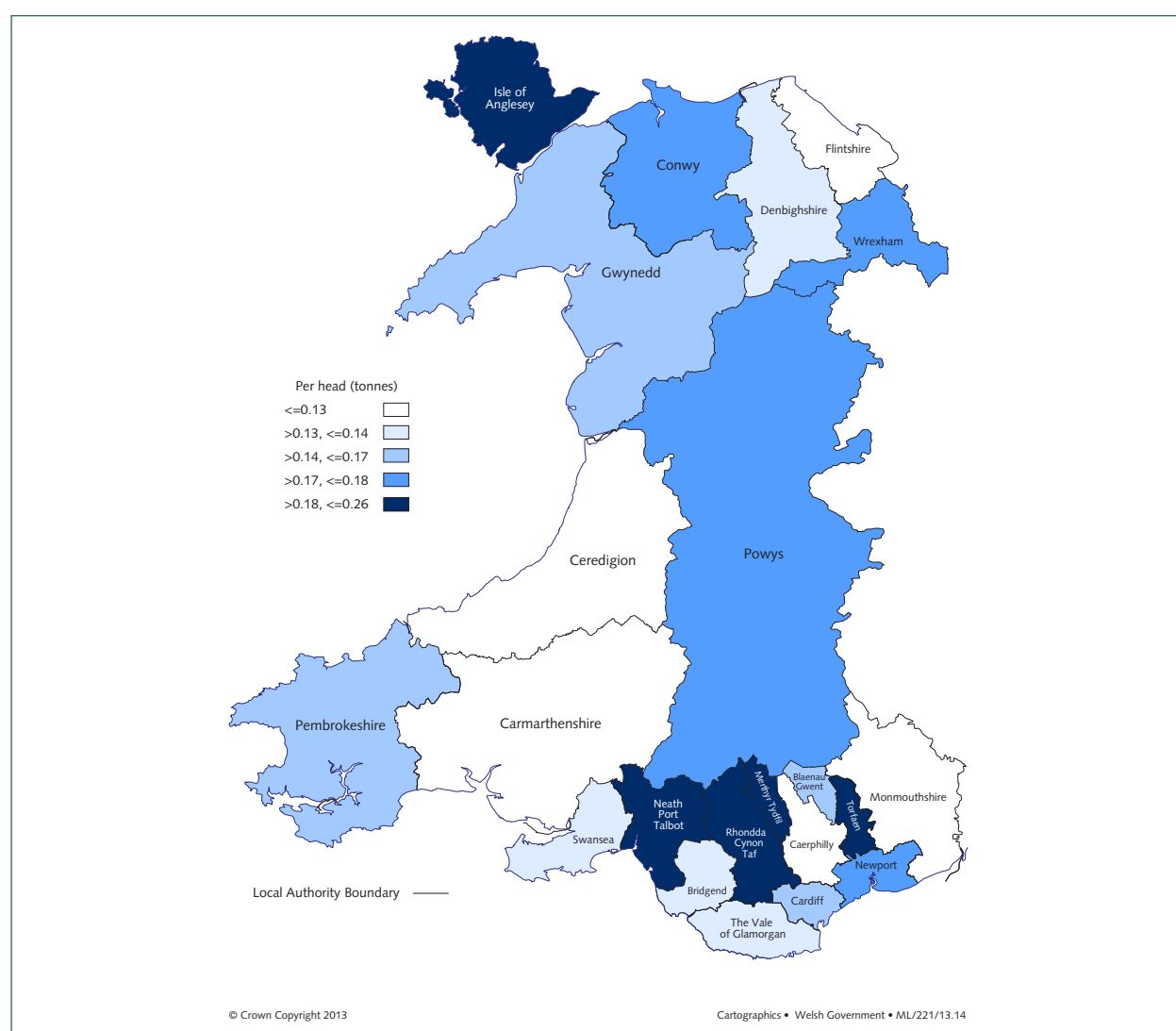
- used in this section, see list of data sources used.
- National Strategic Indicators Viewer – www.data.wales.gov.uk/apps/nsi/;
- National Strategic Indicator Data – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612;
- Programme for Government – www.wales.gov.uk/about/programmeforgov/homes/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- Welsh Government Housing Statistics – www.wales.gov.uk/topics/statistics/theme/housing/?lang=en
www.wales.gov.uk/topics/statistics/theme/environment/?lang=en;
- UK Government Housing Statistics – www.ons.gov.uk/ons/taxonomy/index.html?nscl=People+and+Places;
- European Housing Statistics – www.epp.eurostat.ec.europa.eu/statistics_explained/index.php/Housing_statistics#Data_sources_and_availability.

10. Environment

Local environmental services cover cemetery, cremation and mortuary services, environmental health, street cleansing, waste collection and disposal. Local Authorities have historically provided a convenient and efficient service for dealing with people's rubbish. Local Authorities are now at the forefront of helping achieve a circular resource management economy for Wales that will bring economic benefits to Wales and its businesses. At the same time this will help reduce the impact of consumption on the wider planet by helping householders reduce and recycle far more of their wastes.

Results from the National Survey for Wales show that in April 2012 to March 2013, 62 per cent of respondents said that their local area is free from litter and rubbish and 68 per cent said that their local area is well maintained.

Figure 29: Household Waste Refuse collection per head (tonnes), 2012-13 (a)(b)

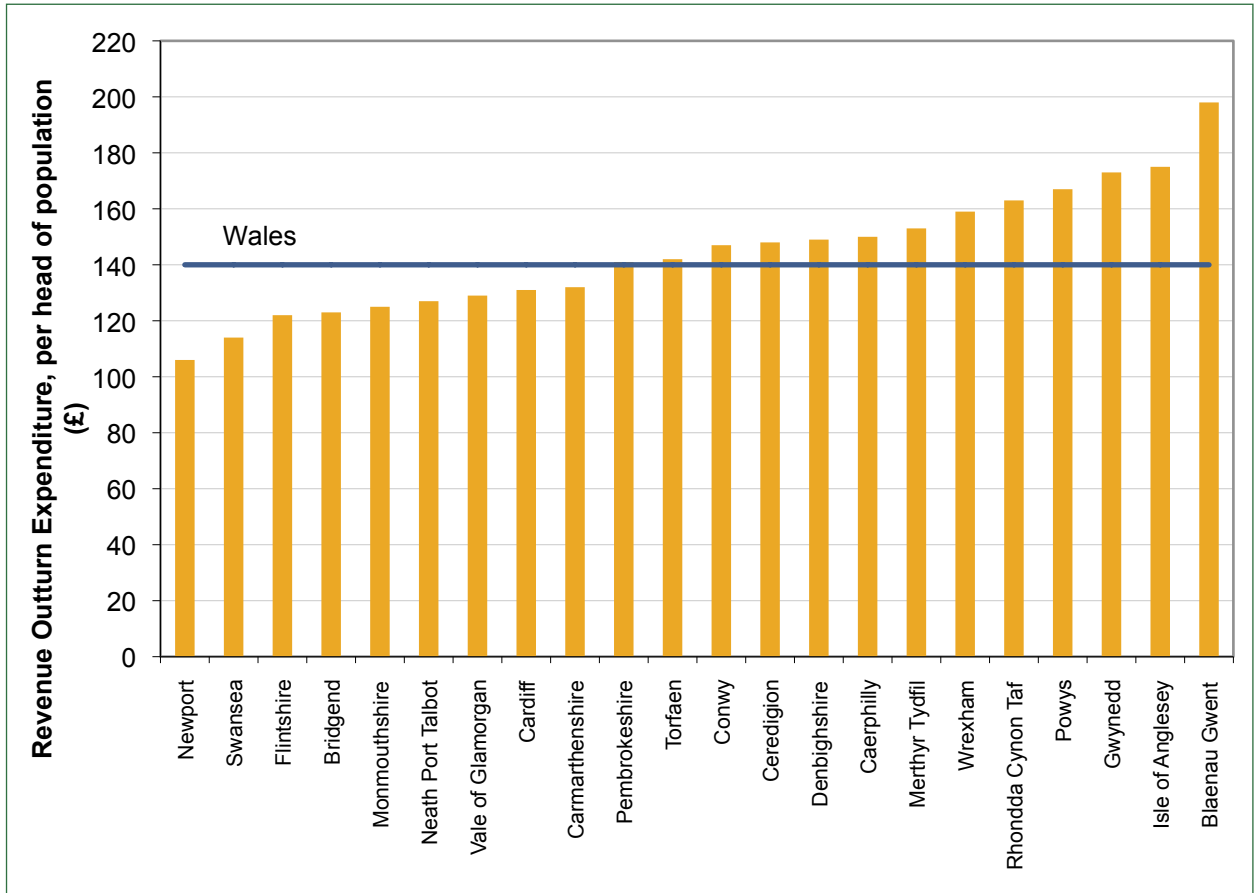


Source: Welsh Government

(a) Includes all residual household waste collected at the kerbside for landfill or incineration. Waste collected at the kerbside for recycling and reuse is excluded.

(b) Figures do not take into consideration any material collected at the kerbside for recycling that was subsequently rejected to landfill/incineration.

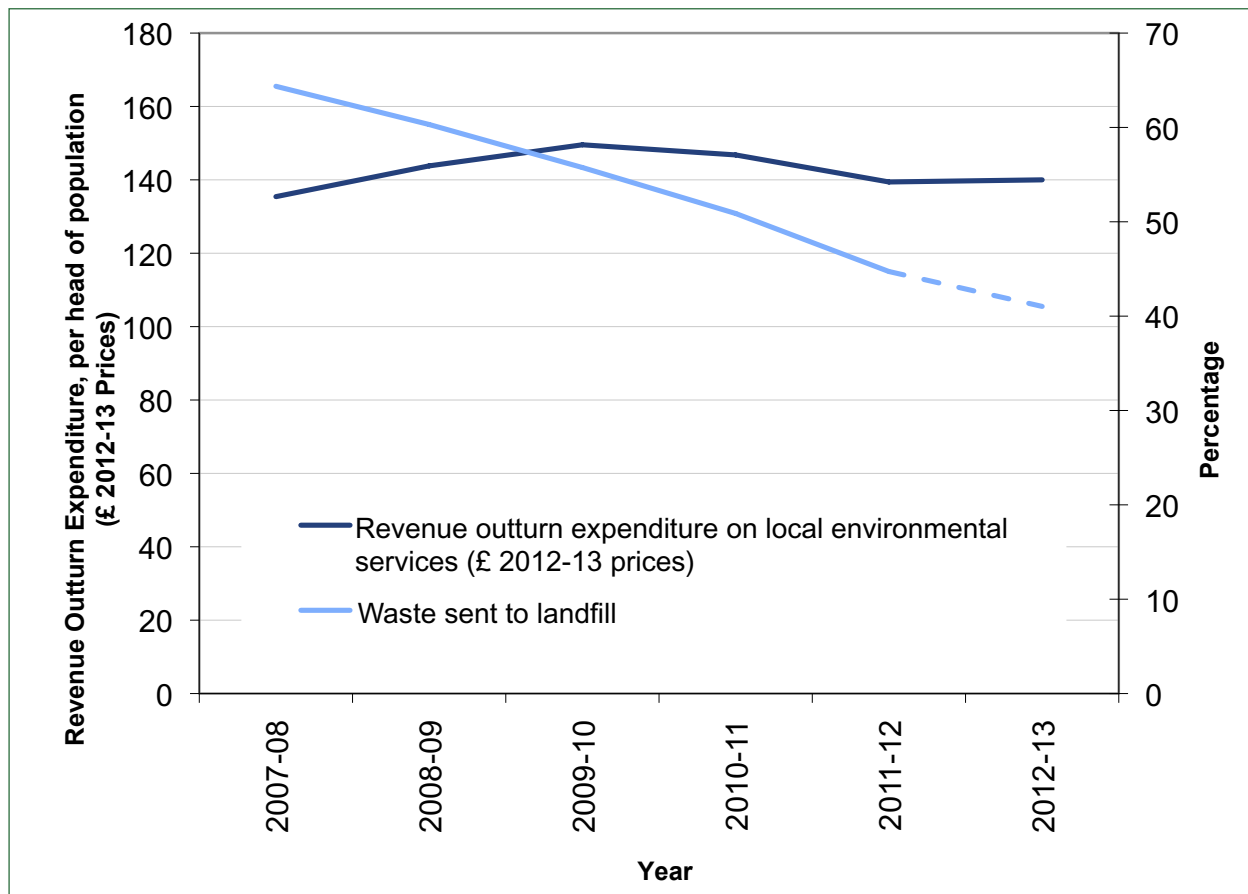
Figure 30: Revenue Outturn Expenditure on Local Environmental Services (a) per head of population, 2012-13



Source: Welsh Government

(a) Covers cemetery, cremation and mortuary services, environmental health, street cleansing, waste collection and disposal.

Figure 31: Revenue Outturn Expenditure on Local Environmental Services – (a) per head of population and Percentage of Waste sent to Landfill (b)

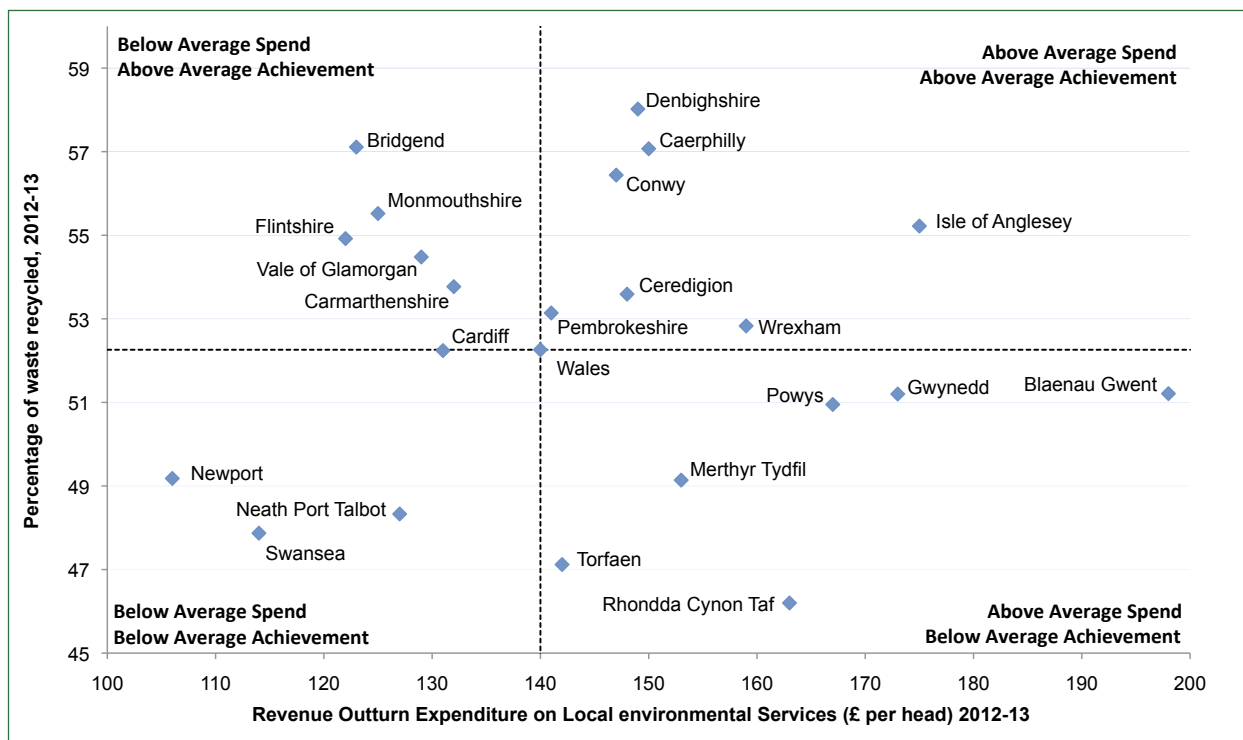


Source: Welsh Government, National Strategic Indicator WMT/004b

(a) Covers cemetery, cremation and mortuary services, environmental health, street cleansing, waste collection and disposal.

(b) Due to a change in the definition of municipal waste for 2012-13 the indicator will not be directly comparable to previous years. The following waste types were formerly excluded as contributing towards the indicator, but are now included: rubble, soil and Incinerator Bottom Ash (IBA), beach cleansing wastes.

Figure 32: Revenue Outturn Expenditure on Local Environmental Services (a) per head and Percentage of Waste Recycled, 2012-13



Source: Welsh Government, National Strategic Indicators, WMT/009b

(a) Covers cemetery, cremation and mortuary services, environmental health, street cleansing, waste collection and disposal.

10.1. Recycling and composting

Local Authorities have a statutory responsibility to collect and dispose of municipal waste. This includes regular household collections, recycling collections, collection of bulky items and waste received at civic amenity sites. The Welsh Government has set a target for Local Authorities of 52 per cent of household waste to be recycled in 2014-15 with the possibility of fines imposed for those who don't meet the target.

Why is this important?

The amount of landfill space left in Wales is running out fast and landfill taxes mean we cannot afford to keep sending waste to landfill. Landfill can cause air, soil and water pollution and when food is sent to landfill it breaks down to produce methane.

Developing ways of preventing waste, reducing waste going to landfill and increasing recycling, composting and anaerobic digestion will have a significant impact on our ability to combat climate change, which will lead to an improved quality of life, including economic and environmental benefits.

What should I expect from my Local Authority?

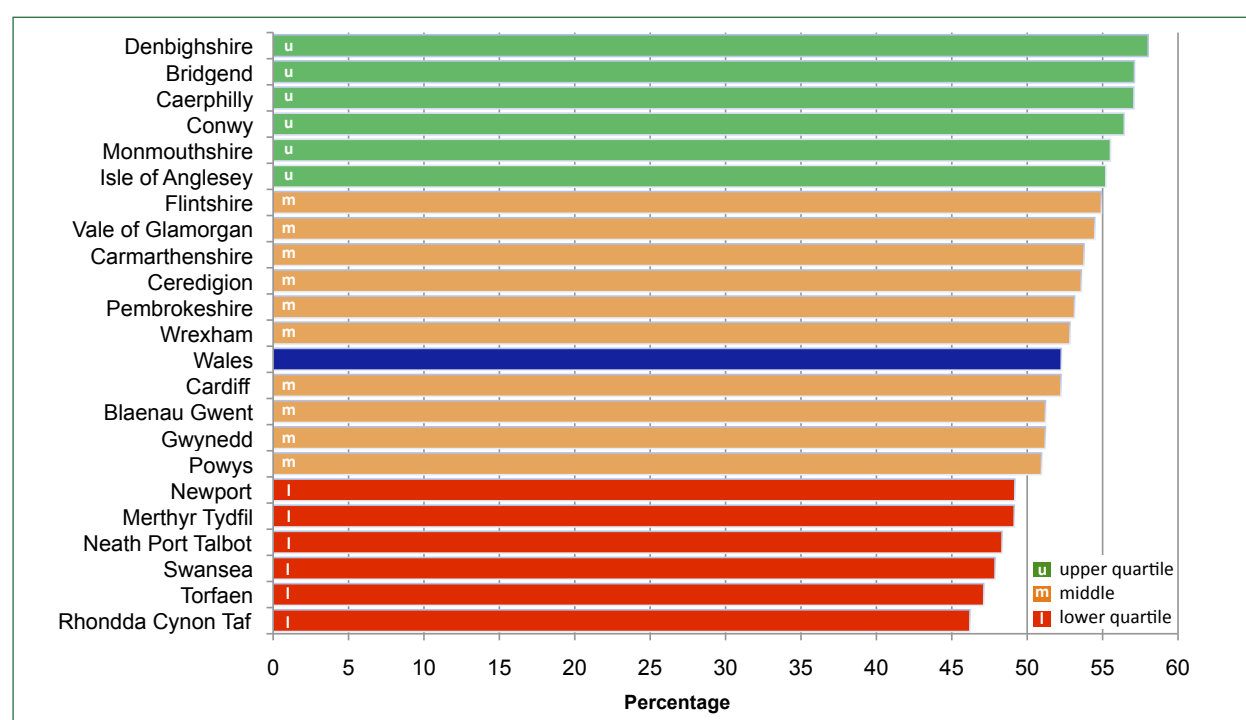
Local Authorities in Wales have a statutory duty to reduce the amount of waste that is sent to landfill. They also have a statutory duty to collect waste and recycling from households.

Your Local Authority is responsible for informing you about the collection scheme they operate and communicating details about collection days and explaining how and when you should leave your waste and recycling out at the kerbside for collection.

You may be provided with bags, boxes or wheeled bins for recyclables and residual waste in which to put your recyclables and residual waste, depending on the type of service provided by your Authority. All Local Authorities in Wales have a dedicated team to deliver the waste collection and recycling service, and provide help and information via their own website and help lines.

How is my Local Authority performing?

Figure 33: Percentage of Municipal Waste Collected that is Reused, Recycled or Composted, 2012-13



Source: Welsh Government National Strategic Indicators, WMT/009b

In 2012-13 52 per cent of municipal waste was recycled, reused or composted in Wales. This ranged from 46 per cent in Rhondda Cynon Taf to 58 per cent in Denbighshire.

The definition for the National Strategic Indicator and therefore how the targets are being monitored has changed since April 2012. The 2012-13 figures published are based on the new definition. Details on this can be found in our statistical article:

www.new.wales.gov.uk/topics/statistics/articles/municipalchange/?lang=en

Case Study: Wrexham Eco (Recycling) Park



Since 2009, the Wrexham Eco (Recycling) Park has helped Wrexham Council to reduce the amount of waste being sent for disposal by maximising recycling. Developed with funding from the Welsh Government in partnership with the Local Authority and Fomento de Construcciones y Contratas (FCC) Environment, the Eco Park reduces the Local Authority carbon footprint. It also educates and provides jobs in the community.

The facility boasts being the only plant in Wales which manages mixed green and food waste and the current agreement with FCC Environment gives Wrexham Council 80% of the value of the by-products, of which there is a projected income of £400,000 per annum.

The Eco Park has gained a reputation in the area for being well run, and efficient. Not only is it an attractive place to work or for businesses to earn contracts, but it provides free compost to local residents.

10.2. Fly-Tipping

Fly-tipping is the illegal dumping of waste and can vary in scale from a bin bag of rubbish to large quantities of waste dumped by trucks. The size and type of fly-tipped waste on public land will determine which organisation, either the Environment Agency Wales or the Local Authority, would deal with the incident. Essentially large scale fly-tipping or tipped waste which is hazardous or is carried out by organised criminals is dealt with by the Environment Agency Wales. Local Authorities focus on tackling smaller scale and more frequent incidents.

Why is this important?

Fly-tipping is a serious environmental crime which can cause long lasting contamination, pollution and can put human health at risk.

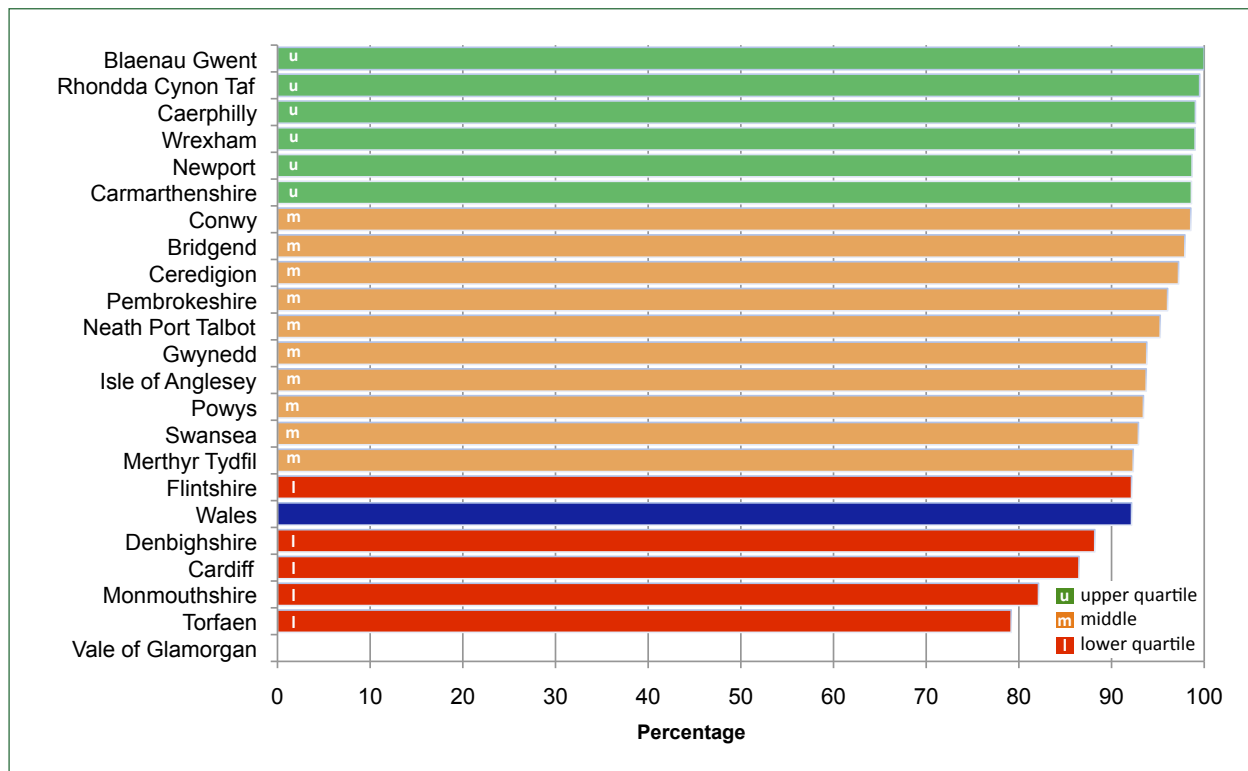
What should I expect from my Local Authority?

A member of the public can report an incident of fly-tipped waste which is on public land either through the Environment Agency Wales hotline or directly to the Local Authority.

Your Local Authority is required to clean up the small scale fly-tipping incident on public land within five days of it being reported.

How is my Local Authority performing?

Figure 34: Percentage of reported fly-tipping incidents cleared within five working days, 2012-13 (a)



Source: Welsh Government National Strategic Indicators, STS/006

(a) Data for The Vale of Glamorgan is not available.

In 2012-13 92 per cent of reported fly-tipping incidents were cleared within five working days. This ranged from 79 per cent in Torfaen to 100 per cent in Blaenau Gwent. This is the third consecutive year that performance in Denbighshire and Merthyr Tydfil has deteriorated. This is the fourth consecutive year that performance in Monmouthshire has improved. The biggest deterioration over the year was in Denbighshire and the best improvement was in Wrexham.

Case Study: Community case study, Clydach Swansea



Fly-tipping was identified as a problem in Clydach, Swansea. Fly-tipping Action Wales co-ordinated a series of events with partners to engage with the community and help them to tackle fly-tipping and associated issues. Partners included Swansea City Council, Keep Wales Tidy, Swansea Canal Society, South Wales Police, Mid & West Wales Fire & Rescue Service, Graigfelen Communities First, local schools and Clydach Community Council.

Events included –

- A partnership clean-up of the canal walk and Players Industrial Estate collected over one tonne of waste and fly-tipping, improving the area and the well-being of residents, visitors and businesses.
- Working together the police, residents, businesses and local landowner cleared and secured a fly-tipped hotspot, preventing future fly-tipping and educating local residents on correct waste disposal methods.
- Presentations to local school pupils about the dangers of fly-tipping and how to dispose of waste correctly, followed by a litter pick of the local area with pupils, staff, parents, residents, police and local councillor.
- 'No Fly-Tipping' signs have been erected at all sites that have been affected by fly-tipping, helping to deter fly-tippers and reassure the community.

As a result of these multi-partner initiatives the local community are now taking ownership of their area. A growing sense of pride in their community has led to a significant reduction of fly-tipping incidents.

For more information on this area:

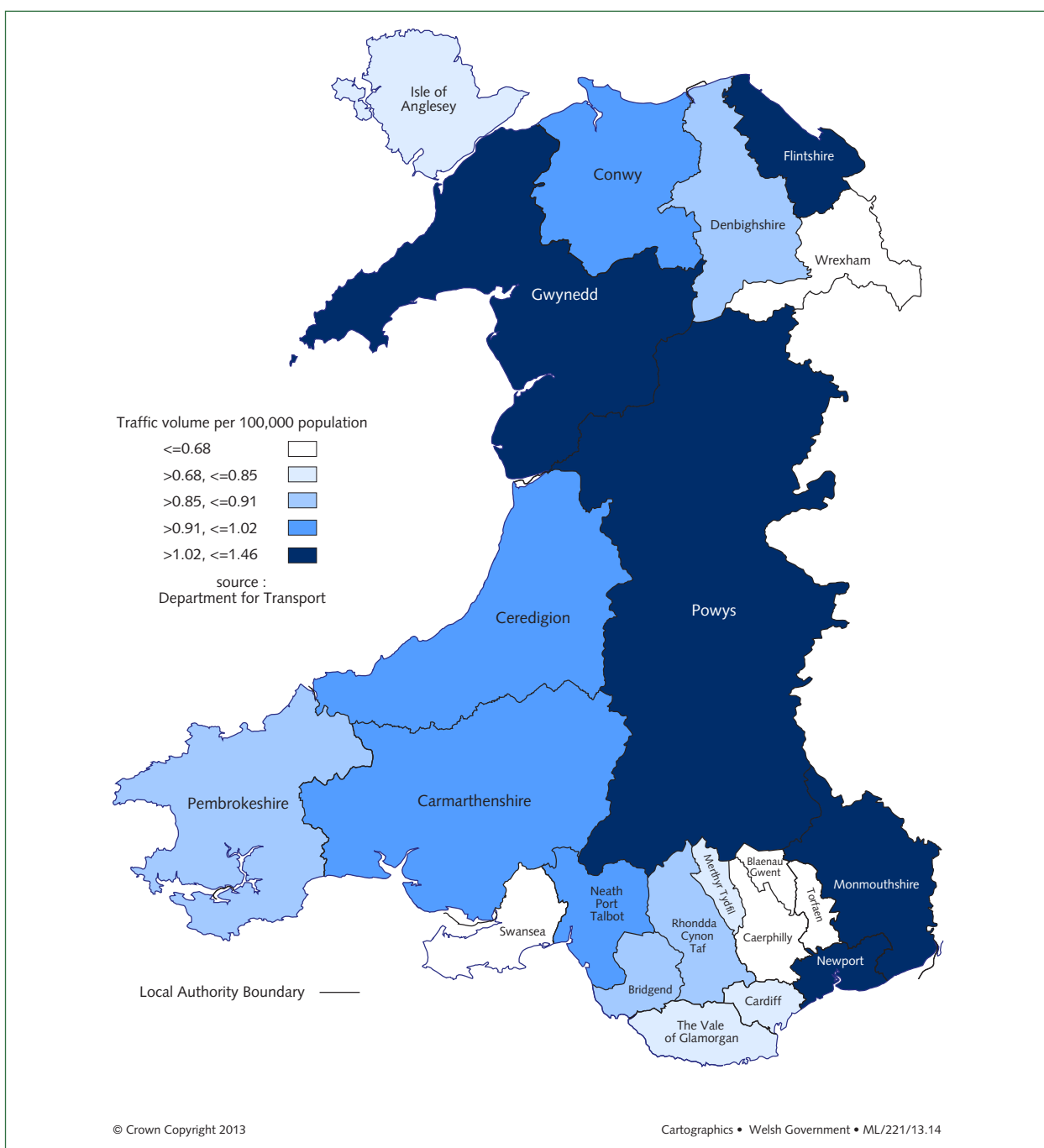
- used in this section, see list of data sources used.
- National Strategic Indicators Viewer – www.data.wales.gov.uk/apps/nsi/;
- National Strategic Indicator Data – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612;
- Programme for Government – www.wales.gov.uk/about/programmeforgov/environment/?lang=en;
- National Survey for Wales – www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- Welsh Government Environmental Statistics – www.wales.gov.uk/topics/statistics/theme/environment/?lang=en;
- UK Government Environmental Statistics – www.ons.gov.uk/ons/taxonomy/index.html?nscl=Waste+and+Recycling and www.defra.gov.uk/statistics/environment/waste/;
- Scottish Government Environmental Statistics – www.scotland.gov.uk/Topics/Statistics/Browse/Environment;
- Northern Ireland Government Environmental Statistics – www.doeni.gov.uk/niea/waste-home.htm;
- European Environment Statistics – www.appsso.eurostat.ec.europa.eu/nui/show.do?dataset=env_wasmun&lang=en.

11. Transport

Transport plays a key role in our lives. It provides opportunities for people to gain access to jobs, leisure and social activities as well as vital services, including education and health.

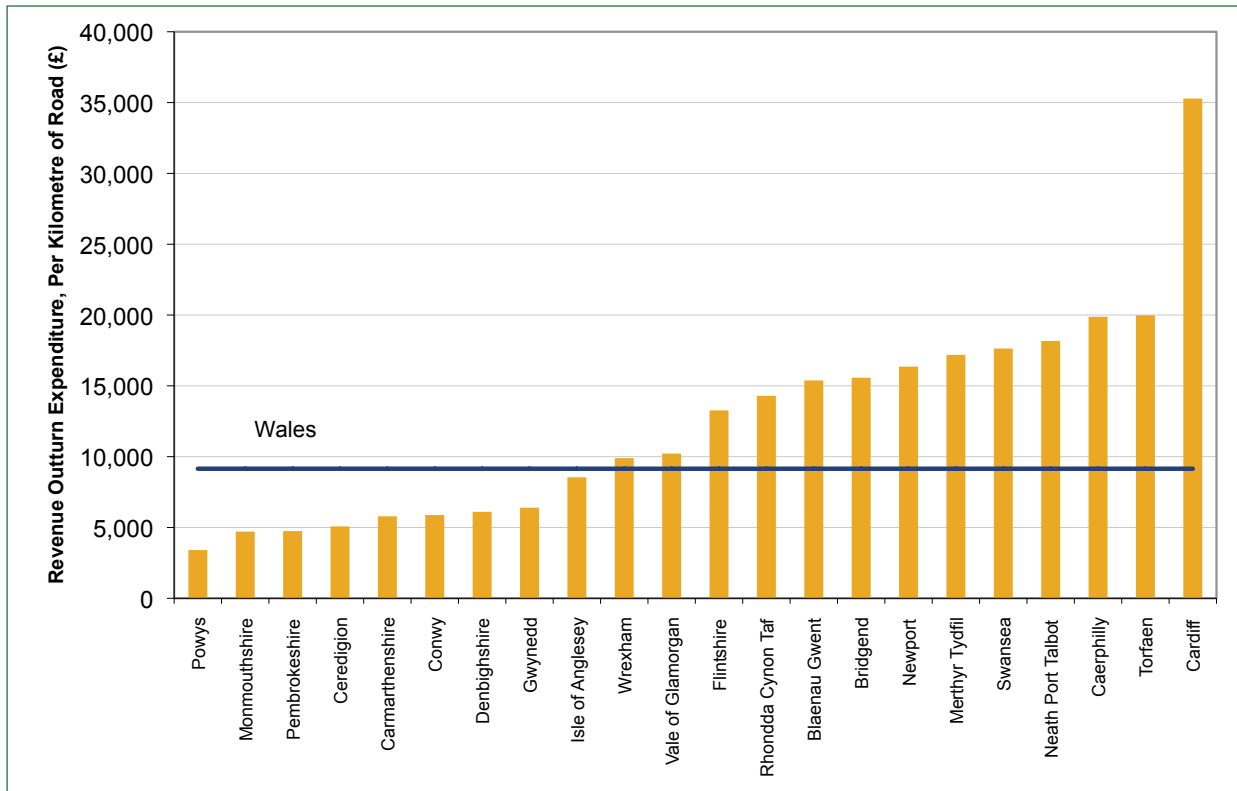
Local Authorities are charged with developing safe, integrated, efficient and effective transport policy within their areas. To achieve this they work in partnership with transport operators – bus and rail, the construction sector, planning, utilities, transport groups and most importantly, with each other, to ensure that our transport system is fit for purpose and meets the different needs of all citizens.

Figure 35: Traffic volume (billion Vehicle Kilometres) per 100,000 population, 2011



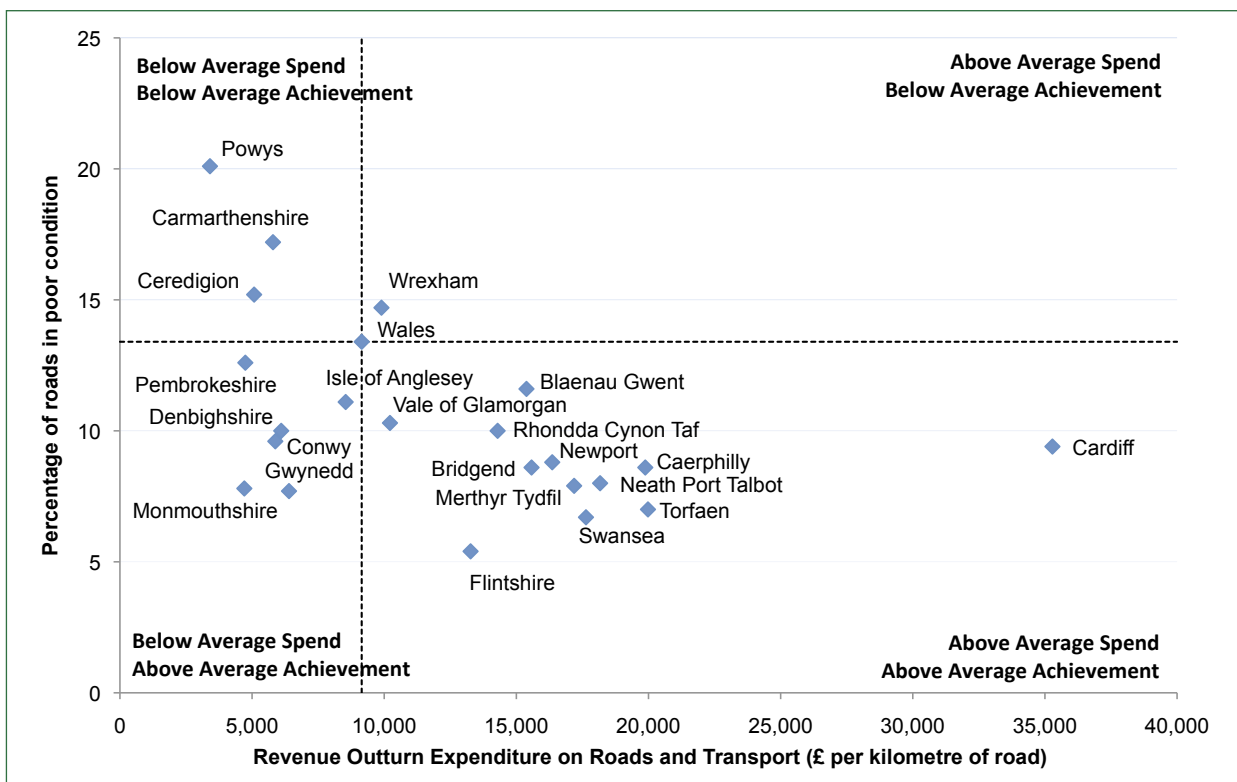
Source: Welsh Government

Figure 36: Revenue Outturn Expenditure, Roads and Transport per Kilometre of road, 2012-13



Source: Welsh Government

Figure 37: Revenue Outturn Expenditure, Roads and Transport per Kilometre of road and percentage of roads in poor condition 2012-13



Source: Welsh Government

In the National Survey for Wales April 2012 to March 2013, people were asked what they thought about the state of the transport system in Wales. Respondents were asked to consider roads, rail and bus services to cycling and walking. Answers were given on a scale of nought (extremely bad) to ten (extremely good). The average score was 6.0. Scores ranged from 5.0 in Ceredigion to 6.5 in Torfaen.

11.1. Road Network

The provision of well maintained principal roads plays an important role in supporting our national and local economy including our overall health and well-being.

Why is this important?

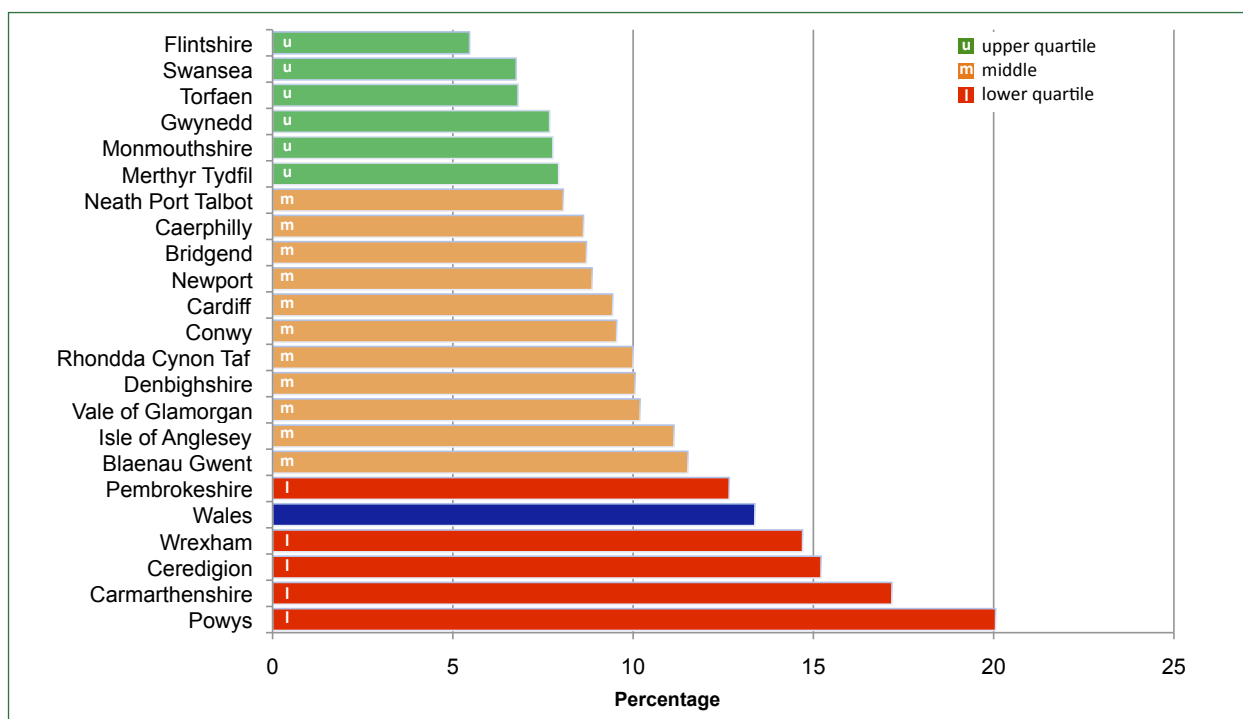
Principal roads are important in facilitating the safe and effective movement of goods and people. They have a key role to play in linking up with the rest of the highway network, increasing access to employment opportunities, health and education services, shops and leisure facilities.

What should I expect from my Local Authority?

A Local Authority in accordance with its statutory obligations under the Highways Act 1980, is expected to maintain its roads ensuring, so far as is reasonably practicable, that safe passage along a highway is not endangered by such things as snow or ice.

How is my Local Authority performing?

Figure 38: Percentage of roads in poor condition, 2012-13



Source: Local Government Data Unit – Wales, THS/012

In 2012-13 13 per cent of roads were in poor condition. This ranged from 5 per cent in Flintshire to 20 per cent in Powys.

Case Study: Local Government Borrowing Initiative Road Improvements



Cardiff will receive £700k per annum for the next 20 years to support capital investment in road improvements through the Local Government Borrowing Initiative.

The residential back streets around City Road in Cardiff were originally built on low level marshland and as a consequence, the roads are subject to 'heaving'. The summer sun and winter rains quickly crack the surface, making roads difficult to drive on and hazardous for pedestrians. Community safety is

a priority for the people of Cardiff and this is part of a wider scheme to improve the walking experience in parts of the city.

The improvements are bringing a local 'high street' feel back to this area of Cardiff by making it easier and safer to cross busy roads and so promoting local business.

The Council is introducing a 20 mph limit in some residential areas by using signage. The hope is there will be a cultural shift in drivers' behaviour as 20 mph becomes the norm and no further traffic calming measures will be needed. If successful, the lower speed will reduce the number and severity of accidents and will save the Council money.

Other road improvement projects have had positive effects in Swansea, Torfaen and Carmarthenshire. For example, in Swansea wildflowers have been planted along the verges. This is a boost to local bio-diversity, as well as offering financial savings, as the wildflower verges require less cutting and are self-sustaining.

For more information on this area:

- Data used in this section, see list of data sources used.
- Programme for Government – www.wales.gov.uk/about/programmeforgov/culture/programme?lang=en;
- National Survey for Wales – www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- UK Government Statistics Release – www.statistics.gov.uk/hub/travel-transport/index.html;
- Scottish Government Transport Statistics – www.scotland.gov.uk/Topics/Statistics/Browse/Transport-Travel;

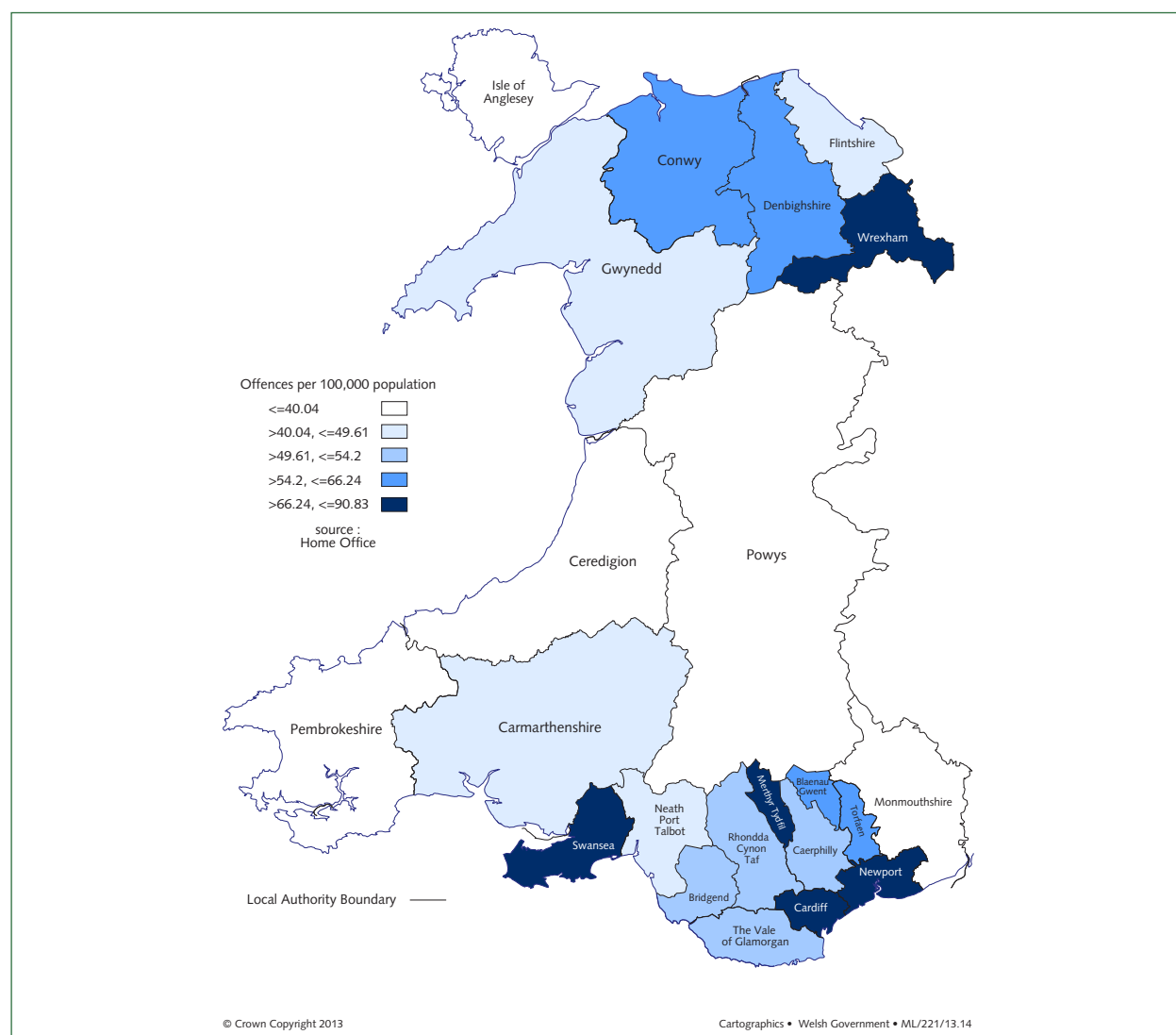
- Northern Ireland Transport Statistics – www.drdsn.gov.uk/index/statistics/stats-categories/ni_transport_statistics.htm;
- European Transport Statistics – www.epp.eurostat.ec.europa.eu/portal/page/portal/transport/introduction;
- Local Government Data Unit – Wales – www.infobasecymru.net/IAS/dataviews/tabular?viewId=199&geoid=1&subsetId=.

12. Community Safety

Tackling crime and the fear of crime is key to making people feel safe in their communities. Issues such as substance misuse and domestic abuse can cause problems for individuals and our communities, stopping people from feeling safe. For instance substance misuse is strongly linked to crime, particularly violent crime and disorder. Most data for community safety is either at the Wales level or the Police Force level and so analysis here is restricted to those levels. For statistics from the Crime Survey for England and Wales some statistics may be based on a small number of responses so care should be taken when using these figures. For more information follow the links in the List of Data Sources Used section to the source data.

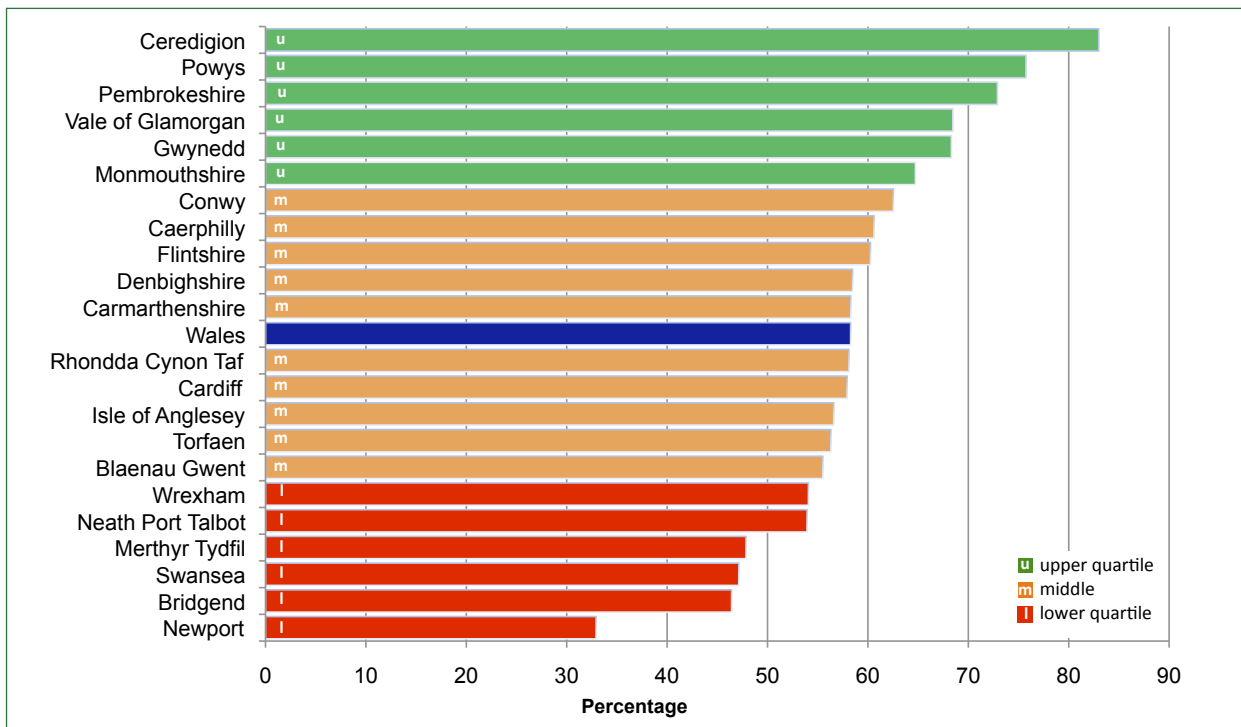
Local Authorities should be working with the police, Welsh Government, Home Office, their partners on Community Safety Partnerships and other key organisations to reduce crime and the fear of crime. Each Partnership uses its understanding of local priorities to reduce crime and substance misuse, and improve community safety. This local approach allows each Partnership to address the issues that are important to their community, collaborating and working in partnership to address common priorities and needs.

Figure 39: Police Recorded Offences per 1,000 population (year to 31 March 2013)



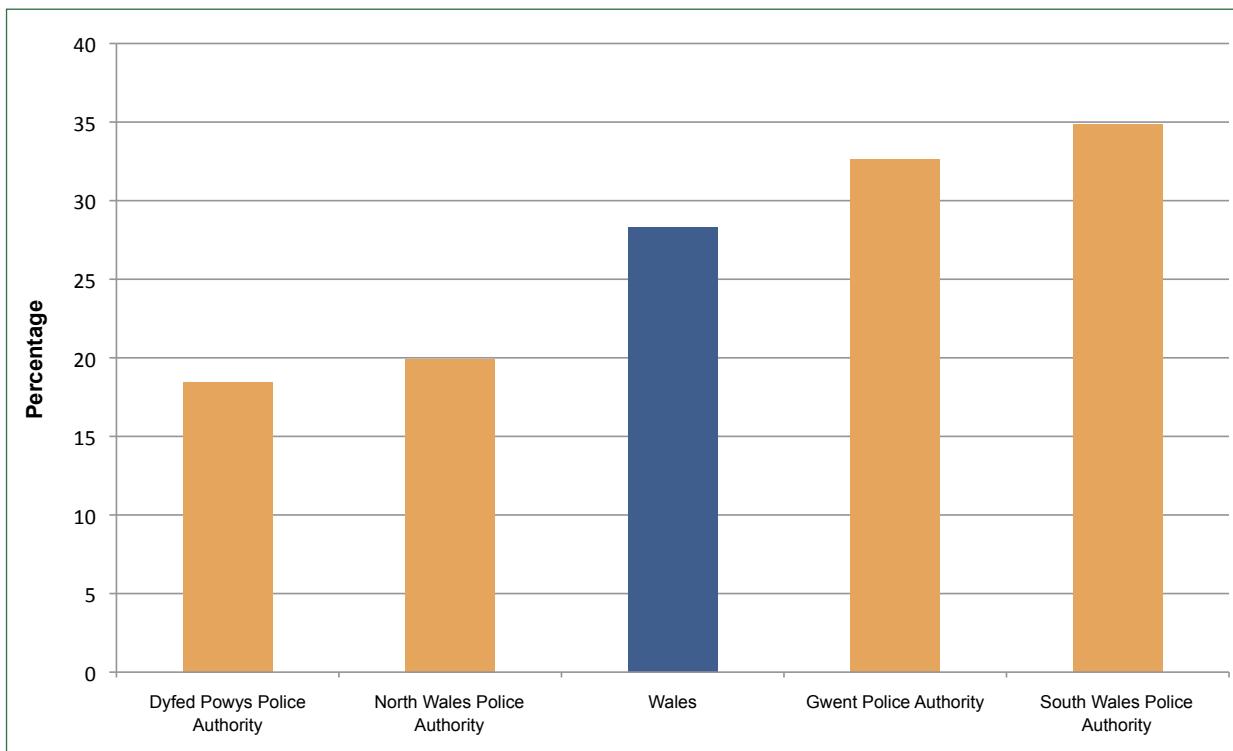
Source: Home Office

Figure 40: Percentage of respondents who felt safe when walking in their nearest town or city centre after dark



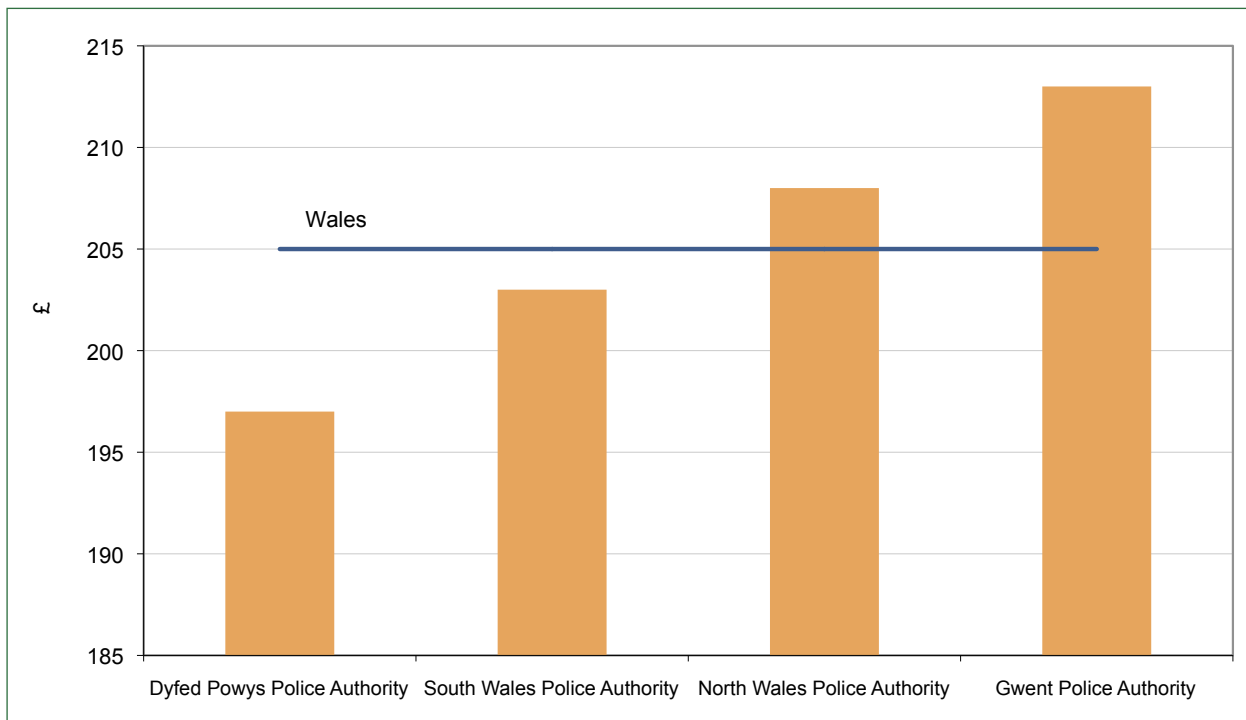
Source: National Survey for Wales, April 2012 to March 2013, sample size 14,000 people

Figure 41: Adults who have experienced or witnessed anti-social behaviour by police force area, 2012-13(a)



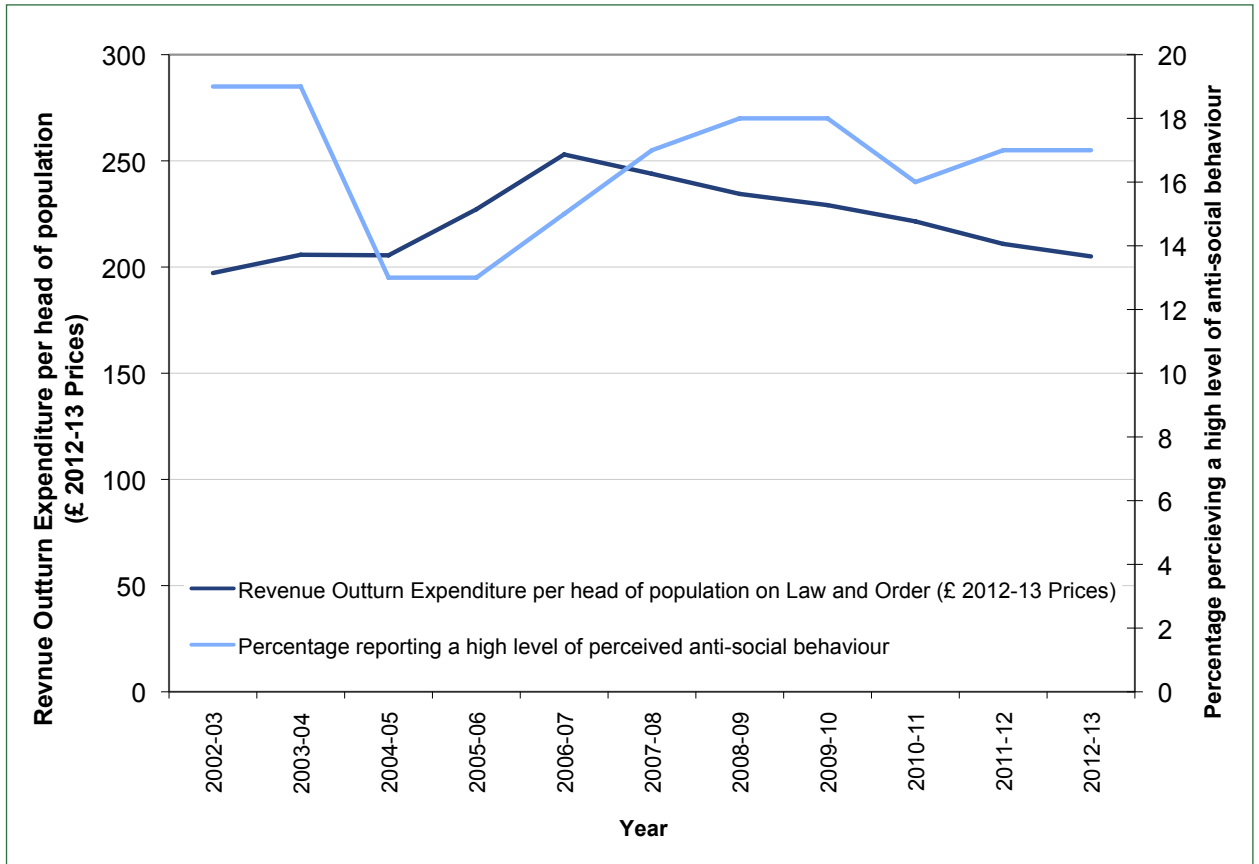
Source: Crime Survey for England and Wales (CSEW), Office for National Statistics

a) Adults aged 16 and over.

Figure 42: Revenue Outturn Expenditure per head on Law, Order and Protective Services, 2012-13

Source: Welsh Government

Figure 43: Revenue Outturn Expenditure per head on Law, Order and Protective Services and Perceptions of Anti-Social Behaviour (a)



Source: Welsh Government, Crime Survey for England and Wales

a) This data is derived from responses to seven individual anti-social behaviour strands as described in Sections 5.7 and 6.3 of the Crime Survey for England and Wales User Guide.

Case Study: Cold Calling Control Zones Pilot, Rhondda Cynon Taf



Specified Cold Calling Control Zones have been officially launched throughout Rhondda Cynon Taf to help protect residents from rogue traders and unwanted callers who pay unsolicited visits to their homes. It is an innovative project which puts residents at ease, making them feel safe in their communities.

In April 2013 Pilot Cold Calling Control Zones were implemented in Porth, Tonteg and Llantrisant as a result of these areas being identified as hotspots for

Doorstep Crime Rogue Trading Incidents.

The Cold Calling Control Zones are designed to discourage unwanted traders and criminals from cold calling on residents within the Zone. Cold calling damages vulnerable people's confidence and sense of security within their own homes.

Zones are identified by notices which are displayed on street furniture advising the Zone is in force. There has been a strong collaborative approach between the Police, Community Support Officers, Trading Standards and citizens to encourage feedback about when and where a cold caller was seen and to take steps to reduce the harm they can inflict. If there is a breach of the Zone by a trader, and this is reported to Trading Standards or the Police, there will be a rapid response and the trader will be stopped and dealt with as appropriate at the time.

Each resident has a pack which includes details of the Zone, how it operates, their rights as a resident within the Zone and window stickers identifying the property as being within the Zone.

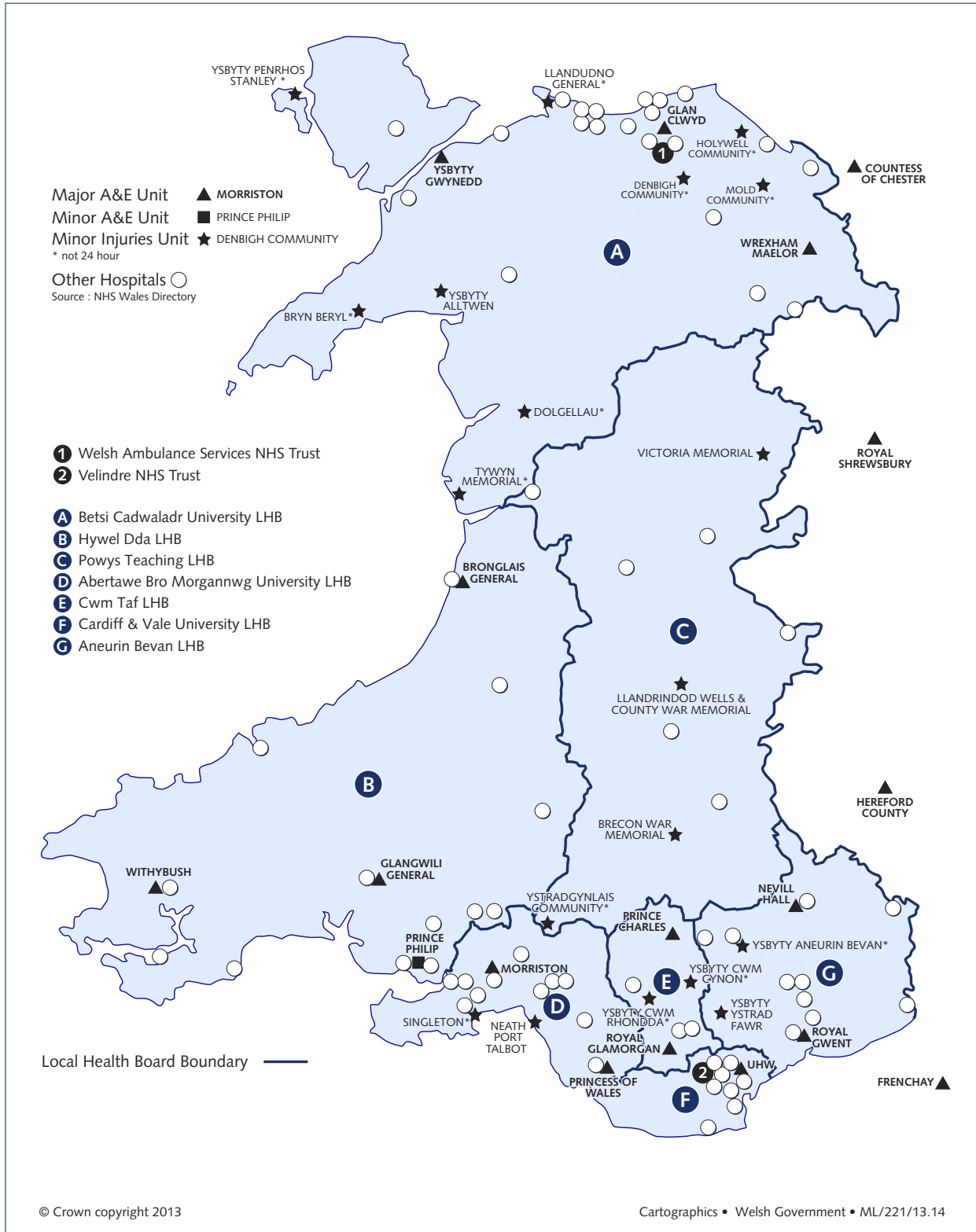
For more information on this area:

- Data used in this section, see list of data sources used.
- Programme for Government – www.wales.gov.uk/about/programmeforgov/communities/programme?lang=en;
- National Survey for Wales – www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/?lang=en;
- Financial Information – www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631;
- Welsh Government Statistical Releases on Crime – www.wales.gov.uk/topics/statistics/theme/communitysafety/crime/?lang=en;
- UK Government Statistical Releases on Crime – www.statistics.gov.uk/hub/crime-justice/index.html;
- European Crime Statistics – www.epp.eurostat.ec.europa.eu/portal/page/portal/crime/introduction.

13. Well-being

Health services are delivered by Health Boards throughout Wales but Local Authorities have a role to play in supporting the health of their population through providing sport and recreation facilities and other initiatives.

Figure 44: Hospitals



13.1. Healthy Lifestyles

The National Health Service Wales Act 2006 places a statutory duty on each Local Authority and Local Health Board (LHB) to prepare a Health, Social Care and Well-Being Strategy for that Local Authority's area. These Strategies highlight how LAs and LHBs intend to work together to improve the health and well-being of their local population through:

- improving health and well-being and reducing inequities;
- improving the provision, quality, integration, and sustainability of 'overlapping services'.

Following publication of revised guidance by Welsh Government in June 2012, "*Shared Purpose – Shared Delivery*", this duty – along with those duties relating to planning for children and young people, community safety and community planning – are now being integrated through the production of single integrated plans. These will need to be in place in all areas by April 2013.

A healthy lifestyle is one which helps to keep and improve people's health and well-being. An individual's perception of a healthy lifestyle can vary significantly, but for the majority of people it means living their life in a way that can help them to be more physically and emotionally healthy. Making positive choices in the areas of physical activity, nutrition, mental health and alcohol consumption levels, and acting on the choices made will help towards a sense of feeling healthy. The benefits from these choices are endless; from feeling fit and well to reducing the effects of chronic mental illness.

Why is this important?

Regular physical activity has many benefits to health, including mental health and well-being. People who are physically active have up to a fifty per cent reduced risk of developing the major chronic diseases such as coronary heart disease, stroke, diabetes and some cancers and a 20-30 per cent reduced risk of premature death. It has been estimated that the cost of physical inactivity to Wales is about £650 million per year.

Overweight and obesity are risk factors for chronic conditions such as cardiovascular disease, diabetes and some cancers. Any increases in the levels of such illnesses not only affect the individuals concerned and their families, but also puts pressure on the NHS and society more generally.

An indicator on alcohol is important as excessive alcohol consumption is a major cause of serious liver disease, which is often fatal. In addition, drinking above the lower-risk guidelines on a regular basis puts people at risk of serious health problems, from liver damage to a greater risk of getting cancer or suffering a heart attack.

Living a healthy lifestyle can prevent thousands of adults and children facing deteriorating health and a lower quality of life, and the Government from facing spiralling health and social care costs.

The following indicators have been chosen as Local Authorities have some influence over these areas. The data comes from the Welsh Health Survey 2011 and 2012 and as such differences between Local Authorities may not be statistically significant. Follow the links for the Welsh Health Survey at the end of this section for more information on confidence intervals.

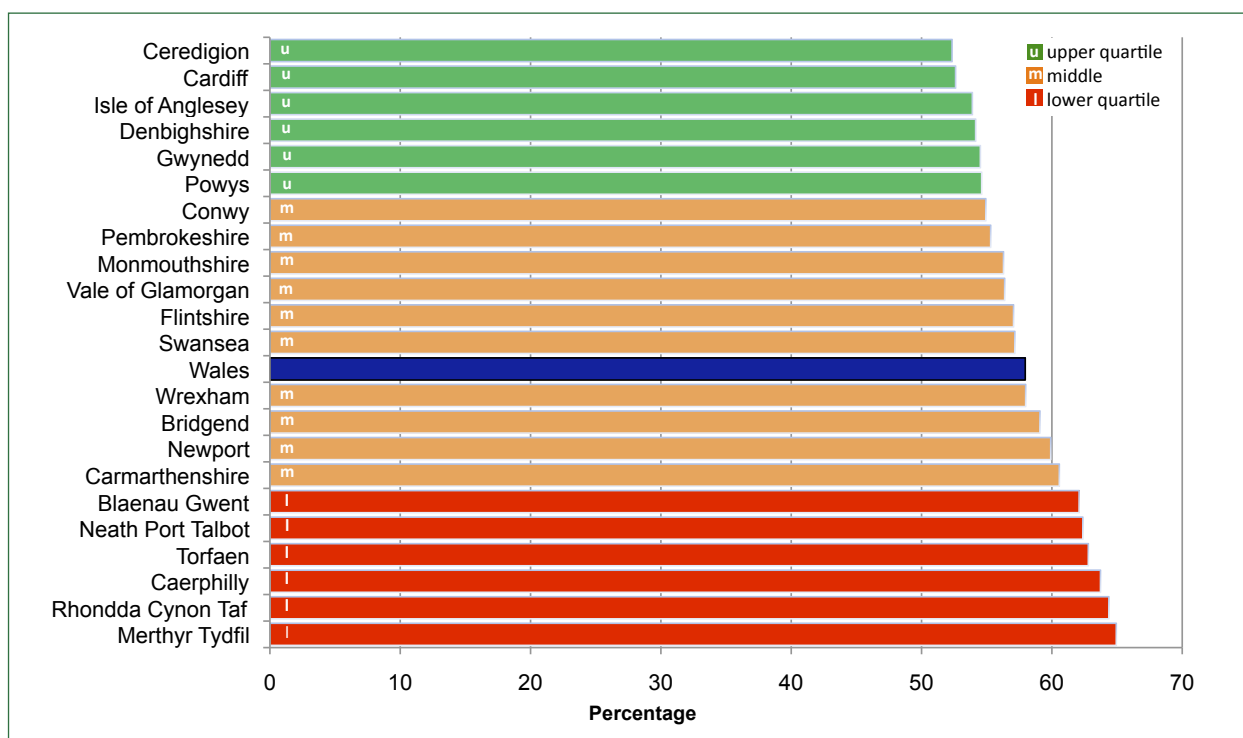
What should I expect from my Local Authority?

It is for individual Local Authorities and Local Health Boards (LHBs) to decide how they deliver on the aims of their health, social care and well-being strategies however a number of national initiatives have been rolled out across Wales. These include;

- Specifically developed nutrition training provided by Community Dietitians and support workers free of charge to those working in the community wishing to gain a recognised qualification and/or knowledge in nutrition, such as school caterers and other staff working in schools, care home workers, community volunteers, youth workers, Flying Start project staff, etc. They also deliver non-accredited courses in food and nutrition. In doing so, the importance of healthy eating as part of a healthy lifestyle will be better understood, and hence more likely to be effectively incorporated into a variety of settings.
- An All Wales Obesity Pathway has been developed which sets out a tiered approach for the prevention and treatment of obesity, from community based prevention and early intervention to specialist medical and surgical services. Local Health Boards, working jointly with Local Authorities and other key stakeholders have mapped local policies, services and activity for both children and adults against four tiers of intervention, have identified gaps and are implementing local solutions, supported by national leadership.
- The National Exercise Referral Scheme (NERS) is a national scheme which has been developed to standardise exercise referral opportunities across all 22 Local Authorities. The scheme offers GPs and other Primary Care practitioners the opportunity to refer patients to exercise. It targets clients who are at risk of developing chronic disease. Standard protocols for a number of chronic conditions are being implemented where there are rehabilitation programmes in operation and exercise professionals hold the necessary qualifications.
- Creating an Active Wales is a 5-year strategic action plan that focuses on ensuring that we all build physical activity into our daily lives. The action plan was developed in partnership with key stakeholders and partners. Each Local Authority has been required to submit a *“Local Creating an Active Wales Plan”* which demonstrates how they will deliver on the key actions that have been set as part of this strategy.

How is my Local Authority performing?

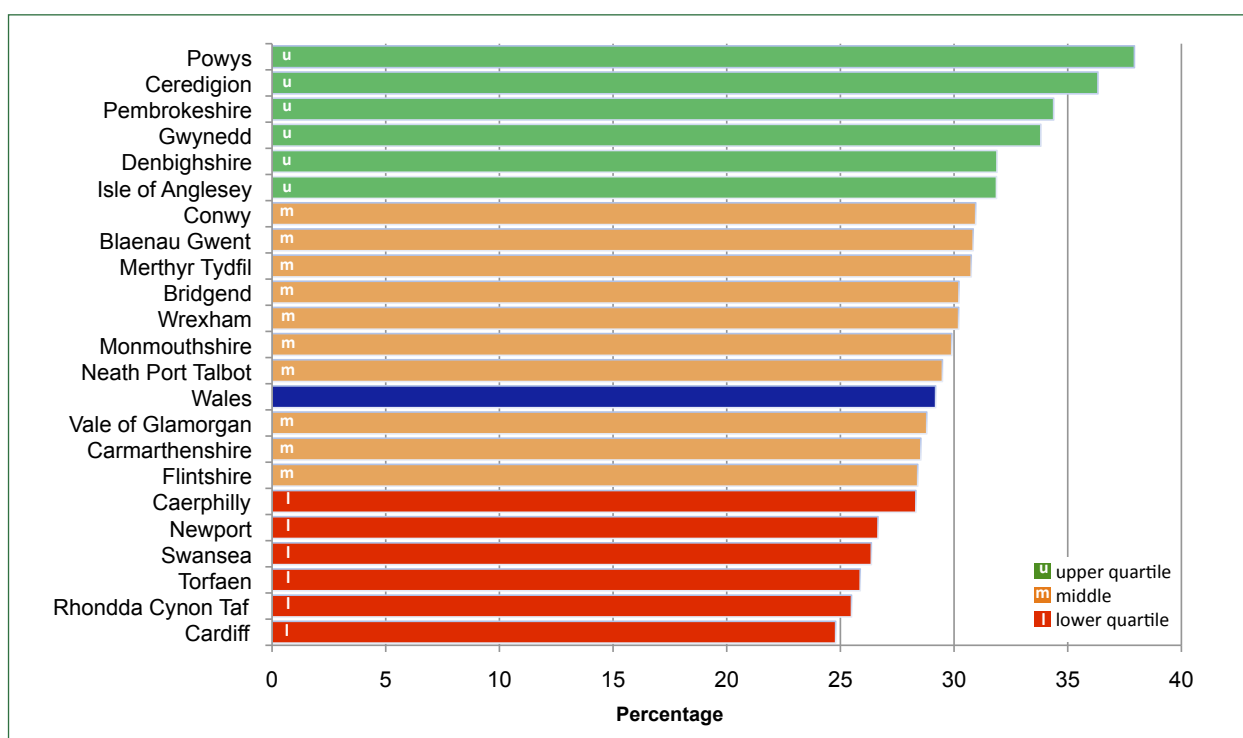
Figure 45: Percentage of adults who are overweight or obese, 2011 and 2012, age-standardised



Source: Welsh Health Survey

In 2011 and 2012 58 per cent of adults in Wales were overweight or obese. This ranged from 52 per cent in Ceredigion to 65 per cent in Merthyr Tydfil.

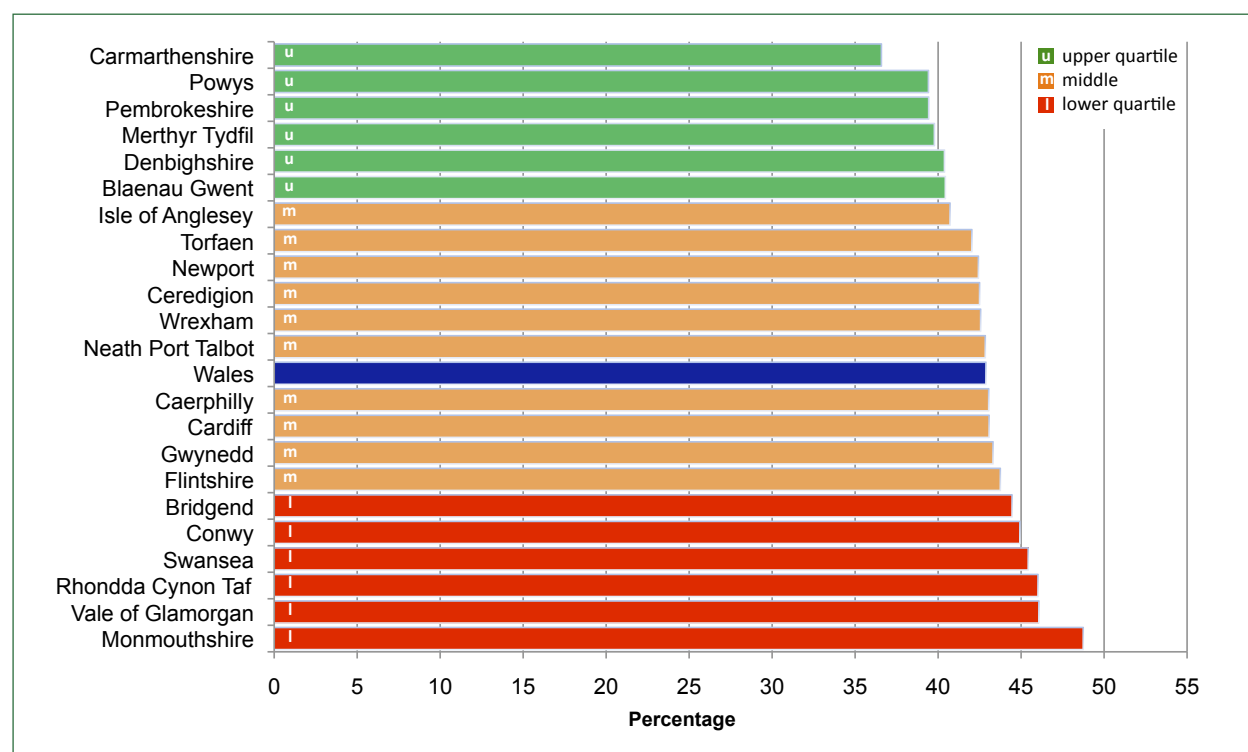
Figure 46: Percentage of adults who report being physically active on five or more days in the past week, 2011 and 2012, age-standardised



Source: Welsh Health Survey

In 2011 and 2012 29 per cent of adults reported being physically active on five or more days in the past week. This ranged from 24.8 per cent in Cardiff to 37.9 per cent in Powys.

Figure 47: Percentage of adults who reported drinking above guidelines on at least one day in the past week, 2011 and 2012, age-standardised



Source: Welsh Health Survey

In 2011 and 2012 43 per cent of adults reported drinking above guidelines on at least one day in the past week. This ranged from 37 per cent in Carmarthenshire to 49 per cent in Monmouthshire.

Case Study: Beaumaris Leisure Centre, Anglesey



Beaumaris Leisure Centre is a not-for-profit Social Enterprise established in June 2013. It is run by volunteers for the people of South East Anglesey. The leisure centre was previously run by Anglesey County Council but, in order to ensure it continued operating, it was established as a Social Enterprise. The aim of the leisure centre is to:

- create a sustainable Social Enterprise to secure the future of a facility, providing fitness and cultural activities for the catchment area of South East Anglesey, inclusive to all sections of the community
- promote social inclusion and an active and healthy community through the provision of an extensive range of fitness activities, arts and crafts courses for children and adults, concerts, social groups and an annual series of free art exhibitions
- work in partnership with local surgeries and the Betsi Cadwaladr Health Trust to provide GP referral sessions for low risk clients and rehabilitation sessions for high risk clients

The Enterprise is run by a board of 12 volunteers, who take on tasks such as discussing ways to get young people involved in the Enterprise, and the refurbishment of the facility.

Community engagement is strong, ensuring the facility is accessible, and newsletters are produced on a regular basis to inform local people of forthcoming events and the facilities available. Residents of Beaumaris and the surrounding area are benefitting by having a centre that provides information and activities for all age ranges.

The centre provides crucial employment for people who live in a rural area, and may not be able to find suitable jobs elsewhere, whilst additionally preventing future health issues for its users at no extra cost to the Council.

For more information on this area:

- Data used in this section, see list of data sources used.
- Programme for Government – www.wales.gov.uk/about/programmeforgov/communities/?lang=en;
- Welsh Government Health Statistics – www.wales.gov.uk/topics/statistics/theme/health/?lang=en;
- Welsh Health Survey Statistical Release – www.wales.gov.uk/topics/statistics/headlines/health2012/1209191/?lang=en;
- UK and Devolved Administration Government Statistical Releases on Health – www.statistics.gov.uk/hub/health-social-care/index.html;
- European Health Statistics – www.epp.eurostat.ec.europa.eu/portal/page/portal/health/introduction.

14. Glossary

Average Wider Capped Points Score: The Average Wider Capped Points Score is calculated using the best 8 results from all qualifications approved for pre-16 use in Wales for each pupil. Where the Welsh Baccalaureate Qualification has been achieved, each component part is counted as an individual qualification.

Composting: Disposing of waste by turning it into compost using a variety of methods. Food waste, garden waste, fallen leaves and so on can usually be processed in this way.

Confidence Intervals: A confidence interval when calculated around a survey estimate, gives a range within which the true value for the population is likely to fall.

Delayed Transfer of Care: A transfer of a patient from one care setting to another e.g. hospital to care home, that is delayed. Sometimes known as 'bed-blocking'.

Disabled Facilities Grant: A grant provided by Local Authorities to make adaptations to homes to allow people with disabilities to continue to live in their own home.

Landfilling: Disposing of waste by placing it in a landfill site. When such a site is full, it is normally covered with topsoil and landscaped. However, landfill capacity in Wales (and in many other countries) is becoming scarce; and new landfill sites are both unpopular and environmentally unsustainable.

Local Authority municipal waste: Includes household and non-household waste that is collected and disposed of by Local Authorities. It includes regular household collections, specific recycling collections, special collections of bulky items, waste received at civic amenity sites and waste collected from non-household sources.

Local Environmental Services: Covers cemetery, cremation and mortuary services, environmental health, street cleansing, waste collection and disposal.

Looked After Child: The term used to describe any child who is in the care of the Local Authority or who is provided with accommodation by the Local Authority for a continuous period of more than 24 hours. This covers children in respect of whom a compulsory care order or other court order has been made. It also refers to children accommodated voluntarily, including under an agreed series of short-term placements which may be called short breaks, family link placements or respite care.

National Strategic Indicators: A set of performance indicators which Local Authorities are required by law to collect and use.

Priority Need: A category of need that allows the person or household to access temporary accommodation.

Problematic Drug Misuse: Drug use which leads to problems in the lives either of those using the drugs or those around them.

Programme for Government: The plan of action for the Welsh Government outlining what it hopes to achieve.

Recycling: Any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It does not include energy recovery and the reprocessing into materials that are used as fuels or backfilling operations.

Registered Social Landlord: Organisations that provide and manage properties for people who would otherwise be unable to afford to rent or buy privately. Social landlords must be registered with the Welsh Government and are inspected on a regular basis to maintain a good standard of management.

Residual Household Waste: Household waste that is not prepared for reuse, recycled or composted.

Revenue Expenditure Outturn: The actual amount of money spent by Local Authorities.

Session: Half a school day.

StatsWales: The online dissemination tool for official statistics from the Welsh Government. This tool allows you access to the fine detail behind the high level statistics.

15. Contextual Data Sources

15.1. Local Authority Improvement Plans

Local Authorities are required to publish improvement plans each year. To access your Authority's Improvement Plan follow the links below.

- Isle of Anglesey – www.anglesey.gov.uk/council-and-democracy/governance-and-performance-/corporate-business-plan/;
- Gwynedd – www.gwynedd.gov.uk/gwy_doc.asp?cat=7066&doc=15861&Language=1&p=1&c=1;
- Conwy – www.conwy.gov.uk/section.asp?cat=8239&Language=1;
- Denbighshire – www.denbighshire.gov.uk/en/your-council/about-the-council/performance.aspx;
- Wrexham – www.wrexham.gov.uk/english/council/documents/council_plan.htm;
- Flintshire – www.flintshire.gov.uk/en/YourCouncil/Council-and-Democracy/Improvement-Plan.aspx;
- Powys – www.powys.gov.uk/index.php?id=296&L=0;
- Ceredigion – www.ceredigion.gov.uk/index.cfm?articleid=18408;
- Pembrokeshire – www.pembrokeshire.gov.uk/content.asp?nav=101,1566,1782&parent_directory_id=646;
- Carmarthenshire – www.carmarthenshire.gov.uk/English/council/CouncilPerformance/Pages/performance-reports.aspx;
- Swansea – www.swansea.gov.uk/index.cfm?articleid=50884;
- Neath Port Talbot – www.npt.gov.uk/default.aspx?page=7668;
- Bridgend – www1.bridgend.gov.uk/services/corporate-improvement.aspx;
- The Vale of Glamorgan – www.valeofglamorgan.gov.uk/our_council/achieving_our_vision/improvement.aspx;
- Cardiff – www.cardiff.gov.uk/content.asp?nav=2872,3250,4340,5011&parent_directory_id=2865;
- Rhondda Cynon Taf – www.rctcbc.gov.uk/en/councildemocracy/councilperformance/corporate-improvement-plan-and-summary/corporate-improvement-plan-and-summary.aspx;
- Merthyr Tydfil – www.merthyr.gov.uk/english/councilanddemocracy/performance/pages/executiveforwardplan.aspx;
- Caerphilly – www.caerphilly.gov.uk/site.aspx?s=SL2mZllqChPvAmyM8BNW1Rc1GUD1zNde;
- Blaenau Gwent – www.blaenau-gwent.gov.uk/council/166.asp;

- Torfaen – www.torfaen.gov.uk/en/AboutTheCouncil/ImprovingTorfaen/Ourperformance/Our-performance.aspx;
- Monmouthshire – www.monmouthshire.gov.uk/improvement/;
- Newport – www.newport.gov.uk/_dc/index.cfm?fuseaction=improvement.plan.

15.2. Local Data Sources

There is a wealth of data available that can be used to assess the performance of public services and these have been referred to within each subject section above. In addition to the subject specific data sources there are also wider data which help to put performance in context of local priorities.

For an overview of the latest official statistics for your area you could use the 'Neighbourhood Statistics' tool from the Office for National Statistics (www.neighbourhood.statistics.gov.uk/dissemination/). A Local Authority focused set of statistics is also available from the Welsh Government www.wales.gov.uk/topics/statistics/publications/localarea/?lang=en.

For more detailed data on particular topics the official statistics published by the Welsh Government are all available from www.wales.gov.uk/topics/statistics/?lang=en and the detailed data tables behind the statistics are available from the online dissemination tool StatsWales www.statswales.wales.gov.uk/ReportFolders/ReportFolders.aspx?CS_referer=&CS_ChosenLang=en.

Further information on Local Authority performance and other related data is available from the Local Government Data Unit – Wales www.dataunitwales.gov.uk/.

15.3. Regional Data Sources

At a higher geographical level a set of comparative statistics has been published by the Welsh Government and is available here www.wales.gov.uk/topics/improvingservices/publicationevents/publications/rcastatscomp/?lang=en.

15.4. National and International Data Sources

At the Wales level a set of performance data is available through the Programme for Government here www.wales.gov.uk/about/programmeforgov/?lang=en.

In the UK official statistics that have been assessed by the UK Statistics Authority are awarded the quality mark of 'National Statistic' to denominate their compliance with the Code of Practice for Official Statistics. All National Statistics in the UK are published through the Publication Hub here www.statistics.gov.uk/hub/index.html.

For official statistics for Europe the official outlet is Eurostat here www.epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/. Please note that definitions and collection and calculation methodology may differ between countries and so comparisons between countries should be made carefully.

16. List of Data Sources used

Figure 1: The number of visits to public libraries during the year, per 1,000 head of population, 2012-13

National Strategic Indicator LCL/001. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 2: The percentage of respondents who felt their council provides a high quality service

www.statswales.wales.gov.uk/Catalogue/National-Survey-for-Wales/2012-13

Figure 3: Revenue Outturn Expenditure per head of population on Social Services, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

Figure 4: Revenue Outturn Expenditure per head of population on Social Services, Wales

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

For delayed transfer of care data see National Strategic Indicator SCA/001

www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 5: Percentage of population aged 65 and over, 2012

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106

Figure 6: Delayed Transfers of Care for Social Care reasons per 1,000 head of population aged 75 or over, 2012-13

National Strategic Indicator SCA/001. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 7: Looked after children as a percentage of the population aged 0 to 17,(LAC data 2012-13, population data 2012)

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. Looked After Children statistics available at www.statswales.wales.gov.uk/Catalogue/Health-and-Social-Care/Social-Services/Childrens-Services/Children-Looked-After

Figure 8: Percentage of young people formerly looked after with whom the Authority is in contact, who are known to be engaged in education, training or employment at the age of 19, average of 2011-12 and 2012-13 (a)(b)

National Strategic Indicator SCC/033f. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 9: Percentage of Looked After Children with three or more placements in the year, average of 2012 and 2013 (a)

Looked After Children placement statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=24420

Figure 10: Percentage of pupils at Key Stage 4 achieving the Level 2 inclusive threshold, 2012/13 (a)

Qualification statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=11302

Figure 11: Revenue Outturn Expenditure per pupil, 2012/13 and Percentage of pupils at Key Stage 2 achieving the expected Level (L4+) 2013 (a)

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Pupil achievement statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=6187

Figure 12: Revenue Outturn Expenditure per pupil, 2012/13 prices and Percentage of pupils at Key Stage 2 achieving the expected Level (L4+) 2003/04 to 2012/13 (a)

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Pupil achievement statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=6187

Figure 13: Percentage of Working Age Population Qualified to National Qualification Framework Level 4 or Above

UK country qualification statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=3649

Figure 14: Percentage of pupils at Key Stage 4 achieving the Level 2 inclusive threshold, 2012/13 (a)

Pupil achievement data at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=11302

Figure 15: Percentage half day sessions attended at secondary School, 2012/13

Absenteeism data at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=6893

Figure 16: Percentage of adults meeting daily physical activity guidelines, 2011 and 2012 (1) (2)

Welsh Health Survey data is available at www.wales.gov.uk/topics/statistics/headlines/health2011/1109131/?lang=en

Figure 17: Revenue Outturn Expenditure per head of population on Libraries, Culture, Heritage, Sport and Recreation, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

Figure 18: Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population (a)

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. National Strategic Indicator LCL/001. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612
www.wales.gov.uk/statistics-and-research/national-strategic-indicators-data-collection/?lang=en

Figure 19: Revenue Outturn Expenditure per head on Libraries, Culture, Heritage, Sport and Recreation and Visits to Public Libraries per 1,000 head of population, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. National Strategic Indicator LCL/001b. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 20: Number of free public swims for those aged 16 and under or 60 and over, per 100 persons in those age groups, 2012-13

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. Free Swimming statistics available at www.dissemination.dataunitwales.gov.uk/webview/index.jsp?language=en

Figure 21: Location of public libraries

Sourced from unpublished Welsh Government source

Figure 22: The number of visits to public libraries during the year, per 1,000 head of population, 2012-13

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. National Strategic Indicator LCL/001b. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 23: Homelessness

Sourced from www.wales.gov.uk/topics/statistics/headlines/housing2012/120919/?lang=en

Figure 24: Revenue Outturn Expenditure on Council Fund Housing and Housing Benefit per head of population, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

Figure 25: Households with dependent children accepted as homeless and accommodated per 10,000 households, 2012-13 (a) (b) (c)

Housing estimates from www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=28727 and homelessness accommodations from www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=31044

Figure 26: Rate of additional affordable housing units delivered per 10,000 households, by Local Authority area, 2012-13 (a)

Housing estimates from www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=28727 and affordable housing statistics from www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=26650

Figure 27: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the Local Authority, 2012-13 (a)

National Strategic Indicator PSR/004. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 28: The average number of calendar days taken to deliver a Disabled Facilities Grant, 2012-13

National Strategic Indicator PSR/002. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 29: Household Waste Refuse collection per head (tonnes), 2012-13 (a) (b)

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. Waste statistics at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=26800

Figure 30: Revenue Outturn Expenditure on Local Environmental Services (a) per head of population, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

Figure 31: Revenue Outturn Expenditure on Local Environmental Services (a) per head of population and Percentage of Waste sent to Landfill (b)

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Recycling rate from National Strategic Indicator WMT/004. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612
www.wales.gov.uk/statistics-and-research/national-strategic-indicators-data-collection/?lang=en

Figure 32: Revenue Outturn Expenditure on Local Environmental Services (a) per head and Percentage of Waste Recycled, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Recycling rate from National Strategic Indicator WMT/009. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 33: Percentage of Municipal Waste Collected that is Reused, Recycled or Composted, 2012-13

Recycling rate from National Strategic Indicator WMT/009. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 34: Percentage of reported fly-tipping incidents cleared within five working days, 2012-13 (a)

Recycling rate from National Strategic Indicator STS/006. For further data see www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=32612

Figure 35: Traffic volume (billion Vehicle Kilometres) per 100,000 population, 2011

Population statistics available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=25106. Traffic volume statistics from www.wales.gov.uk/topics/statistics/publications/transport2011/?lang=en

Figure 36: Revenue Outturn Expenditure, Roads and Transport per Kilometre of road, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Road Length data from www.wales.gov.uk/topics/statistics/publications/transport2011/?lang=en. Road lengths from www.wales.gov.uk/topics/statistics/publications/transport2011/?lang=en

Figure 37: Revenue Outturn Expenditure, Roads and Transport per Kilometre of road and percentage of roads in poor condition 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Road Length data from www.wales.gov.uk/topics/statistics/publications/transport2011/?lang=en. Road condition statistics from www.infobasecymru.net/IAS/dataviews/tabular?viewId=199&geold=1&subsetId=

Figure 38: Percentage of roads in poor condition, 2012-13

Figures available from www.infobasecymru.net/IAS/dataviews/tabular?viewId=199&geold=1&subsetId=

Figure 39: Police Recorded Offences per 1,000 population (year to 31 March 2013)

Statistics available from www.wales.gov.uk/topics/statistics/headlines/transport2011/110311/?lang=en

Figure 40: Percentage of respondents who felt safe when walking in their nearest town or city centre after dark

Uses results from the National Survey for Wales. For more information see www.wales.gov.uk/about/aboutresearch/social/ocsropage/nationalsurveyforwales/latestnews/?lang=en

Figure 41: Adults who have experienced or witnessed anti-social behaviour by police force area, 2012-13(a)

Crime statistics available from www.ons.gov.uk/ons/taxonomy/index.html?nscl=Crime+Trends

Figure 42: Revenue Outturn Expenditure per head on Law, Order and Protective Services, 2012-13

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631

Figure 43: Revenue Outturn Expenditure per head on Law, Order and Protective Services and Perceptions of Anti-Social Behaviour (a)

Revenue Outturn Expenditure information available at www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=2631. Other figures from the Crime survey for England and Wales www.ons.gov.uk/ons/taxonomy/index.html?nscl=Crime+Trends

Figure 44: Hospitals

Unpublished Welsh Government source

Figure 45: Percentage of adults who are overweight or obese, 2011 and 2012, age-standardised

Welsh Health Survey data is available at www.wales.gov.uk/topics/statistics/headlines/health2011/1109131/?lang=en

Figure 46: Percentage of adults who report being physically active on five or more days in the past week, 2011 and 2012, age-standardised

Welsh Health Survey data is available at www.wales.gov.uk/topics/statistics/headlines/health2011/1109131/?lang=en

Figure 47: Percentage of adults who reported drinking above guidelines on at least one day in the past week, 2011 and 2012, age-standardised

Welsh Health Survey data is available at www.wales.gov.uk/topics/statistics/headlines/health2011/1109131/?lang=en

SUBJECT: TOP TEAM STRUCTURAL REVIEW

MEETING: CABINET

DATE: 12TH FEBRUARY 2014

DIVISION/WARDS AFFECTED: N/A

1. PURPOSE:

1.1 To set out proposals to re-shape the paid service Strategic Leadership Team and adjust portfolio responsibilities for several members of the team.

2. RECOMMENDATIONS:

2.1 Cabinet agree the changes suggested and to their immediate implementation.

3. KEY ISSUES:

3.1 The current shape of the Strategic Leadership Team (SLT) and portfolio allocations to individual members of the team were agreed by Cabinet and full Council in 2010 as part of a wider review of the Councils structure which saw some quite radical change. The SLT was reduced in size, reduced in cost, salaries were placed into a consistent framework and the overall cost of the Team was 'capped' by linking all pay to that of the Chief Executive (CEO).

3.2 Several significant things have changed since 2010 and these are captured in the presentation attached to this report at Appendix 1 which has previously been circulated to all Councillors. Notable amongst these changes are that three Members of the initial team are no longer with the Council, public finances have become tighter and the policy direction of the Council has evolved with a new Partnership Administration.

3.3 Going forward, the external environment is likely to become more challenging and contestable. Understandably much time is being spent considering the size and shape of the organisation that will take us forward and central to this thinking is maintaining an ability to sustain good quality services, particularly in the Councils priority areas. Equally important is maintaining a capacity within the paid service that is capable of leading an organisation that remains ambitious and as committed to effectiveness as it is to efficiency.

4. REASONS

4.1 Within this context there is no desire to directly replace two positions (Deputy Chief Executive and Director of Transition) that have fallen vacant. There is a will instead to adjust portfolio responsibilities across remaining team members and extend SLT membership to recognise changes in personnel and responsibilities that have occurred over the last 3 years. SLT members are keen to continue to play their part in taking the organisation forward and are all willing to take on extended or changed portfolios in the wider interests of the Council.

4.2 Significant time has been spent in the last couple of years on developing leadership capacity throughout the organisation. Whilst Monmouthshire County Council is becoming a smaller organisation, the calibre of employees is high. There is a pride in what is being achieved and a desire to achieve more. Members will be familiar with the organisation becoming more networked and more officers are being given the chance to develop and lead projects and programmes. This strength in depth, which we need to continue to develop, will be vital over the next three years.

4.3 I am satisfied that these changes will give the Council an officer leadership team capable of playing its part in taking the Council forward. Every member of the team has a combination of service responsibility and wider whole authority responsibility. The blend of knowledge, experience, energy and enthusiasm is appropriate. The sense of vocational calling and commitment to Monmouthshire is absolute.

4.4 Given the judgements above, it is the right thing to do to test out the new model and release savings back into the organisation that can be applied to sustaining services.

5. RESOURCE IMPLICATIONS:

- 5.1 No member of the SLT will receive any salary enhancement or any type of indirect financial benefit from these proposals.
- 5.2 The Deputy Chief Executive and Director of Transition positions were both initial £90k+ positions. These positions can now be deleted from the establishment.
- 5.3 These changes require SLT members to review management structures within their portfolios. Several of these will lead to adjustments which in most cases, will already be a feature of budget mandates that have been considered in preparing budget proposals for next year. These will be taken through the appropriate decision-making processes shortly.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

An Equality impact and sustainable development assessment has been carried out and is attached to this report.

7. CONSULTEES:

All current members of the Strategic Leadership Team.

8. BACKGROUND PAPERS

Information attached at Appendix 1.

9. AUTHOR:

Paul Matthews, Chief Executive.

10. CONTACT DETAILS:

Tel: 01633 644041

E-mail: paulmatthews@monmouthshire.gov.uk



Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Strategic leadership team re structure	Chief Executive	
Policy author / service lead	Name of assessor	Date of assessment:
Paul Matthews	Alan Burkitt	30 th January 2014

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

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

Due to vacancies arising in 2 high level posts (Deputy Chief Executive and Head of Transition) and the well documented financial pressures facing the Council it was decided that it was the right time to re shape the Strategic Leadership Team as part of an overall staffing restructure.

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

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

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

All current members of the Strategic Leadership Team

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.

Staff personnel data

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

No mitigations were necessary

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No changes were made as there were no negatives impacts assessed

•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

Signed...DA Burkitt.....**Designation** Policy Officer Equality + Welsh Language...**Dated**...30th Jan 2014.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Alan Burkitt on behalf of Paul Matthews		Please give a brief description of the aims proposed policy or service reconfiguration Strategic Management Team re-structure	
Name of the Division or service area Chief Executives		Date “Challenge” form completed 30 th January 2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE		x	
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:

This restructure is assessed as having a neutral impact

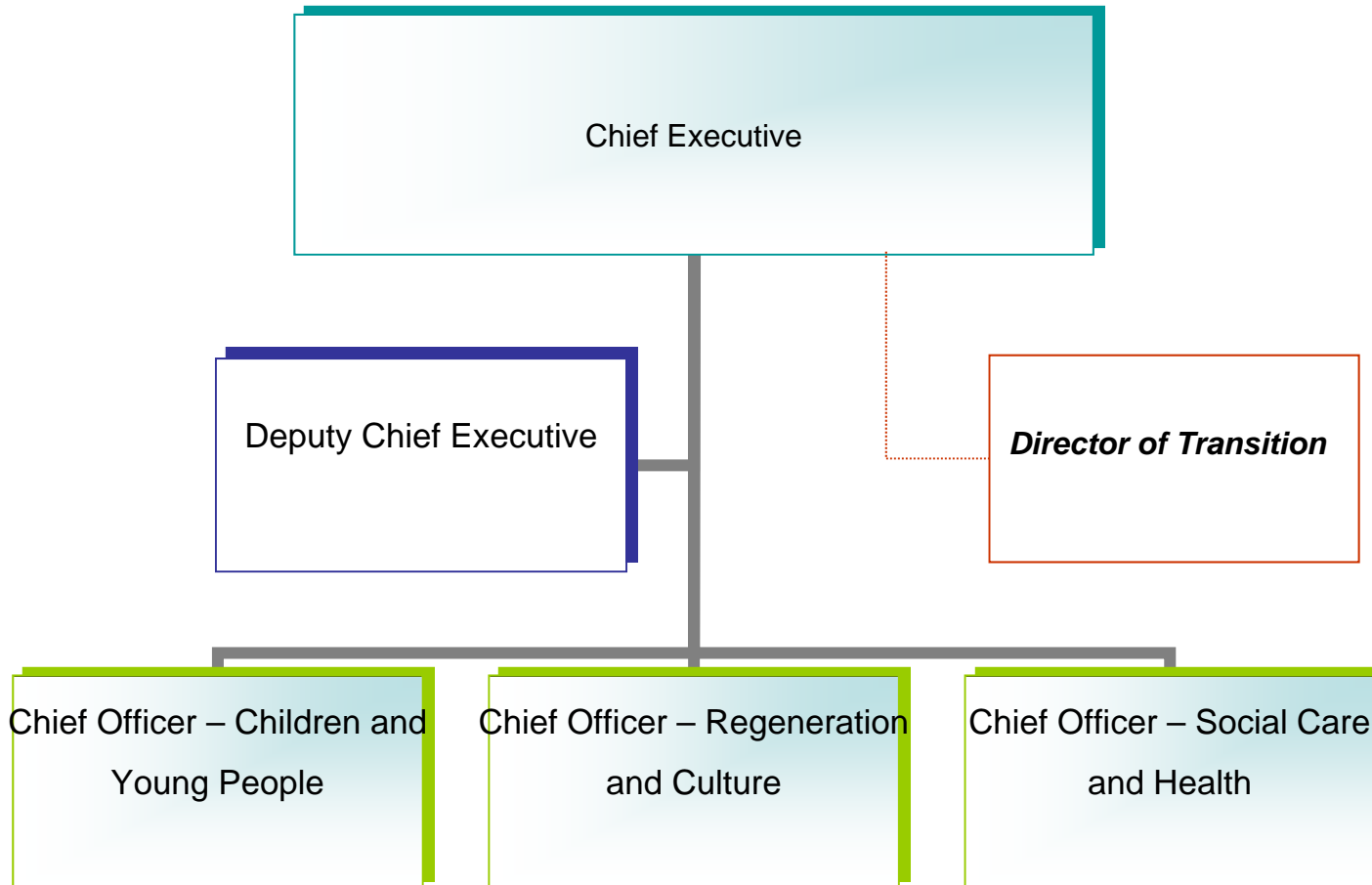
Signed

DA Burkitt

Dated 30th January 2014

Monmouthshire County Council 'Top Team Structural Review'

Structure approved in 2010



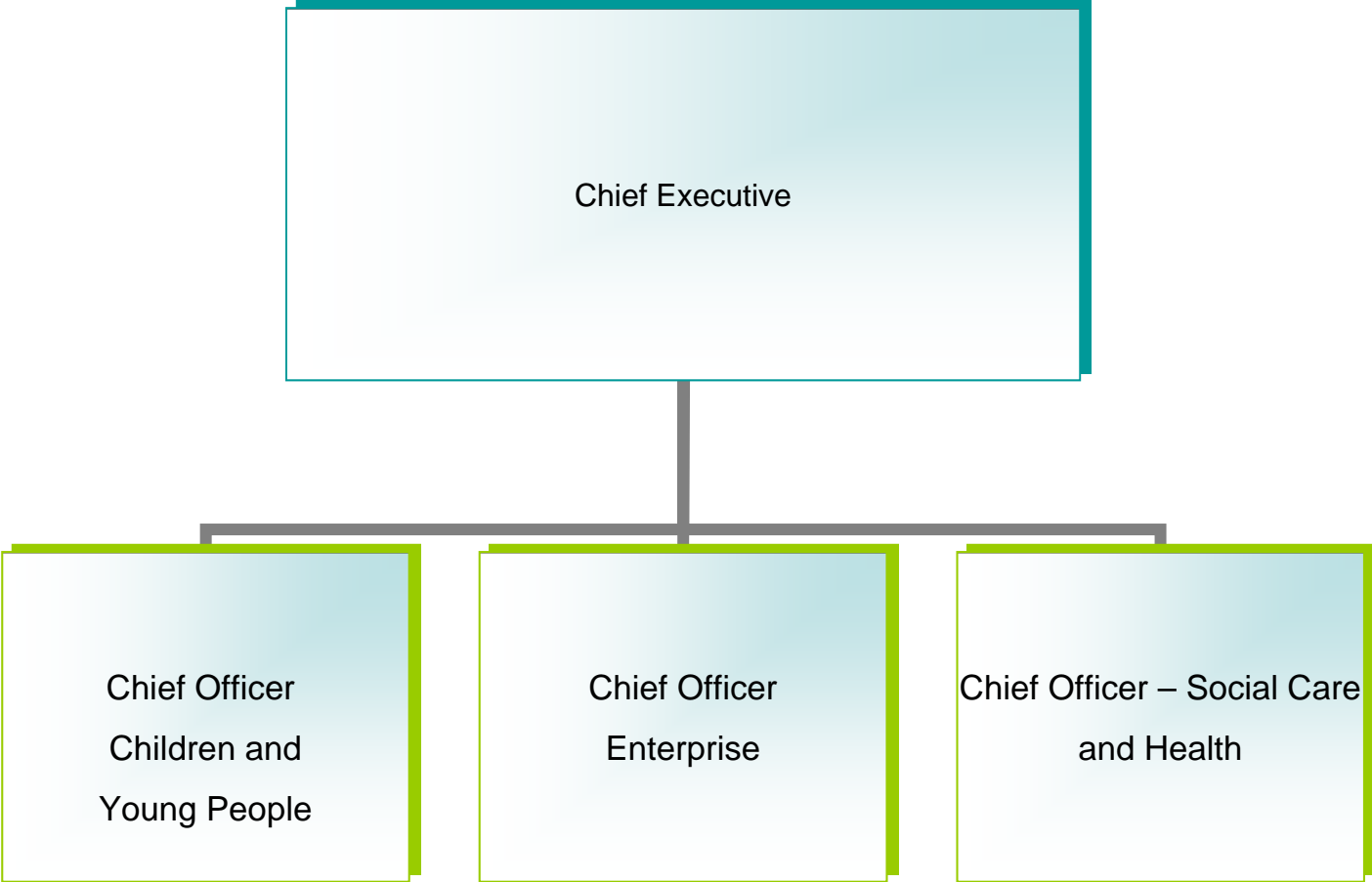
Things have changed

- 3 members of original Chief Officer team have departed
- Head of Service posts have evolved
- Financial realities have become more challenging
- Public expectations continue to rise
- Regulatory / inspection regimes more intense
- A majority Council has become a partnership administration
- Political dynamics are different
- Council is partnered to a clear Single Integrated Plan with other key organisations
- Williams Commission has reported
- Uncertain environment going forward

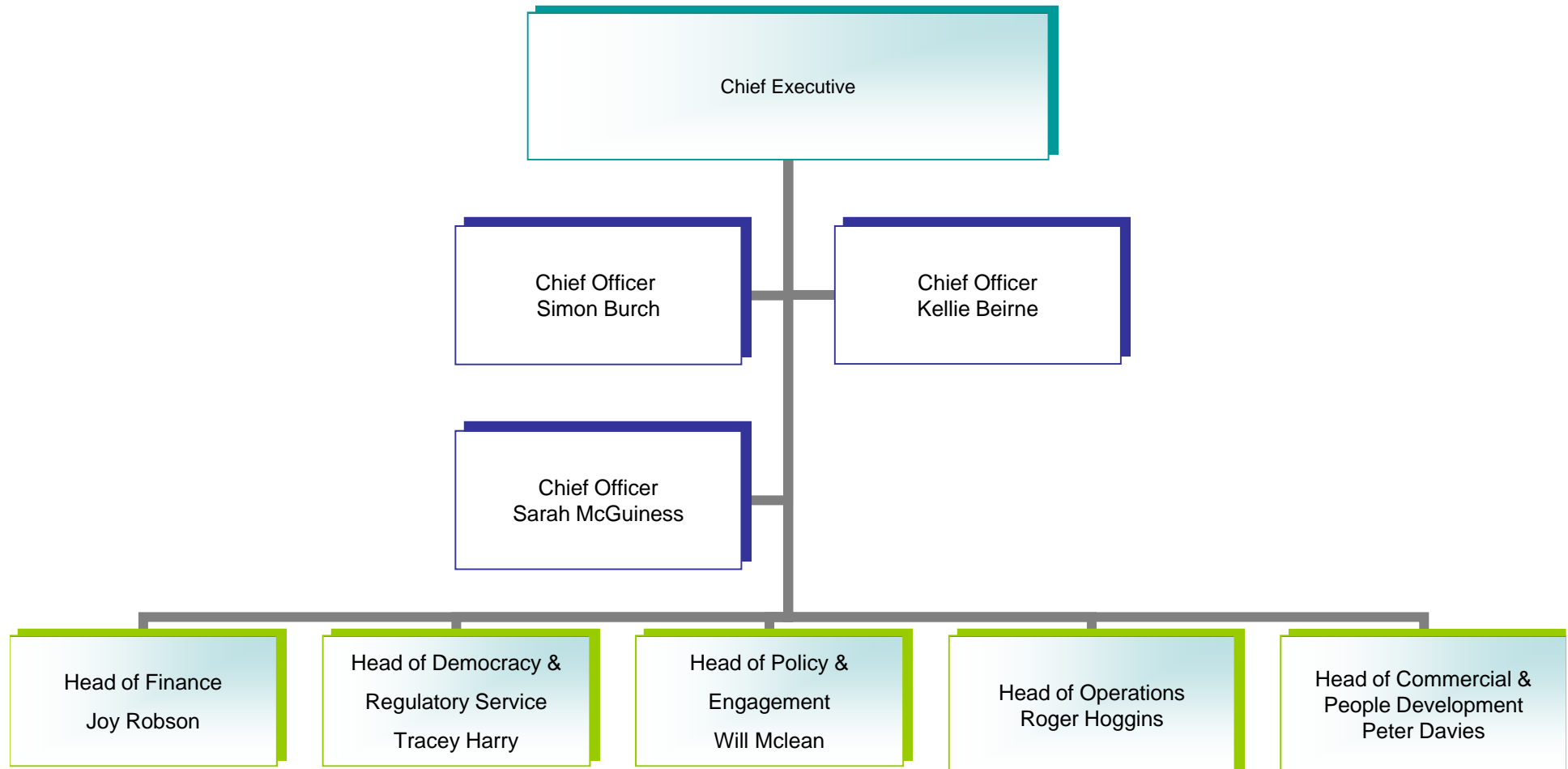
Leadership blend needed now

- A team that has the competence, capability and desire to:
 - work with communities
 - join up delivery of services in communities
 - think hard about and commit to managing demand
 - think into the medium term
 - reinforce a strong ‘whole authority’ connection
 - be adaptable
 - be capable of considered collaboration
 - maintain appropriate Member/Officer relationships
 - invigorate / create opportunity for talented officers
 - Ensure things are affordable

Chief Officer Team – ‘proposed’



Strategic Leadership Team (Chief Officers supplemented by Heads of Service)



Important Governance note:

Monitoring Officer has right to attend any meeting he /she chooses and has direct access to Chief Executive at all times

Chief Internal Auditor has direct access to Chief Executive at all times

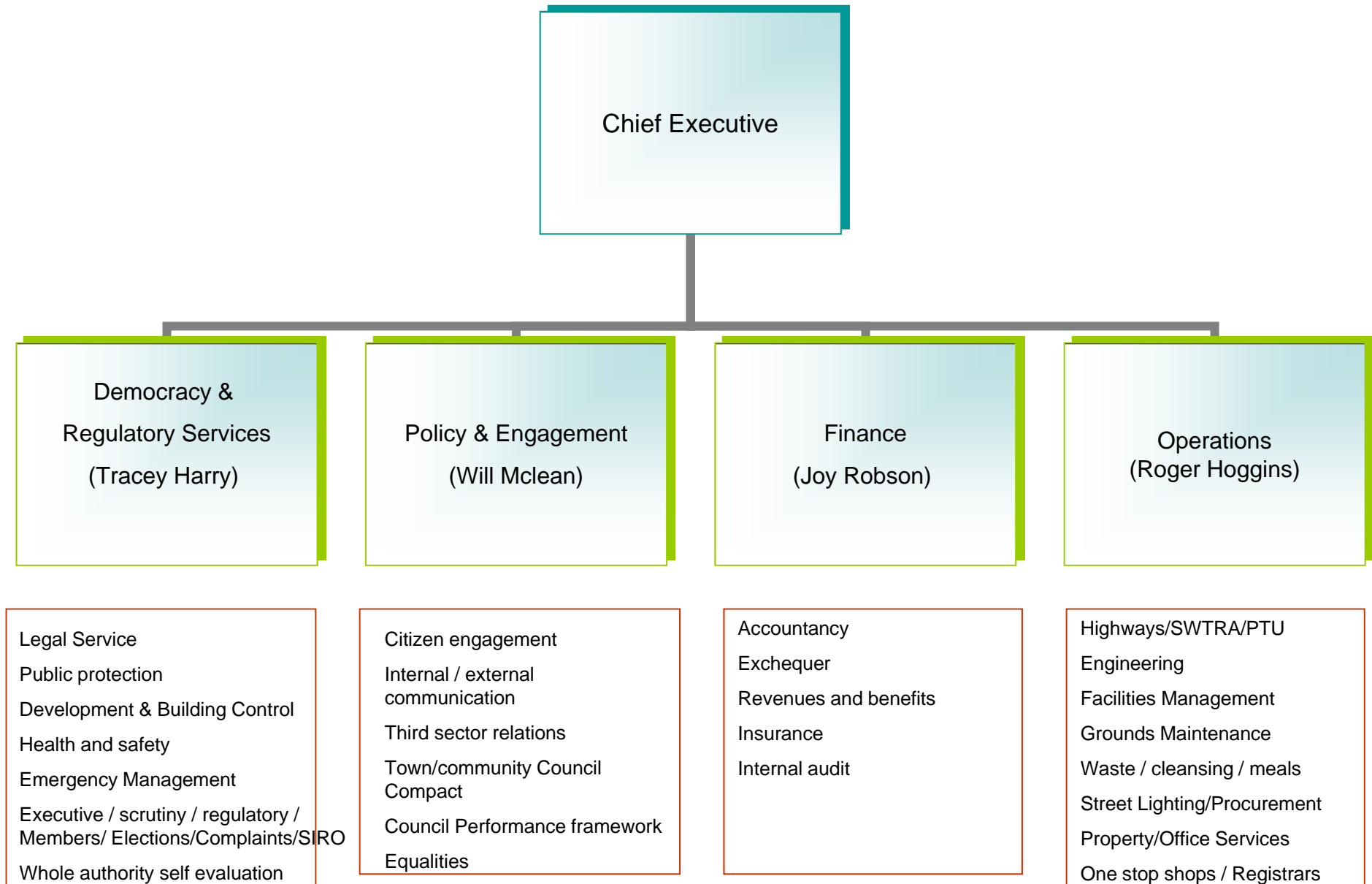
Role of Strategic Leadership Team

- **To provide leadership to the 'paid service' that is**
 - Visionary
 - Ambitious
 - Transformational
 - Inspirational
 - Decisive
 - Transcends the official / political divide
- **To model and live a culture that emphasises**
 - Buy-in
 - Attitudes and behaviour
 - Capacity and capability
 - Empowerment
 - Development
 - Individual performance
- **To set priorities that are**
 - Clear
 - Have a line of sight
 - Linked to resources
 - Planned
 - Performance managed
- **To ensure effectiveness**
- **To promote partnership**
- **To deepen key relationships**
- **To communicate**
- **To instil political trust**



**All
measurable**

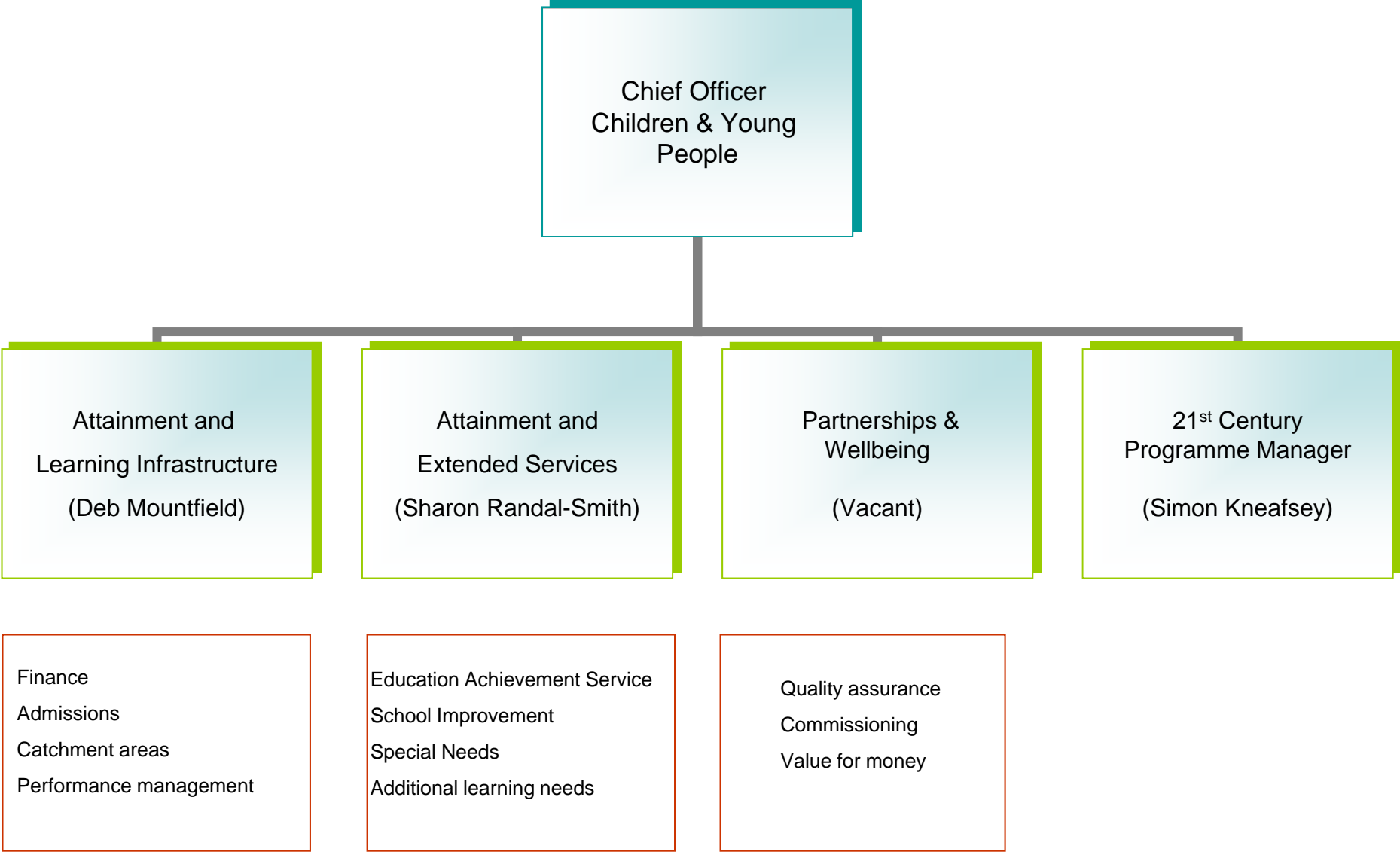
Chief Executive management functions



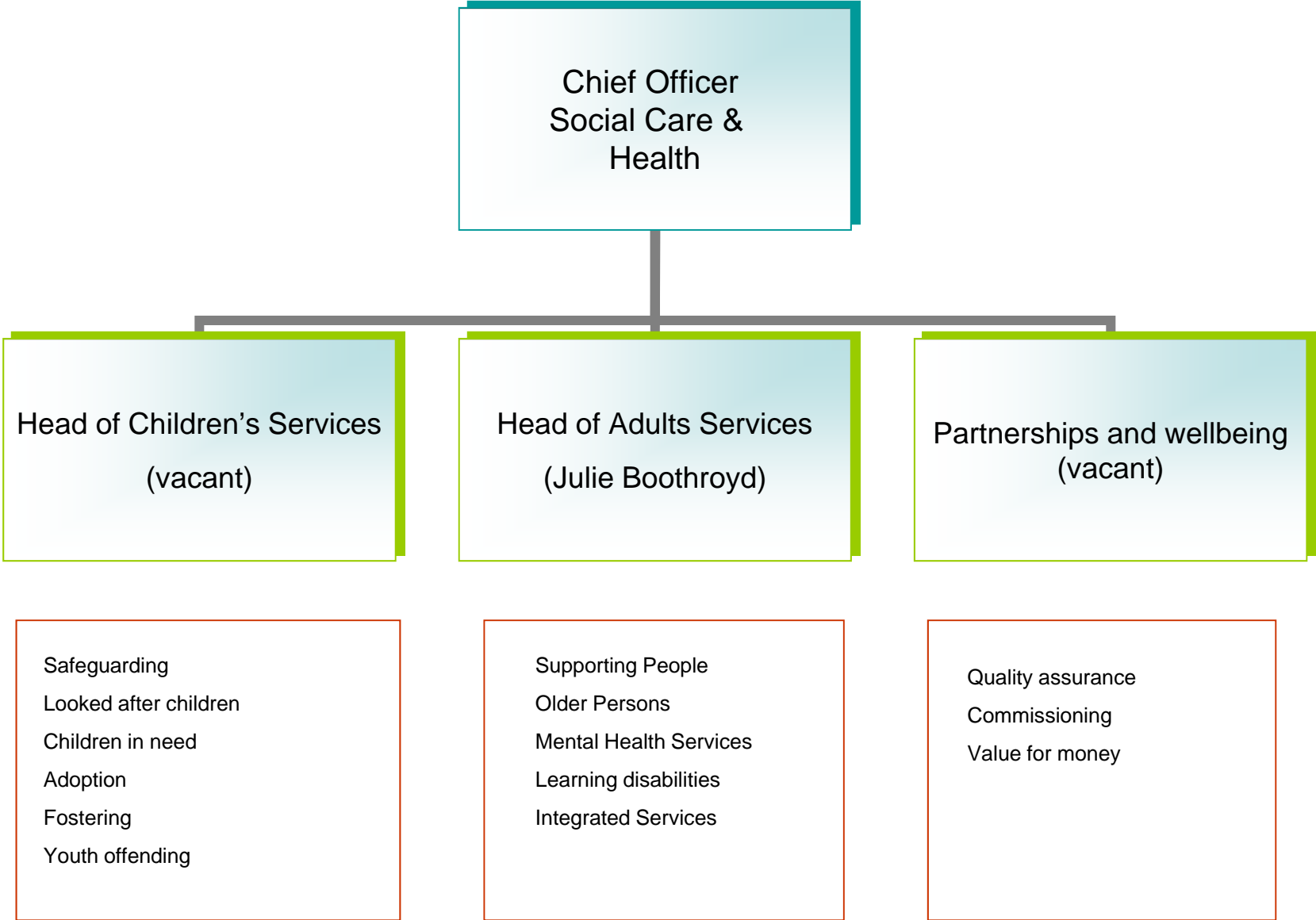
Chief Officer management functions



Chief Officer management functions



Chief Officer management functions



So what changes?

Establishment reductions (2 Chief Officer positions)

- Delete Deputy Chief Executive position
- Delete Director of Transition position

Responsibility changes

- Strategic Leadership Team extended to bring in fresh perspectives
- Chief Officer (Children and Young people) – no change
- Chief Officer (Social Care and Health) – no change
- Chief Officer (Enterprise) takes on Human Resources, Digital, Innovation and retains strategic lead on Local Development Plan (*relinquishes Operations and Regulatory Services*)
- Head of Policy & Engagement takes on Communications and Performance
- Head of Democracy & Regulatory Services takes on business continuity, Health and Safety, whole authority self evaluation framework, public protection and regulatory services (*relinquishes performance management*)
- Head of Operations takes on one stop shops, registrars and office services

So what changes?

- Better balance of responsibilities across Senior Leadership Team members
- Adjustments to some key officer / Cabinet Member portfolio relationships (less relationships particularly for Chief Officer, Enterprise)
- Saving through deleted Deputy Chief Executive position to be taken as a budget saving
- Workload of Director of Transition already re-allocated with financial benefit accounted for
- Chief Officer Enterprise has a structure review to complete for 2014/15 budget
- Head of Operations has a structure review to complete for 2014/15 budget
- Head of Policy & Engagement has a structure review to complete for 2014/15 budget



REPORT

Agenda Item 4(iv)

SUBJECT: Revenue and Capital Budget 2014/15– Final proposals
MEETING: Cabinet
DATE: 12th February 2014
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To update Cabinet with the consultation responses to the budget proposals issued by them on the 4th December 2013 and 18th December 2013 in respect of the Capital and Revenue budgets.
- 1.2 To update members with implications arising from the Final Settlement announcement of the Welsh Government.
- 1.3 To make recommendations to Council on the Capital and Revenue budgets and level of Council Tax for 2014/15.
- 1.4 To receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing.
- 1.5 To receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves.

2. RECOMMENDATIONS:

- 2.1 That Cabinet considers the responses to consultation and recommends to Council:
 - The 2014/15 revenue budget as attached in Appendix I
 - The 2014/15 to 2017/18 capital programme as attached in Appendix J1 noting that this will require annual review
 - 3.95% increase in the Band "D" equivalent Council Tax to apply for County purposes in 2014/15

- 2.2 That Cabinet approves the necessary saving proposals and the release of £2.155 million from earmarked reserves and £296,000 from the general reserve to deliver the changes required and support the 2014/15 budget.
- 2.3 That Cabinet recommends Council to dispose of assets identified in the exempt background paper at best value, and to approve the associated costs of disposal.
- 2.4 That Cabinet considers the Responsible Financial Officers report on the robustness of the budget process and the adequacy of reserves issued under the provisions of the Local Government Act, 2003.
- 2.5 That Cabinet adopts the Responsible Financial Officers report on Prudential Indicators.
- 2.6 That Cabinet formally notes that Schools based expenditure is currently estimated to increase by 0.45% as calculated in accordance with the requirements of WG to ensure that, together with the Pupil Deprivation Grant funding, its target of funding schools by 0.9% or more is met.
- 2.7 That Cabinet approves the following:
 - Further work is undertaken on the schedule of savings over the 3 year period 2015/16 to 2017/18 outlined in Appendix E1 and E2
 - Council Tax assumption of a 3.95% increase each year over 4 years
 - Regular review of the MTFP to ensure it remains up to date

3. KEY ISSUES:

BUDGET CONSULTATION

- 3.1 Cabinet issued its budget consultation proposals on 4th December 2013, and 18th December 2013 thereby allowing a period for consultation and scrutiny. Early budget ideas had also been the subject of public engagement sessions in October and mandates were scrutinized by Select Committees during November 2013. The assumptions underlying the Medium Term Financial Plan and the detail budget proposals were discussed at the all Member Seminars held on 3rd October 2013 and 9th December 2013. The proposals were also considered by the Children's and Young Persons, Strong Communities, Adult Services, Economy and Development and a Special Joint Select Committee meeting, the Schools Budget Forum and JAG. Extracts of the draft minutes from the Committees are included as **Appendices A/1 to A/6 and A/9** respectively. Other consultation opportunities arose at Public consultation events held in January, notes of which appear at **Appendices A/7**. The Monmouthshire Equality and Diversity Group and other relevant groups were also consulted on the work undertaken to assess the Equality Impact of the budget proposals, see **Appendix A/8**. The Engage to Change

forum for 11 to 25 year olds also met on the 8th February to discuss the budget, any key issues will be verbally reported at the Cabinet meeting.

3.2 The budget proposals were also made available on the Council's website and the Cabinet Member for Finance has been filmed being interviewed about the budget, this is available via You Tube and Twitter and includes a budget presentation

3.3 As might be expected, responses to consultation varied, comments made early on in the October engagement sessions were able to be taken into account when the draft budget proposals were presented in December 2013. There have been no strong objections made to the overall shape of the budget reduction proposals. There were however a number of comments that were received via the all member seminar, the Select Committee meetings and other consultation meetings that are identified below. There were positive comments about the engagement sessions and the openness of the Authority in discussing the issues and challenges it faces. Members and others welcomed the new ways of engaging and thinking to meet the budget challenges. A large number of questions were raised via the public engagement and scrutiny process and answers have been provided. In terms of issues being raised which seek to affect the budget proposals specifically, the following items were noted:

3.4 The issues mentioned through the consultation process were the need to;

- *Reconsider the Museums and TIC proposal*

Cabinet has confirmed it will look again at this issue, no adjustment has been made to the target saving as there is a level of confidence that alternative solutions can be found.

- *Reconsider the proposal on post 16 and SEN transport*

Cabinet has confirmed that this proposal can be progressed in 2014/15, whilst the longer term proposals on Home to school transport are worked on further.

- *Reconsider the proposal on Gwent Music Service*

Cabinet recognize and value the work of Gwent Music Service and are maintaining a contribution of £210,000 for 2014/15. Consideration of the impact of the staged reduction of £50k a year for 3 years has been discussed with the Service and every effort to minimize the impact of this reduction on students is being taken.

- *Review the Equality Impact Assessments undertaken to ensure they are complete and accurate*

Amended assessments are included with the detailed budget savings papers and can be accessed via the attached <http://www.monmouthshire.gov.uk/meetings/event/cabinet-12th-february-2014/>

- *Consideration of Council tax increase above 3% found general acceptance with the public at the engagement sessions in preference to making any further reductions in the budget*

Cabinet has reconsidered its Council Tax strategy over the MTFP and this is outlined later in the report.

- *'Different, Better, cheaper' ideas for savings from the public engagement sessions*

All the ideas were ranked and 52 of the ideas were ranked as the best. Of these, 27 were something that is already done in the Council, and 25 were new ideas, of which 18 are being developed and require further work. More information is provided in Appendix A/7.

3.5 On capital account, general support was expressed about the need to invest in 21st century schools whilst recognizing that this put pressure and risk on the rest of the capital programme and required the sale of assets at a time when market prices were less than could be achieved in the height of the property boom. Other issues raised included:

- The clarity and completeness of the capital pressures list and this has been amended see attached Appendix J5.
- The completeness of the capital receipt schedule was questioned, however it was confirmed that a prudent approach has been adopted to compiling the receipts schedule and where the timing and/or value is uncertain they have been excluded at this time.
- The recommendation from Council that the allocation to the Area management budget be reduced subject to consideration in the Capital MTFP has been confirmed by consultation with Select committees and has now been adjusted in the final Capital MTFP. The funding released will be held pending confirmation of pressures identified in 2013/14.
- Abergavenny library – the budget for the new library remains in the programme until a further report is presented to Cabinet. Consultation with the community will be undertaken on any alternative proposal that comes forward
- Gilwern cycle track – this project has not been added to the capital programme as it is still subject to a business case which is being worked on.

FINAL SETTLEMENT

3.6 The final settlement has delivered a change from the provisional announcement due to the change in data relating to Council tax base figures and the inclusion of the a further specific grant. As far as Monmouthshire is concerned, the final settlement provided an additional £37,000 of funding from that announced at provisional stage. The Authority's Aggregate External Finance (AEF) has reduced by 4.9% after taking into account transfers into the settlement. A table showing each authorities position resulting from the final settlement is included at **Appendix B** to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population.

- 3.7 Included in the settlement is the assumption that Authorities will protect schools budgets by 1% more than the WG budget settlement of -0.1%. Schools budgets will be checked to ensure this target is met. The WG also indicated an increase in the Pupil Deprivation Grant (PDG) which goes straight to schools and can be counted as part of the increase in schools budget. This means that schools budgets funded by the LA should increase by 0.45% or more. In Monmouthshire, Cabinet's strategy has been to protect schools relative to other parts of the Authority, but still requiring efficiency savings to be made. The increase in the schools budgets will be 0.9% including the PDG funding.
- 3.8 The final settlement also only included the notifications of some specific grants at an all Wales level. The individual grant announcements for Authorities have only recently been circulated however some grant announcements are yet to be made and this position is extremely disappointing as it makes planning for next years budget even more difficult. The outcome agreement grant is retained at the same level as last year, however, the grant is conditional on the Authority achieving its agreed outcome targets. The current position on grants is included in **Appendix C**.
- 3.9 The Welsh Government has provided the same level of funding as in 2013/14 regarding the Council Tax Reduction Scheme. The scheme will continue to be able to provide 100% support to benefit claimants. The budget does not take account of any increase in demand for benefits or any increase in Council Tax, this continues have to be funded by the Authority and continues to be a risk and will be closely monitored.
- 3.10 On capital account, the final settlement saw no change to the provisional settlement.
- 3.11 The medium term prognosis is still of concern as the indicative settlement for Monmouthshire suggests a reduction in AEF in 2015/16 of 1.8%. The MTFP has factored in an expectation that this will be worse, so that planning can be undertaken on a prudent basis. The Members seminars on the budget highlighted the need to think differently about the even greater challenges of the medium term and this work and engagement will continue in the coming months.

CABINETS RECOMMENDATIONS TO COUNCIL

REVENUE BUDGET

- 3.12 The Cabinet budget report of 18th December 2013 identified proposals to close a £9.3 million gap. The report highlighted that £1.049 million still needed to be found in the budget for 2014/15. The budget at that time included £2.0 million of pressures and £6.943 million of saving proposals. The full list of proposals were identified in the 18th December 2013 Cabinet report see Appendix E1. The supporting mandates are available to view at the attached *link* and new mandates have been added for the additional proposals identified in the December report. A summary table is provided below. Since that time the Authority has received its final settlement and the further work has been undertaken on the budget. The issues identified are outlined in the following paragraphs.

	Revised 2014/15 £000	Revised 2015/16 £000	Revised 2016/17 £000	Revised 2017/18 £000	Revised Total £000
Summary position					
Budget shortfall 10th Oct 2013	8,822	4,993	5,413	2,866	22,094
Adjusted base for Provisional Settlement	7,344	10,975	12,637	14,511	45,467
Pressures	2,002	2,651	5,780	6,177	16,610
Revised shortfall	9,346	4,280	4,791	2,271	20,688
Savings targets	(6,943)	(2,805)	(2,805)	(1,310)	(13,863)
Council Tax income	(1,354)	(1,289)	(1,324)	(1,361)	(5,328)
Adjusted budget gap	1,049	186	662	(400)	1,497

Settlement Pressures

- 3.13 The notification of a reduction in Aggregate External Finance (AEF) from the final settlement was less than had been identified in the provisional settlement so this reduces the gap by £37,000. In terms of the later years in the MTFP the settlement assumptions used have been revised to reflect a more pessimistic assumption that reductions will continue to be received into year 3.
- 3.14 One of the changes in the final settlement was the transfer into the AEF of the specific grant in relation to help for pensioners with their council tax payments. To continue to provide the same scheme as previously provided regarding helping pensioners with council tax

payments this would require a budget to be set aside of £100,000. Cabinet have carefully considered the affordability of continuing the scheme in relation to helping pensioners with their council tax payments and have concluded that the scheme cannot continue now that specific grant funding has ceased.

New Savings

- 3.15 The table below identifies further savings that have been identified and this includes a reduced Fire service levy, a reduced contribution to the crematorium, further efficiency savings in insurance, Libraries and Communications and a reduction in the pressure set aside for school based redundancies. Together with the settlement increase this reduces the above gap of £1.049 million by £385,000.
- 3.16 Clearly a significant gap of £664,000 remains, and whilst every effort to find further savings has been made and will continue to be worked on, making proposals that could be implemented for 2014/15 at this stage is not considered to be practicable.

Council Tax

- 3.17 Taking into account the above issues, Cabinet members carefully considered the planning assumption in terms of a 3% increase in Council Tax. The adjustments presented above have not closed the gap and so Cabinet have reconsidered the increase in Council tax, taking account of the views from the public engagement sessions.
- 3.18 In order to fully close the gap in 2014/15 a council tax rise of 4.6% would be required. However, taking a view over the whole of the MTFP, provides the opportunity to establish a council tax strategy across the 4 years of the plan. An increase in council tax of 3.95% across the 4 years of the plan together with contingent use of £1.539 million reserve funding to cover the deficit position in the years 1 and 3 of the plan would provide a funded MTFP for planning purposes going forward. Whilst it is projected that this reserve funding can be replaced in year 2 and 4 of the plan, Members should note the risks of relying on this for planning purposes. This approach is reliant on the following issues:
- That the 2013/14 outturn position comes in on budget thereby enabling a contribution to reserves of £781,000 as identified in the month 6 budget monitoring report.
 - That the assumptions included in the MTFP hold true
 - That the savings plans over the 4 years are achievable and are delivered
 - That further savings ideas continue to be investigated, including the ideas from the public and reported through the Mandate process to members as appropriate in order to reduce the call on the general reserves.
 - That a tight project management process is put in place to monitor progress with all the savings plans across the MTFP and regularly reported to Members

As in previous years, the MTFP is an evolving model and will be reviewed regularly and revised taking into account any new information as it is known. At this time it is considered that the MTFP planning assumptions above are sufficient to set the 2014/15 budget with a 3.95% increase in council tax and contribution from reserves of £296,000.

3.19 A summary of the budget savings proposals are identified in **Appendix E2**. The summary position on the budget is now as follows:

Summary position	2014/15	2015/16	2016/17	2017/18	Total
	£000	£000	£000	£000	£000
Adjusted budget gap	1,049	186	662	(400)	1,497
Final budget proposals					
Reduction in Fire authority levy	(149)				(149)
Reduction in Crematorium contribution	(40)				(40)
Insurance account savings	(54)				(54)
Final settlement Increase	(37)				(37)
Further efficiencies in Library service	(35)				(35)
Communications savings	(45)				(45)
Reduction in school based redundancies pressure	(25)				(25)
Council Tax at 3.95%,3.95%, 3.95%,3.95%	(368)	(391)	(419)	(447)	(1,625)
Revised settlement assumptions 2015/16 &2016/17		(500)	1,000		500
Final adjusted gap	296	(705)	1,243	(847)	(13)
Contribution from general reserve	(296)	0	(1,243)	0	(1,539)
Contribution to general reserve	0	705	0	847	1,552
Balanced budget	0	0	0	0	13

CAPITAL BUDGET

3.20 The capital MTFP strategy is one 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.

3.21 The draft capital programme released for consultation purposes has been adjusted to reflect the:

- Reduction in area management budgets (net effect -£40k)

- Revised expenditure profiles for Raglan primary and other 21st century schools as per latest information (net effect £0)
- Adjustment to highways budget for revised borrowing calculation (net effect £0)

The released funding from reducing the area management budgets is being held to cover any pressures in the budget for 2014/15, being signalled in the budget monitoring for the current year.

- 3.22 The **capital receipt schedule** has been adjusted to reflect the most up to date expectations of when receipts will be used. **Appendix J3**, the capital receipts summary shows the expected level of receipts and planned usage and highlights the balances available in the next couple of years. Future investment in capital schemes, particularly in 21st century schools, is dependent on future success of achieving capital receipts and there are significant risks attached to some receipts materializing. The revised receipt schedule is provided as exempt background papers to this report for Members approval.
- 3.23 The updated summary capital programme and schools capital programme reflecting the changes highlighted above are included in **Appendices J1 and J2**. Capital receipts and costs of disposal are outlined in **Appendix K1 and K2** exempt appendices.

THE PRUDENTIAL CODE

- 3.24 Under the Prudential Code, local authorities are required to publish Prudential Indicators produced to demonstrate that capital programmes are prudent, sustainable and affordable in the longer term. The indicators for 2014/18 are contained at **Appendix G** to this report, assuming eventual Council approval of Cabinet's budget and Council Tax recommendations.

THE ROBUSTNESS OF PROCESS AND RESERVES

- 3.25 The level of the **general reserve** at £6.2 million is of concern being just above the minimum prudent level. The final revenue budget proposals include a requirement to use £296,000 of the general reserve to balance the budget in 2014/15. The report makes clear that this can be recommended by taking a medium term approach, noting that by setting a planning assumption around council tax increases, shortfalls and headroom can be accommodated by contingent use of general reserve funding of £1.539 million. There is an expectation that the £781,000 contribution to reserves in 2013/14 identified in the month 6 monitoring report will be available to underwrite part of this reserve utilization. The total planned **earmarked reserve** utilization in support of the 2014/15 revenue budget is £2.155 million. There is no planned utilization for 2014/15 in support of the capital programme. **Appendix H1** shows the call on and contributions to reserves for the 2014/15 budget and **Appendix H2** shows the reserve balances projected for 2014/15. Reserves will be reviewed again at year end such that any use or replenishment of the reserves will form part of the year end closure of accounts.
- 3.26 Total planned reserve utilization in support of the current year revenue budget is £4.2 million. During the year Cabinet has approved further use of reserves for redundancy costs if these costs can not be met from within service budgets. All efforts are being made to ensure that the outturn position for 2013/14 comes in on budget.

- 3.27 Under the provisions of the 2003 Local Government Act, the Responsible Financial Officer has to provide conclusions on the robustness of the budget process and the adequacy of reserves. Those conclusions are shown at **Appendix F**.
- 3.28 The effect of Cabinets revenue budget recommendations is shown at **Appendix I**. The effect of Cabinets capital recommendations is shown at **Appendix J**. Final budget and Council Tax setting is reserved for decision of Council and this is scheduled for 27th February 2014.

EQUALITY IMPACT ASSESSMENT (EQIA)

- 3.29 There is a requirement placed on Local Authorities to comply with the general equality duties set out in the Equality Act 2010 and the specific equality duties such as the statutory responsibilities to assess the equality impacts of their budgetary decisions. The Equality Act 2010 places a General Duty on Monmouthshire County Council to eliminate discrimination according to nine “protected characteristics” (age, belief and non-belief, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, and sexual orientation). Also we need to comply with the Welsh Language Act 1993 and the Welsh Language Measure 2011 through which the Welsh Language Commissioner is currently shaping the Welsh Standards which will come into force in the next year or so.
- 3.30 The Council has responded to these issues by building the consideration of equality and diversity into the planning and delivery of its 2014/15 budget. It has done this by:
- Requiring Chief Officers to undertake an initial equality assessment of all the original savings proposals they offered for their service area to contribute towards the Council’s overall savings target. The results of this exercise were published as part of the budget proposals for consultation. This exercise has since been updated to reflect the final budget proposals and individual Eqias are linked to each budget proposal. These can be viewed via the attached <http://www.monmouthshire.gov.uk/meetings/event/cabinet-12th-february-2014/> . A summary of the results is presented in Appendix L1.
 - Undertaking an equality review of the capital budget proposals and publishing this as part of the capital budget proposals for consultation. This is attached as **Appendix L2** as the assessment has not changed since it was undertaken..
 - As part of the consultation process the Equality and Diversity and other relevant Groups met to consider the initial equality assessments of the budget proposals in December 2013, a summary note of those meetings are attached as **Appendix A8**.
 - The Council’s current lead officer on Equality has also independently scrutinised the equality ratings given to each savings proposal, and challenged chief officers to consider further issues.

- Enabling the Council's Cabinet Members to consider initial savings proposals with the benefit of the equality assessment ratings in December 2013, and to make initial decisions based on this information. The budget proposals reflect Cabinets key priorities and therefore key services that support equalities – such as social care and schools
- Deciding that once the final shape of the budget is agreed by Council in February 2014, Council service areas carry out more detailed work to mitigate and manage any equalities issues that have been identified
- Including the equality assessments as part of this report and published on the Council's website so that residents can understand the equality factors that went into the planning of the 2014/15 budget
- Asking the Equality and Diversity Group to continue to review progress on this process and feedback how the Council can further improve the equality impact assessment of its future financial decisions.
- Ensuring that where proposals will be the subject of further reports it is expected that the EQIA will be undertaken at that time and where savings are being made from decisions already taken then those implementing those decisions should consider mitigating any negative equality impacts where necessary.

4. REASONS:

- 4.1 To make appropriate recommendations to Council on the revenue and capital budgets for 2014/15, and the resultant Council Tax recommended to be set for County purposes.
- 4.2 To sustain the Capital programme and establish capital resources to support the 21st century schools programme by the sale of surplus assets.
- 4.3 As required by statute, to consider the Responsible Financial Officers provisional conclusions on the robustness on the budget process and the adequacy of reserves going forward.
- 4.4 To approve the Prudential Capital Indicators calculated by the Responsible Financial Officer.

5. RESOURCE IMPLICATIONS:

As identified within the report and appendices.

6. **CONSULTEES:** Cabinet, Strategic Leadership Team

7. BACKGROUND PAPERS:

Directorate Budget builds, detailed capital programme and associated papers Provisional Local Government Settlement

Final Local Government Settlement

The CIPFA Prudential Code for Capital Expenditure

8. AUTHORS:

Joy Robson – Head of Finance

9. CONTACT DETAILS:

Tel: 01633 644270

Email: joyrobson@monmouthshire.gov.uk

- A/1 Minutes of Strong Communities Select Committee – 7th January 2014
- A/2 Minutes of Adults Select Committee – 28th January 2014
- A/3 Minutes of Children and Young People Select Committee – 20th January 2014
- A/4 Minutes of Economy and Development Select committee – 9th January 2014
- A/5 Minutes of Special Joint Select committee – 29th January 2014
- A/6 Draft Minutes of Schools Budget Forum – 21st January 2014
- A/7 Notes of public consultation events in October 2013 and January 2014
- A/8 Summary notes of Equality meetings
- A/9 Minutes of JAG on 20th January 2014
- B/1 Final Settlement Data
- C Specific Grants 2014/15
- D Evidence Based Pressures
- E1 Budget saving proposals 2014/5
- E2 Final budget savings
- F Responsible Financial Officers Opinion
- G Prudential Indicators
- H/1 Use of reserves for Revenue Budget Purposes 2014/15
- H/2 Reserve Balances
- I Revenue Budget Summary 2014/15
- J/1 Capital Budget Summary 2014/15 to 2017/18
- J/2 Schools Capital Budget Summary 2014/18 (excluding 21st Century Schools)
- J/2b 21st Century schools indicative programme
- J/3 Capital Receipts Summary
- J/4 Receipt Risk Factors
- J5 Capital Pressures
- K/1 Exempt Capital Receipts
- K/2 Exempt Capital Receipts Disposal costs
- L1 Equality Impact Challenge of revenue budget
- L2 Equality challenge on the capital programme

1. BUSINESS CASE – RC LEISURE SERVICES

Development of Leisure Services 2014-15

Leisure Services have produced the following budget mandates in response to the medium term financial plan pressures. The service where possible has tried to ensure costs for children and vulnerable adults are not impacted adversely and tried to focus on positive income generation opportunities and ideas. The “Passport to Leisure Scheme” that gives 50% reduction in price to customers who receive benefits and 100% reduction for children in receipt of free school meals is still in place and the service needs to positively market this fact. The service has completed equality impact assessments and a meeting for the completion of these is set for Monday 4th November.

Income & Savings 2014/15 for Leisure Services	
Income	<p>(1) £35k additional income will be made from Swimming</p> <p>This will come from the introduction of direct debits, changes to the programme /charging structure for WG 60+ swimming and an additional option for sauna usage. Leisure Mandates 1, 2, 3</p>
	<p>(2) £30k additional income made from Memberships</p> <p>This will be achieved by building on the existing approach to marketing, sales & retention targets and exploring new markets i.e. personal training and weight loss classes. Leisure Mandate 4</p>
	<p>(3) £15k additional income made by Sports Development and Junior Fitness sessions (NRG brand)</p> <p>This will be achieved by developing our sports course portfolio across the 5x60 programme inside the Schools leading to increased participation levels. Leisure Mandate 5</p>
	<p>(4) £5k additional income from a Training Academy (CYQ)</p> <p>We are looking at a prototype model for more training income from high level training courses. Leisure Mandate 6</p>
Savings	<p>(1) £40k cleaning provision, staffing & training opportunities</p> <p>We are looking at reducing external cleaning provision costs and staffing costs at Duty Officer level whilst exploring new models including volunteers and NVQ across the sites. Leisure Mandates 7 & 8</p>
	<p>(2) £9k efficiencies in ICT (Clarity & Technogym)</p> <p>This will include the migration of the Fitness Suite Technogym Wellness System into a web based cloud format and amalgamation with the front of house till processing systems. Leisure Mandate 9</p>
Total Savings	£134k

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 1 – Introduction of Swimming Direct Debit's and a 50 Week Lesson Programme	
Vision	To introduce Direct Debit swimming memberships and to expand the swimming lesson programme to 50 weeks a year. To ensure every child has the best opportunity to learn to swim.
Outcome	To contribute to the Councils Medium Term Financial Plan. Deliver an additional £20k net income after additional staffing costs. To provide customers with the option to spread their payments throughout the year.
Benefits	Working towards every child becoming a swimmer. Encouraging children to swim more often. Increasing attendances to swimming and other activities through the leisure centres. Healthier children who are more active.
Cost	Additional staffing required to expand the programme to 50 weeks a year is approximately £17 - £20K.
Why is proposal being developed	To provide a continuous learning provision throughout the year. To spread cost of payment for customers across the year. To expand the programme to give customers greater choice. To allow children to progress through the programme seamlessly. Opportunity to maximise revenue.
Threats	Training the number of staff required to deliver the programme. Cost of training. Recent council efficiencies. New technology.
Opportunities	Customers not wanting to take up the direct debit scheme. Attendances falling during summer periods. Getting more people more active more often. Ability to manage the programme effectively. Opportunity to increase revenue.
Current state & future	Swimming lessons are currently at 95% capacity (1800 children). We currently run lessons for 39 weeks a year with crash courses running during the school holiday. Customers currently pay for each term in advance. The proposal is to deliver a continuous programme running throughout the year for 50 weeks with a more innovative approach to delivery. Children will progress through the programme by continuous assessment and for those children on the Direct Debit programme there will be additional benefits i.e. structured sessions during term time and holiday periods. Based on the current programme and capacity being extended to run for an additional 11 weeks a year we could net a further £20k per year.
Summary of recommended solution	Build on the success and development of the current swimming programme.
Return on investment	Additional £20k

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 2 - Sauna Charges	
Vision	To encourage more use of underused facilities in wet side areas.
Outcome	To contribute to the Councils Medium Term Financial Plan and deliver an additional £5k income.
Benefits	Income generation. Encourage more customers to use the health suite facilities in addition to swimming.
Cost	No additional costs as the promotion will be introduced through current in house advertising and front of house upselling. It will also assist with better supervision of this area.
Why is proposal being developed	Reports into this area show the health suites are under occupied. The service believes this could be as a result of slightly overpricing and lack of promotion within the area. There is an opportunity to upsell the sauna by adding it as a complimentary activity at a cost of £1.00. The idea being that a small add-on price will encourage more of our customers to use the health suite more frequently.
Threats Opportunities	No real threats are associated with this initiative. Opportunity to increase the number of customers using the sauna.
Current state & future	Current sauna/swim sales are low with only 825 recorded for 2012/13 over the four sites. The idea is to introduce a £1.00 charge for a sauna as an add on to a swim making it £4.20 in total (current price for sauna & swim £5.45).
Summary of recommended solution	To increase income generation through this area by introducing a small charge for use of the sauna as an add on when buying a swim ticket.
Return on investment	Additional £5k

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 3 - Swimming Changes to 60+ Swimming	
Vision	To bring the over 60's swimming provision back in line with the requirements of Welsh Government Free Swimming initiative.
Outcome	To contribute to the Councils Medium Term Financial Plan and deliver an additional £10k for the year.
Benefits	Income generation and to encourage customers to take up a senior centre membership. To use our Welsh Government Free Swimming settlement more effectively and to open up pool time for other users during holiday periods.
Cost	No additional costs as all advertising will be done in house.
Why is proposal being developed	We are currently delivering well over the minimum requirement by Welsh Government for the 60+ Free swimming initiatives. This has resulted in more of our settlement being spent on over 60's swimming and less funding available for providing free swimming for 16 years and under. The proposal is to bring our delivery of the programme in line with the current guidelines and to charge for 60+ swimming and structured activities outside of these times. This will allow us to put more of our resources towards achieving our agreed target and that of Sports Council Swim Wales and Local Authority of "Every Child A Swimmer".
Threats Opportunities	Possible reduction in attendance levels for 60+ during holiday periods (currently 5361). Possible reduction in settlement from Welsh Government. Income generation and upselling of 60+ memberships. To provide more help to children who cannot swim and are not attaining National Curriculum standard (currently 20864 free public and 6067 free structured swims per year for children aged 16 years and under).
Current state & future	We currently offer free swimming and free structured swimming activities to over 60's all year round. The proposal is to offer free swimming in term time only and outside of these times swimming will be charged at £2.40 per session (25% discount of an adult swim). We will also reduce the amount of structured sessions that are free to over 60's and bring in a reduced price for these sessions of 25% off the standard price.
Summary of recommended solution	To deliver WG Free Swimming initiative for 60+ and to use our settlement more effectively to work towards every child becoming a swimmer.
Return on investment	Additional £10k

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 4 – Memberships, Personal Training & Weight Loss Sessions	
Vision	To grow our membership base and improve retention by creating a lifestyle product (diet & exercise).
Outcome	To contribute to the Councils Medium Term Financial Plan and deliver an additional £30k in revenue.
Benefits	A healthier, more active population contributing to reversing the obesity epidemic, whilst increasing footfall through the leisure centres.
Cost	Marketing materials (more targeted marketing) building on the success of the exiting marketing plans. The cost will come from within the existing marketing budget. Internal training for staff.
Why is proposal being developed	Opportunity to maximise revenue in Leisure Services. To strengthen partnership working with private sector and to open new avenues and target markets. Support people through sustainable weight loss activity. Interventions and behaviour change techniques. To create more leads, greater retention and generate additional sales and income. Looking to increase services and add a new income stream.
Threats Opportunities	Local competition (low budget gyms & weight loss groups). Functional training centres. Recent council efficiencies. Staff and communities more involved (bigger say in what they want from citizen perspective – “What Matters” and Gymetrix Customer Surveys). New technology, targeting new markets. Health screening and exercise referral market. Additional services, revenue and secondary spend (weight loss and fitness suite merchandise). Upsell other areas of the business i.e. memberships. Incentives for Personal trainers to reduce their monthly costs whilst growing our membership database. PR opportunities and social media drive (success stories & testimonials).
Current state & future	Currently the fitness service provision is in a healthy state of delivering a quality service (customer surveys). Obesity and diabetes levels are rising throughout the UK with almost half the population overweight and 1 in 4 people classed as clinically obese. We have 2761 current Direct Debit and Annual members and we would need to attract an additional 82 members for a 12 month period whilst maintaining our current membership base. More social interaction with our members (let’s move for a better

1. BUSINESS CASE – RC LEISURE SERVICES

	world – cloud based recording and incentives).
Summary of recommended solution	<p>An innovative marketing strategy.</p> <p>Build on existing work being done around sales and marketing (outreach work, lead generation, conversion rates).</p> <p>More targeted marketing and greater retention with innovative promotions and changes to the Refer a Friend Scheme.</p> <p>Build on the success and development of the existing weight loss and personal training initiative.</p>
Return on investment	<p>Additional £30k</p> <p>(£918k total income budget for area of fitness for 2014/15 including 2.5% increase on existing budget).</p>

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 5 - Sport Development & Junior Fitness (NRG)	
Vision	Prepare our children & young people for engagement in sport & physical recreation.
Outcome	Get every child hooked on sport for life.
Benefits	A healthier, more active population whilst increasing footfall through leisure centres. Develop children's early developmental skills and hand, eye coordination etc.
Cost	Marketing materials, programme implementation (equipment & facilities) and additional staffing costs to deliver sessions.
Why is proposal being developed	Increase our current % of children hooked on sport (Wales's average 40% young people), Monmouthshire 42%. Opportunity to maximise revenue in Leisure Services and ensure children are experiencing our fitness suites. An opportunity to explore new ways of working with partners, volunteers and community sport clubs.
Threats Opportunities	21 st Century schools. Sport Wales core funding reductions. Develop a strong brand encompassing all sporting activity – Sport Camps. Staff and communities more involved (bigger say in what they want from citizen perspective). Targeting new markets, through customer feedback and National surveys (School Sport Survey 2013 & Active Adults Survey 2012). Develop National Governing Body of sport targets and core programmes.
Current state & future	Currently the sports provision & participation is in a healthy state (42% children hooked on sport, 55% sport club membership & 38% use of leisure centres once a week – via Scool Sports Survey 2013). Exploring new markets through targeting under 7's provision (play-to-learn & dragon multi skills).
Summary of recommended Solution	Establishing a sport delivery brand/product that children & young people can access and continue to access through their lives.
Return on investment	Additional £15k 250 young people x 20 sessions each @ £3 = £15k Potential to submit application for external funding up-to £10k grant funding to support start-up of project through Sports Wales LAPA additional project fund.

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 6 - Training Academy (CYQ – Central YMCA Qualification)	
Vision	To develop and implement a training academy within leisure services.
Outcome	To contribute to the Councils Medium Term Financial Plan. The opportunity to provide in house training for many areas of the business. Delivering an additional £5k in revenue.
Benefits	Increasing professional based qualifications to allow individuals to deliver and provide services whilst increasing income to leisure services for hosting and providing the training.
Cost	Limited marketing materials (to promote courses) to develop and implement this arm of the business. Set up costs to become a CYQ (£300 set up) & IQL training centres. Set up costs for additional courses offered (£25 per CYQ course).
Why is proposal being developed	Opportunity to maximise revenue in Leisure Services. New ways of working with training providers which has opened new avenues and target markets. Training our staff internally which will reduce training costs to external training providers.
Threats Opportunities	Local competition (other training providers). Lack of take up on training courses. Recent council efficiencies. Develop and implement further training courses for delivery. Up skill internal Leisure Services staff to be able to deliver different courses (requirements e.g. PTTLs, PGCE). Deliver training courses to other LAs and sport clubs and associations. Identify target areas for the training courses. To be able to deliver training for staff when new initiatives arise.
Current state & future	Training courses are currently being delivered in NPLQ. Future plans to develop and implement a CYQ training centre to deliver a series of fitness qualifications (e.g. Gym Instructor Qualification, Personal Trainer Qualification, Circuit Instructor Qualification, Spin Qualification, Exercise Referral Qualification, First Aid and Safeguarding Level 1).
Summary of recommended solution	An innovative strategy to up skill internal staff and the general public. Build on existing work being done around being a training provider (NPLQ).
Return on investment	Additional £5k EG: CYQ Level 2 Gym Instructor Qualification = £500 per person x 10 spaces = £5,000 – (costs of £130 per person for course materials x 10 = £1,300 and Instructor fees/hire costs £700) Income £3,000.

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 7 – Cleaning	
Vision	To retender the cleaning contract to reduce the amount of cleaning carried out by our contract cleaners.
Outcome	Utilise existing centre staff to pick up more cleaning within their hours of work or alternatively, employ the cleaning staff direct. A saving of £10k
Benefits	To maintain our good levels of presentation/cleaning whilst seeing a financial saving.
Cost	Current cost of cleaning is £180k. New cost will be £170k. Additional costs to include equipment and consumables. Some additional leisure staff time at peak/busy times.
Why is proposal being developed	Opportunity to maximise current staff time and to make a financial saving.
Threats Opportunities	A drop in standards and a decrease in customer satisfaction levels. Drop in staff morale (increased work load). Go find come play – see what/how it is done elsewhere in neighbouring authorities and further afield. Cleaning to be done outside of customer opening times. Deeper cleaning by specialist staff, leaving general duties for leisure staff. Volunteers and time banking.
Current state & future	Cleaning forms part of our statement of purpose as defined by our customers during Systems Thinking and “What Matters”. Greater ownership from centre staff. Reduced costs moving forwards. Opportunity to reduce further in the future with some investment i.e. purchasing of specialist equipment.
Summary of recommended solution	Train centre staff to carry out duties or consider community involvement around time banking.
Return on investment	£10k saving

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 8 - Volunteering/NVQ	
Vision	To reduce staffing expenditure, by developing links with the community, Comprehensive Schools and MYS to expand on the 'Youth Offer'.
Outcome	To develop a workforce and encourage new ways of working that could deliver a saving of potentially £30k (includes restructure at Duty Officer level).
Benefits	Complementing the educational benefits of BTEC and NVQ studies by providing on-going work experience to complement academic learning.
Cost	EG: £250 per candidate for National Pool Lifeguard Qualification, 6 candidates per site = £1500, £6000 for the service.
Why is proposal being developed	Opportunity to reduce staff expenditure across the service area, via providing on-going work experience placements. The key aim would be achieved by replacing casual hours required per leisure centre with unpaid work placement candidates. As a service we would provide the requisite NPLQ qualification and 'contract' the individual to a given number of hours for the duration of their studies.
Threats Opportunities	Other service providers. Disclosure & Barring Service Checks. Reduced wage bill and associated on costs (holidays & sickness). Provide valuable experience to complement studies. Ensuring young adults are exiting education 'more employable' via experience.
Current state & future	Currently the leisure centres provide a key service to our communities as a hub for health, fitness, sporting and wellbeing facilities. This would develop a more innovative approach to service delivery. 21 st Century Schools project innovating delivery of learning and creating strong links with schools and MYS. Stronger focus on vocational learning, providing key experience to bolster academic studies.
Summary of recommended solution	Reduced staffing expenditure, improved learning opportunities via close working ties with training/education providers.
Return on investment	£30k savings

1. BUSINESS CASE – RC LEISURE SERVICES

Leisure Mandate 9 - Memberships IT Systems	
Vision	To maximise efficiencies with licences and ICT systems.
Outcome	To migrate the Fitness Suite IT System (MyWellness) to a web based cloud format which will contribute to the Councils Medium Term Financial Plan. To increase revenue by improving retention and the sale of MyWellness keys. To move Wellness support within Shared Resources Services (SRS).
Benefits	Direct cost savings. Less duplication with several systems being used. A more customer friendly system with up to date technology for the use of the MyWellness key system. A healthier, more active population with increased footfall through the leisure centres.
Cost	Purchase of 4 new Visio Self (Experts) plus IT infrastructure and support as required by SRS. Depending on which Cloud Applications are required for service delivery costs would vary but an example we are looking at would be £2660 per site per year.
Why is proposal being developed	Opportunity to maximise revenue in Leisure Services. To save out sourcing of IT support as currently spending around £7k per year using A2Z for IT support (for 4 sites). To save on maintenance of hardware . To save on ICT licences £1k.
Threats Opportunities	Lack of IT infrastructure and support and the bandwidths falling short of what is required. Using new Visio web machines to full capacity. Selling advertising space on Visio web machines in the fitness suite. Ability for members to monitor their activity levels and seek advice/feedback from MCC Instructors from anywhere on the planet. New technology, targeting new markets.
Current state & future	Currently the fitness service provision is in a healthy state of delivering a quality service (customer surveys). However the current Wellness software is dated and hardware is constantly failing which has an impact on service and member satisfaction. In the future there will be a more innovative approach to delivery. More social interaction with our members (let's move for a better world – cloud based recording and incentives).
Summary of recommended solution	An innovative marketing strategy in house and externally. Build on existing work being done around a member sign up (outreach work, lead generation, conversion rates).
Return on investment	£9k in savings

1. BUSINESS CASE – RC LEISURE SERVICES

Appendix B – Equality Challenge Form

Name of the Officers Ian Saunders Richard Simpkins		A range of additional income ideas are being introduced around swimming ensuring we are not overproviding on the WG Free Swimming Initiative for 60+. Therefore, swimming will not be provided free of charge during the school holidays for 60+ but will still be available all year around as it is currently for all public sessions and designated structured activities.	
Name Regeneration & Culture (Leisure Services)		Date 04/11/2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Yes – introduction of a charge for a service that was free during school holiday periods for 60+ swimming		Will free up pool time for more children's activities We are adhering to the specific guidelines as outlined by WG and not removing free swimming completely Concessions will still be available through our discounted Passport to Leisure Scheme
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	

1. BUSINESS CASE – RC LEISURE SERVICES

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

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).
➤ Those people who had free swimming during school holiday periods may no longer swim during those times	➤ Attend GAVO partnership team meeting to discuss plans (scheduled for January 2014)
➤ Could increase social isolation amongst our 60+ citizens	➤ Ensure we promote further the concessionary rates available for people in receipt of certain benefits
➤	➤ The development of the FIT4Life exit routes off the back of the Exercise Referral Scheme has also provided greater opportunity
➤	➤ Complete an internal awareness campaign within the sites to target customers who will be impacted by these changes

The next steps

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

We understand that there is an opportunity to make sure that customers are aware of the benefits of the Passport to Leisure Scheme and the opportunities that the Exercise Referral Scheme can provide now that it has been developed. An internal marketing and awareness/communication strategy will be put in place to ensure citizens are aware of changes and opportunities and how this will affect them.

1. BUSINESS CASE – RC LEISURE 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:

We are not discontinuing the scheme completely and we are still providing acceptable amounts of swimming time requirements as set out by WG. The scheme will still be available outside of all school holiday periods with free public swimming and some designated structured activities.

Signed

Designation

Dated

1. BUSINESS CASE – RC LEISURE SERVICES

Appendix C - Equality Impact Assessment Form & Sustainable Development Checklist

Name of policy or change to service (Proposal)	Directorate:	Department:
Introduction of charge for 60+ free swimming during all school holiday periods	Regeneration & Culture	Leisure Services
Policy author / service lead	Name of assessor	Date of assessment:
Ian Saunders		

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

Yes

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

To generate income to meet the Councils Medium Term Financial Plan for 2014-15.

1. BUSINESS CASE – RC LEISURE SERVICES

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

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

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

National consultation has taken place with Sports Wales and all local authorities on better use of free swimming money that is available.
We are planning to consult with users who this will affect in advance of the changes coming into effect.

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

Swimming usage data has been extracted from our Clarity/Cascade IT systems and the WG returns for free swimming.

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

Yes – we have tried to lower the impact by maintaining the high intake on other programmes i.e. Exercise Referral Scheme.

1. BUSINESS CASE – RC LEISURE SERVICES

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**

We decided not to introduce some a fee for children under the age of 5 years as this change still ensures we are delivering the acceptable level as per the WG scheme guidelines.

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

2. BUSINESS CASE – RC HOUSING



SUBJECT:	Housing & Regeneration Medium Term Financial Plan Project Mandates
DIRECTORATE:	Regeneration & Culture
MEETING:	Adults Select Committee
DATE:	5th November 2013

1. PURPOSE

- 1.1 To advise about Housing & Regeneration Services Medium Term Financial Plan Project Mandate proposals, as agendaed at Cabinet on 10th October 2013, in relation to proposals to optimise the business potential of the Careline Service, proposals to review the Careline policy and the development of an integrated approach to Housing Options delivery with Torfaen County Borough Council

2. RECOMMENDATION

- 2.1 To note and comment on the content of the report.
- 2.2 To provisionally comment on proposed changes to the Careline policy.

3. KEY ISSUES

- 3.1 Housing & Regeneration Services are currently developing the following:

3.2 Careline

The Committee will be aware of the aims of this project through the Careline report received on 17th September 2013. The focus of this project is to expand the established, but static, customer-base to widen the number of clients who can access and benefit from the service. The Committee is aware that Cardiff University School of Business Studies has undertaken an analysis of the service and provided the Council with recommendations to apply a more commercial approach to marketing. A Marketing Action Plan is now in place and policy changes proposed. See **Appendix 1 & 2**.

- 3.4 In addition, the Council is seeking to reduce costs and ensure financial sustainability, whilst continuing to support Social Services. Policy changes are, therefore, proposed which centre on streamlining the telecare element of the service, by only providing equipment that is reliable, easy to install and maintain, thereby, reducing visits and using external contractors. It is also proposed to amend the current charging structure. The Council is currently consulting on proposals. Please see **Appendix 2 & 3** for summary and Equality Impact Assessment screening. Un-stocked complex telecare equipment is currently not being provided. Support, however, to existing clients will continue.

3.5 Establishing an Integrated Approach to Housing Options

As part of a homeless prevention report, this project was discussed by the Committee on 14th October 2013. The project seeks to continue exploiting the advantages of Housing & Regeneration being co-located with Torfaen County

Borough Council's Housing Services. The co-location has facilitated a number of collaborative opportunities and this proposal will further extend collaboration.

- 3.6 Both Councils have responsibilities under Housing Act 1996 as amended by Homelessness Act 2002 and have respective teams (the Council's being the Housing Options team) providing associated services such as homeless prevention; homeless assessments; interim and temporary accommodation including accessing the private rented sector. Both Councils also have a legal responsibility under Housing Act 1996 to have an allocation scheme, which is delivered through each Council's respective Housing Register.
- 3.7 The project is very much in its infancy and the scope of the proposal is still to be finalised. The broad proposal, however, is to change the focus of how 'housing options' services are currently delivered. This will certainly include establishing a combined Housing Options team, but within the context of delivering the service in a way that moves away from homelessness being the main focus to a service that offers help and advice for all in housing need – not just for the minority of people who may be homeless or at risk of homelessness.
- 3.8 To strengthen homeless prevention and funded by the Welsh Local Government Association, both Authorities are currently working with Andy Gale, Housing Consultant, to strengthen homeless prevention, who has been requested to support the Council and is currently developing a joint proposal and business case. **Appendix 4 & 5** provides a summary of the principles and business case upon which it is proposed to base the project, together with the Equality Impact Assessment screening.

4 REASONS:

- 4.1 The projects and respective business cases detailed in this report support and contribute towards the Council's Medium Term Financial Plan.

5. RESOURCE IMPLICATIONS:

- 5.1 The monetary targets relating to the Careline and the Housing Options integration project are £50,000 additional income and £55,000 savings respectively over the next 3 years.
- 5.2 It is relevant that the Committee is aware that in relation to expanding the Careline customer base, there are up-front costs that the Council needs to incur when providing a lifeline. Lifelines currently cost £126. It, therefore, takes a number of months to recover this cost, installation and monitoring costs before a surplus is generated.

6. **CONSULTEES:** Cabinet Member for Chief Officer for Regeneration & Culture; Housing Management Team; Torfaen County Borough Council

7. BACKGROUND PAPERS:

"Marketing the Careline Service" – Cardiff Business School, September 2013

8. **AUTHOR:** Ian Bakewell, Housing & Regeneration Manager

- 9. CONTACT DETAILS:**
Tel: 01633 644479 **E-mail:** ianbakewell@monmouthshire.gov.uk

2. BUSINESS CASE – RC HOUSING

Appendix 1

Careline Marketing Action Plan

2013/14

Activity			
Action	Lead	Date	Progress/Comments
Update website with on-line referral form	Jane Chiplin	Dec 13	Completed
Provide articles/adverts for internal (eg Team Spirit) and external (eg Community Spirit) communications	John Parfitt	On-going	Advert/article being considered for February 14 Community Spirit
Undertake periodic press releases	John Parfitt	On-going	
Establish agreement with local pharmacies to clip Careline flyers to bags of dispensed medicines	John Parfitt	Jan 14	Enquiry letter sent to local pharmacies in October 13.
Produce new promotional poster	Sarah Turvey-Barber	Dec 13	
Promote Careline through notice boards and leaflet frames in GP surgeries and establish new promotional poster	Sarah Turvey-Barber	Mar 14	List of visits to individual surgeries to be programmed in
Explore the provision of displays in key locations eg One Stop Shops	Sarah Turvey-Barber	Jan 14	Initial interest expressed by library. Meeting to be arranged
Offer finders-fees for successful referrals			£25 finders-fee being considered, payable for a referred client who retains the service for at least 3 months
Establish strategic alliances with key partners to identify opportunities for mutual support	Sarah Turvey-Barber		Meeting arranged with Bridges for 20.11.13. Contact made with Alzheimers
Explore traditional advertising opportunities eg bus;			Rates requested from 3 bus companies and 1 radio station

radio etc			
Attend meetings of local community groups			
Establish Careline newsletter	Jane Chiplin	On-going	First edition completed. Circulated as part of policy consultation in October 13. Next edition
Offer all Disabled Facilities Grants applicants Careline as part of grant and explore scope for linking with Safety at Home grant delivery	John Parfitt	On-going	Procedure commenced in October 13. Promotional material to be given to DFG clients
Use disabled adaptation referrals and client data-base to promote Careline	John Parfitt		
Periodically distribute Careline leaflets with delivery of Community Meals	John Parfitt	Dec 13	Request to Community Meals Co-ordinator made
Identify and utilise client testimonies as part of marketing approach	Jane Chiplin	On-going	
Periodically co-ordinate special offers	John Parfitt	Jan 14	To be reflected within policy review, which is currently being implemented.
Establish pricing options	John Parfitt	Jan 14	To be included as part of policy review
Promote Careline at local community events	Sarah Turvey Barber		

2. BUSINESS CASE – RC HOUSING

Appendix 2

Outline of Possible Changes to the Careline Service

Background:

The Council has operated a community alarm service for over ten years and during that time it has increased its range of equipment so it now provides services that start with the basic lifeline (pendant alert and auto dialler) through to complex systems involving personal and environmental monitors such as falls detectors and flood detectors. Almost 90% of our clients just have the basic lifeline system with the remainder having the more complex “Telecare”.

It’s a priority for the Council for the service to continue to:-

- Help residents continue to live at home safely and independently.
- Provide reassurance for clients and their families and/or carers.
- Provide a good quality and responsive service that’s valued by clients.
- Be financially sustainable.

In order to achieve the above, the Council is currently reviewing the service and is considering a number of changes which are set out below and in respect of which we would welcome your views and those of your carer/responders.

In respect of basic lifeline systems:

While it is hoped that the charge for the basic Careline service will remain unchanged, any future increase in charges to be limited to inflation or service cost increases whichever is the greater.

Installation fee to increase from £35 to £40

If client or carer does not return equipment via a One Stop Shop a collection fee of £35 will be levied

Full cost recovery for all damaged or lost equipment

In respect of Telecare systems:

All fees to be paid by client or commissioner

In addition to the fee for the basic lifeline service, each additional non complex alerts that a client may choose to have, will be charged at £1 per week per sensor/monitor

Remove the cap on complex Telecare, charges and fees will be charged at cost plus service charge.

Applicable to all clients and systems:

In the event of a maintenance call out which discovers no fault with the MCC system a £40 call out fee will be charged

All clients to be required to pay by direct debit with an additional annual charge of £12 pa for any client who wishes to pay by cash or cheque upon receipt of a paper invoice

A “finders” fee of £25 will be paid to any existing client who refers a new client (payable after new client has had service for three months).

General:

In order to increase client numbers and to ensure financial viability:-

- Marketing strategies will be developed on an annual basis and reported to the Council for prior approval.
- Newsletters will be published periodically to ensure Careline clients and carers are kept up to date with developments affecting the service provided.
- The Council will seek to recruit and train volunteers to support Careline clients in using any aspect of the service.

Appendix 4

Integrated Approach to Housing Options with Torfaen County Borough Council

Provisional Principles Being Considered for Development of Proposal

Introduction

Over the last year, the Council has been receiving practical advice and support funded by the Welsh Local Government Association from Andy Gale, Housing Consultant, with regards to improving homeless prevention. Torfaen County Borough Council has also received similar assistance. Andy Gale has recommended to both Council's the co-location of the respective Housing

As part of Andy Gales support, both Councils have requested Andy Gale to provide advice and options available for establishing a joint model for the delivery of homeless functions for both local authority areas, within the new financial reality emerging for local government in Wales, but still seeking to deliver an excellent service to residents

Preliminary discussions are underway and the Council is awaiting a written proposal to guide and inform the decision making process.

It is anticipated that this will be complete towards the end of November 2013. This appendix seeks to provide an indication of provisional discussions.

Background

During 2013, the Council has received feedback and comment from independent sources relating to the homelessness in Monmouthshire, which is designated as a high risk within the Council's Whole Authority Risk Assessment. These are:

- The Welsh Audit Office Service Based Review 2012/13, June 13, highlighted, '.....limited capacity within the service and the increasing demand it faces suggests there are growing housing risks.....'
- As part of the national Homeless Prevention Improvement Project, Andy Gale, Housing Consultant undertook a health check of the Council's approach to homeless prevention in February 2013. This highlighted capacity and resource issues.

The above feedback is relevant in terms of the development of this project, which will help to mitigate against the existing capacity and resource issues.

Emerging Vision

The broad proposal is to combine the homeless services for Monmouthshire and Torfaen to create a new service, possibly alternatively branded to either Council. The service would retain a clear social purpose but operate in a commercial environment with no new funding available to set up and operate the new service and seek to achieve a level of self-funding.

This is an opportunity to change the focus of existing Housing Options service from that of a homelessness service to a service with a new identify which will offer help and advice for any

resident in housing need. Critically, the aim of a new approach to service delivery would be to increase the focus on providing help and advice for all in housing need and reduce the emphasis on being perceived as a service for the minority who are or are at risk of being homeless.

Many residents, certainly in Monmouthshire, have a housing need or need independent advice on a housing problem or planning their housing future. The majority have nowhere to turn to for advice and most would see the Housing Options Service as somewhere you go only if you are homeless or in extreme risk of losing your home. There are many residents that need housing help and advice and this figure will only grow as welfare reform impacts and the economic climate remains difficult. The new combined service presents an opportunity to move away from a traditional 'homeless only' type service and to deliver a service that is seen to be essential and relevant to many more residents.

The short-term focus is to combine the housing options services for Monmouthshire and Torfaen, which in the short-term would focus on the current homeless services, but in the medium will focus on exploring combining housing registers. In addition, there is the intention to consider whether there is further scope for the new service to include wider housing options services. There is the potential for the new service to help join up key agenda's such as tackling debt and financial exclusion and linking into employment and training.

How would the new Housing Futures Service be delivered?

The aim would be to deliver the new approach through:

- more streamlined processes (which is being used to currently remodel the Monmouthshire Housing Options service around 4 distinct work-streams and was discussed by the Adults Select Committee on 14th October 2013 and is being established and implemented under the current structure);
- a service that fully embraces new technology and new ways of working. The focus would be to deliver advice as quickly and efficiently as possible through 'face to face' contact or by telephone help and advice.

Much of the work would be delivered through structured telephone help which is faster backed by streamlined processes. This would include using DIY self-help internet technology; standard forms, checklists, scripts, letters and help packs. New ways of working embracing new technology should mean that the service can be delivered at a lower cost.

What Could it Look like?

In developing a joint approach the following are some of the guiding principles being considered:

- The service would be able to respond to the new Welsh Government 'Preventing Homeless' duty without any increase in costs
- The service could have its own distinct branding
- The service could be stand-alone/arms-length
- Accountability would remain with each local authority given that homelessness is a statutory function

- Innovation and cultural change would be critical to its success. Accountability would remain to the local authority but the service should reach out to the voluntary sector and business to guide its development. This could be channelled through an advisory group/board providing direction.
- It could provide a one stop shop to access all housing options services, not just homeless related services

Financing the Proposal

Funding and the Council's financial savings targets are critical issues which would underpin the development of the new service. The project would look to identify revenue savings as a result of combining staff teams, temporary accommodation and associated functions and work towards a level of self-financing as new income is generated.

The Council would also seek to access any emerging funding opportunities that could possibly arise.

The new service would seek to develop income generating opportunities to help support the funding of the project. There are a number of potential opportunities to generate income, including income generated through external sources. A number of existing services already attract fee income which could potentially support the proposal

Monmouthshire County Council

Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Collaboration on Housing Services		Responsible Officer: Ian Bakewell	
Proposal number: 2			
Division: R & C		Date 24th October 2013	
Service area: Housing Services			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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			

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.

Signed

Dated 24/10/2013

Additional Information

The proposal will merge Torfaen and Monmouthshire Housing option teams and should not directly impact on the service to residents. This will involve reducing building costs and digitisation of services. Face to Face services will still be available for those who choose, but particularly for those with literacy and sense impairments.

In the medium term, there is a proposal to merge both housing registers that will require a change to the policy. This policy change may affect protected characteristics as applicants will be competing against more people. Ian – can you expand further?

3. UPDATED MANDATE – SCH COMMUNITY MEALS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	17.09.13	Early draft	Shelley Welton	Community meals maximisation

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services
Colin Richings	MCC	Team Manager

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal is part of a wider exploration of the potential of the community meals service. It focuses purely on the work of students from Cardiff University who identified that with better marketing, we would be in a position to increase uptake of community meals, thereby maximising the available capacity and reducing subsidy.

Outcomes

More people with an eligible social care need taking using the Community Meals Service.

Proposal Vision

Our wider work around community meals has an ambitious vision which explores its synergies with other services and its potential as a community development tool.

However, this proposal aims solely to reduce the amount of subsidy the Council pays to provide a Community Meals Service and seeks to make that service more sustainable.

Benefits

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
<i>Marketing and rebranding of the Community Meals Service. Review of access points</i>	<i>Net cost to the Council £230,000</i>	<i>£30,000</i>	<i>End March 2015</i>	<i>None</i>	<i>Monmouthshire County Council</i>

Non-Financial Benefits

This proposal is the starting point for wider, exciting developments using the Community Meals Service.

Dis-benefits

Given the short timescales in which the proposals were required, an equalities impact assessment has yet to be undertaken. The key potential dis-benefit that we must be mindful of in pursuing this proposal is that an increased capacity might leave drivers less time to interact with individuals using the meals service. We are aware this is a valued part of the service offering for some.

Proposal Activity

A Project Group is meeting regularly to pursue the development of the Community Meals Service. As part of this remit the group will need to overview this short term project whilst also driving forward its wider development objectives. Key activities are:

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Identify marketing resource. Develop clear strategy from Cardiff University student's work.</i>	<i>To implement the proposals from the Cardiff University work</i>	<i>By Dec 2013</i>	<i>£5,000</i>	<i>Shelley Welton</i>
<i>Implement marketing components:</i> <ul style="list-style-type: none"> • <i>Brochure</i> • <i>Website</i> • <i>Voucher</i> 	<i>Brand for Monmouthshire meals</i>	<i>By April 2014</i>	<i>Nil</i>	<i>C Richings</i>
<i>Review of Access Points</i>	<i>Ensure the interface with potential customers is maximised</i>	<i>By April 2014</i>	<i>Nil</i>	<i>Shelley Welton</i>
<i>Create greater awareness amongst Social Work Teams</i>	<i>Maximise uptake of the service at point of referral</i>	<i>From October 2013</i>	<i>Nil</i>	<i>Shelley Welton</i>

Quick Wins

No changes can be made until the end of the contract terms in end March 2014.

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
Project resource focused totally on wider change process	Medium	Medium	Dec 2013	Shelley Welton	Small task group within project group to take this particular initiative forward	Shelley Welton/Pauline Batty
Uptake in meals does not materialise	Medium	Medium	Mid 2014	Shelley Welton	By this juncture we are likely to be embarking upon a wider programme for the service	Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the project	High	Ceri York	Consider availability of resources within Direct Care and wider	Ceri York/Shelley Welton

Absence of marketing expertise to implement the student's recommendations	High	Shelley Welton	Discover whether the Council has expertise it can call upon. If this not available commission some remarketing at a cost.	Shelley Welton
---	------	----------------	--	----------------

Financial Information

The budget forecast for 2013/14 shows that the service will cost £452,949 of which £223,454 will be offset by income. In 2014/15 it is our aim to increase income through marketing by £30,000.

There will be a likely cost of approximately £5,000 for rebranding, printing and marketing expertise.

Constraints

Much of the marketing proposals have been made in the Cardiff University study. The biggest constraint will be the need for some 'expert' resource to implement the suggestions.

Assumptions

We have assumed that the recommendations from research by Cardiff University will create the necessary uptake in demand for community meals. There is a possibility , that this increase will not materialise in practice.

Proposal Capability

There is an absence of marketing expertise to implement the suggestions made by the students. This will need to be sourced and there is likely to be a cost associated to this.

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Community Meals Maximisation		Responsible Officer:	
Proposal number:3 + 4		Julie Boothroyd	
Division: SC+H		Date 22nd October 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

- *In the initial stages there is an expectation to lose some custom, particularly affecting age and disability protected characteristics with low income, however increasing the price gradually (with advanced notice) should mitigate some impact.*
- By introducing a differentiated service, service users can choose whether they wish to have a meal with or without pudding. This option may benefit low income households.
-

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.

The mandate explores the idea of implementing a staged price increase. In the initial stages there is an expectation to lose some custom, particularly affecting age and disability characteristics with low income, however increasing the price gradually (with advanced notice) will mitigate some impact. By introducing a differentiated service, service users can choose whether they wish to have a meal with or without pudding. *SC+H to monitor in case any vulnerable service users cancel the service*

Signed Julie Boothroyd

Dated: 22nd October 2013

Additional Information

No detail on proposal yet. Consultation is required to understand the different level of demand per geographical area. This will be a bespoke piece of work involving one to one conversations with service users. There needs to be more consistency across referrals to service.

Community meals transformation – longer term plans. The perception around the quality of the meals is misunderstood. Investing in marketing should increase uptake of service.

Can we cope for extra demand? Currently providing 68,000 with a maximum capacity of 90,000.

Consultation with Monmouth VI Group on 5th December 2013 revealed that all 10 present preferred to use Wiltshire Farm foods. Idea may be to ask them why the preference.

4. Proposal Mandate – Community Meals – Service transformation

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	25.09.13	Draft	Peter Davies	Community Meals Future Service Transformation

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Simon Burch	Monmouthshire County Council	Chief Officer, Social Care & Health
Julie Boothroyd	Monmouthshire County Council	Head of Adult Social Services
Shelley Welton	Monmouthshire County Council	Lead Commissioner, Transformation and Commissioning

Richie Turner	Monmouthshire County Council	Innovation Associate
---------------	------------------------------	----------------------

Business need

Use this section to set out the business drivers that have created the need for this proposal. This will include how the proposal contributes to the organisations strategic objectives and fits with other initiatives.

The Community Meals project team produced an initial project mandate in April 2013. At that time the project team set a clear priority to assess the potential for an expanded commercial model for the service. Market research was commissioned via graduates at Cardiff University during the summer in order to gain a clearer understanding of the market position and market potential. The findings identified that there was no growth market opportunities.

It is recognised that the current service is heavily subsidized with the cost per meal significant outweighing the price charged to people. The contact that people get through the service is seen as being as important as the provision of the meal itself.

It is now proposed that the review continues on a revised brief which sources different models of service delivery which provide improved contact for people using the service but in an affordable way for the individuals concerned and the Authority. There are many assets and resources at the disposal of the Authority and its communities that could feasibly assist in meeting these requirements.

The second stage of the service review is very much in its infancy but there are opportunities that will be explored that are likely to impact on all the strategic priorities, examples of which include:

- Education – there are options that could be explored that allow the use of school kitchens to be used to provide freshly cooked meals for people currently in receipt of the service. This also allow community hubs to be explored where knowledge exchange could take place between elderly people and pupils (e.g. to provide assistance with digital exclusion issues).
- Protecting the Vulnerable – Successful volunteer provision could support Luncheon Clubs/Casserole Clubs which provide a more inclusive community-focused support framework that is provided by the current service. These concepts link well with other initiatives such as Local Area Co-ordination.
- Enterprise – Opportunities exist with the investment the Authority is proposing to make in micro enterprises where some aspects of the service could be supported through different delivery models provided by small local enterprises being set up within communities.

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. Specify if there are any time constraints.

The core outcomes to be achieved are to reduce the average cost of the meals produced, to improve the quality of the meals provided, to make better use of the assets and resources held across the Authority and its communities, and to identify options for delivering the service in a way that significantly improves the contact that service users are currently getting.

Proposal Vision

Describe 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.

That the service review sources alternative models of service delivery which provide improved contact for people using the service but in an affordable way for both the individuals concerned and the Authority.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Budget saving	£202,000	£100,000	2016/17		Simon Burch
Budget saving	£102,000	£100,000	2017/18		Simon Burch

Non - Financial Benefits

Describe other benefits that will arise from this proposal e.g positive impact on PIs

Increased customer satisfaction

Increased wellbeing of individuals accessing service
Improved nutritional content

Dis-benefits

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 high level equality Impact assessment (use forms for Cabinet report to do assessment)

No adverse equality impact anticipated – all targeted impacts to be positive. An equality impact assessment will be completed as part of the first phase of the service review and reported in an updated project mandate.

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.

The second stage of the service review has only recently started. The scope of the project and the targeted areas of focus will first need to be determined through appropriate engagement and review of supporting data and evidence. Ideas will need to be captured and proposed solutions will need to be tested before being taken forward for further rollout and implementation. An updated project mandate will need to be submitted once the first phase of the service review is completed, with the outline and detailed business case being produced as the project develops.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
To progress to the next stage of the service review	Provision of a comprehensive project mandate that clearly defines the scope of the project, core areas of focus and ideas/solutions to be progressed	3 months	Met from existing staff resources	Shelley Welton / Peter Davies

Quick Wins

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

Where opportunities are identified early on in the service review these will be put forward for implementation. Further benefits can be achieved from initial testing and piloting of proposed solutions.

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.

Aside from risks identified to date a comprehensive assessment of risks will be determined and provided via an updated project mandate once the first phase of the service review is concluded.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The core customer group predominantly comprises very frail elderly people (aged 85+) and there is a risk that quality assurance and 'check in' features are not maintained.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	That an alternative model of service delivery retains the same quality assurance and 'check in' features that currently exist in the current centralised model.	Simon Burch
That transition to a new model of service delivery has direct impact on the quality and delivery of service.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	To consider parallel running of the existing and new service models during testing and implementation as needed to ensure smooth	Simon Burch

					and well supported transition.	
Issues with hygiene, consistency and health and safety.	Medium	High	15/16 through to 17/18 during testing and implementation	Simon Burch	That appropriate governance and monitoring arrangements are in place to ensure that all such risks are assessed and managed as part of the service design and subsequent running of any alternative service model.	Simon Burch

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:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.
To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Constraints

Describes any known constraints that apply to the proposal.

There is a crucial dependency relating to the schools meals transformation agenda which could impact on the sites/assets available to support an alternative service delivery model.

Other constraints to be further determined and provided in an updated project mandate once the first phase of the service review is concluded.

Assumptions

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

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Proposal Capability

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

Resources and expertise will be identified at the respective stages of the project. In the event that internal capacity or available budget does not exist to allow the project to be progressed along the required timescales a further report will be submitted to Cabinet to request one-off funding from reserves.

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.

5. Proposal Mandate – Sustainable Energy Opportunities

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	24/09/13	Draft	R&C	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

Reduction in energy consumption puts MCC below CRC threshold and therefore exempt from purchasing certificates (effectively an energy consumption tax for larger organisations) providing an annual saving of £100k.

Installation of biomass boilers offers a more sustainable heating system and RHI income.

PV and wind remain income options

Outcomes

MCC energy reduction reduced (done)

Opportunities taken to install sustainable heat and energy systems that provide an income stream

Proposal Vision

Longer term schemes for PV and wind continue to be investigated whilst more modest PV/wind installations are progressed in the short term.

Biomass boilers installed to replace least efficient traditional style oil/gas boilers.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Sustainable energy initiatives	New initiative	£100k	£18k – 14/15, £18k-15/16, £19k – 16/17		Ben winstanley
Install biomas boilers	New initiative	£45k	£15k – 14/15 £15k – 15/16 £15k – 16/17		Rob o'dwyer

Exemption from CRC	Budget £170k (59% reduction)	£100k	£14/15		Ian Hoccom/Ben winstanley

Non - Financial Benefits

Development of sustainable energy supplies

Dis-benefits

Potential failure to get planning for installations

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
Apply for CRC exemption	Receive exemption notice and discontinue payment – make saving	14 onwards		Ian Hoccom
Installation programme – business case	Install new biomass boilers	14 onwards		Ben Winstanley
Develop business case for renewable energy production	Identify key sites and locations	14 onwards		Ben Winstanley
Produce a full Equality Impact Assessment	Undertake comprehensive assessment	14 onwards		

--	--	--	--	--

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
Further changes in the external energy market that alter nature of projected benefits	medium	high	14 onwards	Ben Winstanley		
We exceed CRC level	low	high	14-	Ian Hoccom		
Inability to identify appropriate locations and opposition	high	high	14-	Ben Winstanley		

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Possible opposition to support for renewable energy	High	Ben Winstanley	Due diligence	Ben Winstanley

--	--	--	--	--

Financial Information

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

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

Constraints

Not sufficiently exploring and maximising contemporary energy opportunities

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.

5. EQIA – RC Sustainable Energy

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration To reduce energy consumption to below CRC threshold and installation of biomass boilers to reduce CO2 emissions and ongoing revenue costs through renewable heat incentive (RHI)	
Name Estates and sustainability		Date 31 th January 2014	
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	

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>None</i>	➤
➤	➤
➤	➤
➤	➤

The next steps

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

None within protected characteristics but commitment to reduce CO2 emissions and generate sustainable energy

- 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 B Winstanley
Dated 31th January 2014

Designation Acting Estates Manager



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:
Reduction in energy consumption and income generation through RHI	Regeneration & Culture	Estates and Sustainability
Policy author / service lead	Name of assessor	Date of assessment:
Ben Winstanley	Ben Winstanley	31 January 2014

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

Yes

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

To reduce energy consumption and provide heating through sustainable means

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

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

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

Through the budget consultation process

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.

Energy consumption records and RHI rates

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

No need

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No change

•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

None

Signed.....B Winstanley.....Designation...Acting Estates Manager

Dated.....31st January 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration To reduce energy consumption and hence CO2 emissions and generate heat using sustainable fuel	
Name Estates and Sustainability		Date 31st January 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			
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			Reduced energy consumption, h nec reduced CO2 emissions
Prevent or reduce pollution of the air, land and water			Reduced emissions
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			
Protect local shops and services			Maintain access to businesses in two key settlements and small villages.

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

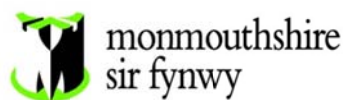
Reduced energy consumption and hence CO2 emissions plus generating heat through sustainable fuel

- 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 B Winstanley

Dated 31st January 2014

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM



1. **PURPOSE:**

To present the business cases for Project Mandate 6

2. **RECOMMENDATIONS:**

That members scrutinise the business cases that form the mandate.

3. **KEY ISSUES:**

The original mandate proposal covered a wide range of proposals, it has therefore been broken down into several business cases:

- Museums and Tourism
- Caldicot Castle
- Tintern Old Station
- Shire Hall

4. **REASONS:**

The business cases and detailed mandates are provided in order that members may scrutinise and question the proposals and make any comments or recommendation they see fit to Cabinet prior to the development of a draft budget for formal consultation.

5. **RESOURCE IMPLICATIONS:**

As detailed within the business cases/mandates attached.

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

As detailed within the business cases/mandates attached.

7. **CONSULTEES:**

8. **BACKGROUND PAPERS:**

9. **AUTHOR:**

Rachael Rogers, Heritage and Culture Service Transformation Lead

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

10. CONTACT DETAILS:

rachaelrogers@monmouthshire.gov.uk

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Summary – Project Mandate 6 – Museums, Castles, TIC's Tourism

The aim of this mandate is to ensure the long term survival of cultural and tourism services within Monmouthshire. Whilst there is no statutory obligation to provide museums, castles, TIC's, or a tourism service, Monmouthshire is recognised as a tourist destination so these functions are crucial.

The original mandate proposal covered a wide range of proposals. It has therefore been broken down into four business cases which each look at the following areas:

- Museums and Tourism
- Caldicot Castle
- Tintern Old Station
- Shire Hall
 - Within the Museum and Tourism Departments our Culture and Tourism offer needs to be given full consideration. Our primary aim here is to reduce operating cost and asset overheads in 14/15. This will give us the opportunity to make the required short term savings whilst considering the longer term future.
 - The vision at Caldicot Castle Country Park is to put it on 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
 - The vision at Old Station Tintern is to put it on a sustainable long term business footing to reduce the draw on MCC and to maximise the resulting cultural, community and economic benefits.
 - At Shire Hall, the key driver over the next 3 years is to produce a balanced 'zero' budget for the operation of the Shire Hall.

Officers have been working together on putting these business cases together and the opportunities for further collaboration between these areas will be key to the success of the mandate.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Business Case (Museums and Tourism)

Version	Date	Status	Author	Change Description
1	15.11.2013	Draft	Heritage & Culture Service Transformation Lead	
2	17.11.2013	Draft	Heritage & Culture Service Transformation Lead	Comments from Tourism Manager
3	18.11.2013	Draft	Heritage & Culture Service Transformation Lead	Changes to Monmouth Model /Inclusion of WPP ref/Tourism updates & various updates
4	19.11.2013	Draft	Heritage & Culture Service Transformation Lead	Comments from Deputy Museum Officer & Deletion of some sections
5	19.11.2013	Draft	Heritage & Culture Service Transformation Lead	Strengthening of all areas in original project mandate.
6	20.11.2013	Draft	Heritage & Culture Service Transformation Lead/Libraries, Museums & Arts Manager	Update following Select Committee and meeting with accountant.

Approval

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

Distribution List

Name	Organisation	Job title / Dept

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Executive Summary

The aim of this proposal to ensure the long term survival of cultural and tourism services within Monmouthshire. Whilst there is no statutory obligation to provide museums, or a tourism service Monmouthshire is recognised as a tourist destination so these functions are crucial.

Our Culture and Tourism offer needs to be given full consideration and our primary aim here is to reduce operating cost and asset overheads in 14/15. This will give us the opportunity to make the required short term savings as we restructure and bring the tourism-heritage-culture offer under one roof

We will reduce the draw on MCC budgets by increasing our income generation capabilities and maximising the potential for external investment. We will consider the potential for new models of service delivery and increased community-led involvement.

This is a positive opportunity to think about the visitor offer within our attractions, including how we can maximise the potential of the internationally important Nelson Collection.

There are a range of options within this proposal. If they are all taken forward and targets are met the potential financial benefits are:

- To reduce the MCC budget draw by £175K by 2014/15
- To reduce the MCC budget draw by a further £94K by 2015/16
- To reduce the MCC budget draw by a further £65K by 2016/17

Additional benefits from carrying these proposals forward will be the combining of the two departments with a fit for purpose staffing structure and increased opening hours at our attractions.

There is likely to be opposition to the proposal to share buildings and it will be important that if this proposal goes ahead to fully consider how the limited space available can be optimised and ensure that any vacated buildings in key locations are used appropriately.

The equality impact assessment is largely neutral but a proposed move of the TIC to the museum in Abergavenny may impact on those with limited mobility.

This proposal delivers the required savings whilst giving us the time and opportunity to consider how we strengthen the cultural and tourism offer in a sustainable way.

Detailed Business Case

Vision

Visitors to our museums and attractions will enjoy a comprehensive experience. The tourism offer will be consolidated through a wider grouping with cultural services. This journey will begin with Monmouthshire Museums and Monmouthshire Tourism becoming an integrated function which will maximise the provision currently offered by these two services. We know that visitors access tourist and local information in a variety of ways – both physical and virtual. Expertise from each of the services will be shared and will be focused on a county wide level. Public service points will be housed within the appropriate attractions in order to increase access to Monmouthshire's Museums and to benefit from savings in introducing a shared staffing structure. The focus within venues will be on providing a more coherent offer for the communities, by forming a cultural hub, a point for ticket sales, information for cultural events etc. Links between our collections and the surrounding landscape will be made more explicit. Expertise within the tourism department will be used to develop the visitor experience at the museums, thereby increasing the number of satisfied customers who go on to recommend the attraction, its events and the destination to others, and to revisit it themselves. This offer will be strengthened through digitisation opportunities to maximise access to the collections. We recognise that one size will not fit all and different models will be explored in each town.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

The Service is put on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and moved to a management model which maximises the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

Our increased ability to income generate via our Conservation Service, retail operations, venue hire, catering activities, digital opportunities, improved use of outside space and external fundraising opportunities will allow us to reduce our supplies and services budget and become more sustainable.. We will look towards the potential for new models of service delivery and the potential for more community-led activity and ownership of cultural assets.

In the Museum Business Plan, which was approved in 2013, we set out our strategic aim for 2013-16, “to build a more resilient, sustainable and accessible service” by:

- Investigating and trying out ways to build additional sources of funding
- Increasing our contribution to our towns
- Increasing our work with our communities
- Increasing access for all

The Vision of the Museum Service is “To be a dynamic museum service that plays a revitalising role in Monmouthshire’s communities, act as agents of social change and promotes good and active citizenship. Connecting the past with the present to inform and shape the future”. It is closely connected to MCC’s three key priorities, strategic objectives and whole population outcomes.

Many areas of this Vision and Mission are in line with the aspirations of the Tourism Service and illustrate the synergies between the two departments, i.e. to responsibly grow the economic, environmental and social contribution of the visitor economy to Monmouthshire, to drive up tourism business performance in the county, to achieve a more strategically driven and co-ordinated approach to developing the visitor product of Monmouthshire and to develop year-round visitor demand.

Monmouthshire’s Destination Development Plan, which was approved by Cabinet in November 2012, provides the framework for public, private and voluntary sector partnership working to address the identified priorities for improving and further developing Monmouthshire’s visitor product over the period 2012-2015. The plan includes seven strategic programmes that are designed to make the most of Monmouthshire’s visitor product strengths, address the identified product deficiencies and capitalise on the product development opportunities for the Monmouthshire visitor offer.

The proposals for this Business Case tie in with some of the proposals outlined in the Draft Bryn y Cwm Whole Place Plan:

- Scoping Study of Public Assets to investigate enhanced visitor and communities opportunities of Castle and Museum
- Area Tourism Development Plan to increase visitor stays and visitor spend, drawn from Monmouthshire’s Tourism Development Plan.
- Visitor Trail linking shopping area with heritage attractions and open spaces to increase footfall through the town.

Outcomes

- To provide a more comprehensive visitor experience,
- To reduce the MCC budget draw by £175K by 2014/15
- To reduce the MCC budget draw by a further £94K by 2015/16
- To reduce the MCC budget draw by a further £65K by 2016/17
- To secure a new staffing structure which maximises the expertise in culture and tourism by utilising expertise across the sites, whilst also allowing for locally focused management [timescale by 2014/15]

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

- To move the Tourist Information Centres into the Museums in each town, initially to reduce staffing and premises costs, but in turn to provide a more integrated service, increase footfall to the museums and refocus some of the museum space. [timescale by 2014/15]
- To reduce the Museums & Tourism Supplies and Services budgets
- To put the Cultural assets of Monmouthshire on a sustainable footing, with a strong link to their local communities.
- To make use of digital opportunities in promoting the collections, surrounding area and cultural offer.
- To increase opportunities for commercialisation and income generation via digitisation of museum collections.
- To investigate further opportunities to combine and extend the public offer via shared services e.g. Libraries, One Stop Shops, Leisure Centres, Countryside.

Blue Print

The Future State

There is little alternative in the short term other than to significantly reduce operating costs within Museums and Tourism. One of the most sustainable methods of doing this, whilst concentrating on service delivery, is to increase commercialisation opportunities, increase virtual access and reduce spend on physical assets. This option will necessitate an imaginative use of limited space, increased signage and careful consideration given to how the vacant buildings are best utilised. A less desirable option would be to drastically reduce opening hours at all sites. This is a positive opportunity to think about the visitor offer at each of the museums. External funding may be available to make improvements. By widening the range of skills our front of house staff can offer comprehensive information about MCC's own visitor attractions, museum collections and the wider attraction offer throughout the county. There is also an opportunity throughout this process to consider how we offer a rich visitor experience and how we can make use of alternative methods of service delivery i.e. through partnership working with other organisations.

We have based this Future State on the following assumptions:

- Our Culture and Tourism offer needs to be given full consideration and our primary aim here is to reduce operating cost and asset overheads in 14/15, in order to make the required short term savings.
- The tourism offer will be consolidated through a wider grouping with cultural services.
- A new staffing structure will be developed for the Museum & Tourism Service
- There are significant synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services, and with leisure services in respect of events programming and support. Under the new proposed staffing structure we can offer this support and so maximise the potential for other services within the council.
- There is potential to seek project funding from Visit Wales to reconfigure the spaces and provide infrastructure and branding
- In Abergavenny the relationship with the Brecon Beacons National Park Authority is an important one and we will seek to maintain this.
- Vacant buildings can be utilised in an effective way, for the benefit of the local community.
- We can fully utilise a separate Development Trust fund with Charitable Status that has been set up by the Museum Service. This will enable us to access new grant and funding streams, increase the value of Supporters Scheme membership through gift aid and tax benefits for companies. As part of this we will set up a Supporters Group which can be grown as a serious source of income and would allow us to develop using resources independent of the council.

Current state and gap analysis

Section	Description of current state and changes
---------	--

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Despite high visitor numbers and recent investment to ensure a high quality offer in some areas of the various museums, displays in other areas (sometimes within the same building) are old fashioned and behind industry standards. All operate on a model which is not fit for purpose.</p>	<p>Offering a more flexible model of interaction which puts the visitor at the centre, including changes to opening hours.</p> <p>Looking at our events programme to ensure they are viable commercially whilst retaining their role to engage both tourists and our community.</p> <p>Working across Monmouthshire attractions and cultural services to identify and develop joint working, e.g. joint promotion of a Monmouthshire Attractions offer and seeking external project funding.</p>	<p>Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.</p> <p>Community events having to adapt to a more commercial reality.</p>
Organisation structures	<p>The museum staffing structure means individual managers are very focused on individual sites. This results in pressures on individuals to deliver a huge range of services, with no opportunity to specialise, focus and co-ordinate specific areas.</p> <p>TIC and Museum Staff work to slightly</p>	<p>Staff restructure, with Curators retaining a site management function but developing a specialism in an area which is rolled out across all the sites. This would have the added benefit of being able to support other cultural services within the council (i.e. the management of the Museum collection currently located in Caldicot Castle)</p> <p>Tourism Staff able to assist with the development of the visitor experience at the museums (including access to tourism funding), and better promotion of MCC run attractions within destination marketing campaigns.</p> <p>Where effective and cost efficient services will be coordinated /managed across the Monmouthshire Attractions (Shire Hall, Tintern Old Station, Caldicot</p>	<p>Ability to have this in place by 1 April 2014 including appropriate training?</p>

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	different job descriptions each with a different focus.	Castle, Caldicot Country Park.) Training programme for staff, to ensure a cross working focus. Staff will become familiar both with the attractions across Monmouthshire but also in more detail about the attractions and their collections where they work.	
Management model	<p>The Tourism Service sits within the Economic Development Section and is managed via CMC2. Tourist information centres are managed via different models: In Abergavenny under a joint agreement between Tourism and the Brecon Beacons National Park. In Chepstow directly by the Tourism Department. In Monmouth it is operated through the management at Shire Hall.</p> <p>The Museum Service is part of the Museums, Libraries and Arts Service and sits within Public Health and Culture.</p>	<p>Combining the Museums and Tourism Sections into one management structure will enable us to provide citizens and visitors with a cohesive cultural offer across Monmouthshire.</p> <p>The planned corporate senior management restructure will enable us to see how our model will fit within the overall structure.</p> <p>It is likely to be appropriate to investigate alternative delivery models, given the desire to reduce the dependence on MCC funding and the desire for locally focused and supported management.</p> <p>The Museums Service already supplements much of its work via the use of volunteers, in behind the scenes operations. There is significant potential to develop this model further.</p>	<p>Conclusion on model in place for 1st April 2014.</p> <p>Whatever management structure is developed it will continue to exploit the synergies / efficiencies which will result from working together across Monmouthshire attractions and cultural services.</p> <p>Developing our volunteering model further will require staff time to do this. When looking at the cross service roles officers can take on it is assumed that management of volunteers will become a particular area of responsibility.</p>
Infrastructure	In both Abergavenny and Chepstow we are currently operating a building to tell people about attractions throughout Monmouthshire (TIC) in the same town as we run a separate building as an attraction (Museum).	Combining the Tourist Information Centres with the Museums in the three towns in order to offer a more integrated service and to make considerable savings on staffing and building costs. This may require some changes to the buildings.	<p>That we continue to receive support via the Brecon Beacons National Park Authority at Abergavenny or can find an alternative to this partnership.</p> <p>That the constraints on the TIC building usage can be overcome.</p> <p>That the savings to be made</p>

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	<p>In Monmouth we are running a TIC in a building (Shire Hall) which is working towards operating as a cost neutral visitor attraction.</p> <p>In Abergavenny we have a site within the Castle grounds which we are unable to fully exploit as there are currently no options in the case of wet weather. There is also no staffing focus on the possibility to grow events within the grounds.</p> <p>In Monmouth, the museum is currently operating in part of the Market Hall. There is considerable potential to improve the offer for a range of people from local residents to international visitors.</p> <p>In Chepstow there is an area at the back of the building that can be developed to support more community use and income generation.</p>	<p>Provide cover via canopies and traditional building structures within the castle grounds</p> <p>Carry out a full options appraisal regarding the future direction of Monmouth Museum. This should include full consideration of how we can maximise the potential of the internationally important Nelson Collection.</p> <p>Within our Business Plan we have proposed approaching HLF to see if this is a viable opportunity to develop this area into a space that could provide community, café and tourist information facilities, which would improve the visitor offer and income opportunities which will help the museum become more sustainable.</p>	<p>outweigh the costs incurred to make areas within the building fit for purpose.</p> <p>It may be possible to access external funding to carry out work at Abergavenny, Monmouth and Chepstow Museums.</p> <p>.</p> <p>That there is an urgent need to make full use of this underutilised collection.</p>
Technology	<p>TIC's currently take commission on bed bookings, and National Express tickets but the process is time consuming and occupies a significant amount of staff time.</p> <p>Digital information points are available</p>	<p>Consider the viability of offering a centralised booking service.</p> <p>Improve and increase the number of these digital visitor information points throughout the town. This is</p>	<p>That we have the appropriate technology in place to make this viable.</p> <p>That funding is available to extend this project.</p>

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

	<p>through the county providing tourists and residents with information on accommodation, attractions, activities and local events. This information can be downloaded to visitors’ smartphones so they can take it away with them</p> <p>Both museums and tourism have a web presence.</p>	<p>especially important in Abergavenny where moving the TIC into the museum would mean moving out of the central area of own. By improving this facility we can increase the footfall within the castle.</p> <p>Maximise use of digitisation to increase access to collections. Consider opportunities for commercialisation and income generation via digitisation of museum collections.</p>	That funding is available
Information and data	A wealth of information of public accessible information is available within the Tourism and Museum Service. This is accessible by the public.	Increase access to information and data both directly and remotely. Combining the two services together will enable us to promote this opportunity more widely.	

Options Appraisal

Within this mandate there are a range of options for consideration, which combined will provide a continued professional, cost effective and visitor focused Museums and Tourism Service. There are other options open to us:

- A. Do nothing – Within the current climate this would be an irresponsible move for services which are not statutory and therefore are likely to suffer heavy budget cuts. It is important that we use this opportunity to improve our sustainability, increase partnership working with others, capitalise on income generation opportunities that are open to us and make our staffing structure fit for purpose.
- B. Retain the Museums and Tourist Information Centres as separate operations and make the cost savings through reduced opening hours - We have considered this and in order to make the same savings gained from shared staffing and reduced building costs across the sites we would need to close the museums and TIC’s for around 3 per week days per site. i.e. we could retain separate museums and TIC’s in each town if we opened them only 4 days per week. This would have a severe detrimental effect on both services.
- C. Continue to run Museums and Tourism as two separate departments - During this process the synergies between the two departments have become increasingly clear. The opportunity to make use of the expertise across the departments to improve our offer is clearly one that should not be ignored.
- D. Cease to provide a TIC offer within one or more of the towns – tourism is important to the economy of Monmouthshire, worth more than £158m in 2012, and providing 12% of jobs. Research by Visit Wales has shown that each enquiry to the TIC, either in person or by phone or email is worth £12.79 to the local economy. The ability of MCC to provide information about the visitor offer across the county is a powerful tool.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

- E. Close one or more of the museums. Museums contribute to all of the three MCC priorities, are an important community asset and a key part of the tourism offer. Their value to the identity of each of the towns is clear. Closing one or more of them would undoubtedly be a permanent move, thus affecting an asset whose presence has been in each of the towns for over half a century and whose role is to provide a service for future generations, simply to solve what is likely to be a short term problem. To “mothball” any or all of the museums would leave all of the dis-benefits of deteriorating assets, fixed property costs, lack of income and result in complete loss of all of the benefits of service provision, and effectively close the door to longer term solutions. The onus is therefore on us to look for a solution that is appropriate for all.

With all this in mind we feel that the best approach is to try a combination of the approaches we have outlined in our vision. This will give the services the best chance of becoming more sustainable and will reduce the pressure on MCC’s budgets. We will therefore analyse this approach. They are outlined below under the different options. Option 1 – combining with the Tourism Service, Option 2 – Considering other methods of service delivery and Option 3 - Increasing our income generation opportunities. We have also included a proposal to investigate opportunities of working with others. NB: We are suggesting that all these options are carried out:

Option 1 – Merge Tourism and Museums Service including moving TIC’s into the museum buildings.

Ensures a cohesive service where staff can share and develop their expertise.

The TIC, Abergavenny is situated at the bottom of town near the bus depot. The proposal involves merging both the Castle and TIC to save building and staffing costs. The current location of Abergavenny TIC situated in a prominent position on a key entrance road into the town and easily accessed by visitors arriving by car, bus and train. However the proximity to the bus station means that staff are often required to answer bus enquiries and many visitors have already parked in the centre of town and need to walk down.

In Chepstow, the Museum is located directly opposite the TIC, on a main route into the town and opposite car and coach parking. Whilst an ideal location the close geographical relationship between the two sites means it is appropriate to consider a shared building space.

In Monmouth TIC provision is currently provided within the Shire Hall. Shire Hall is to go fully cost neutral and operating a tourist information service will hinder this expectation.

In order to make the services financially sustainable, it may be necessary to compromise on location and consider services in one building. The Museums are an obvious choice as this provides a sound alignment of services and goals. This will benefit the public by longer opening hours and may attract more people into them. The same solution may not be appropriate for each town.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
Cashable benefit				
Reduction in staff hours and building costs.				
Move Abergavenny Tourist Information Centre into				

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Abergavenny Museum	£70K	£15K (plus any contribution from BBNPA)	£15K	
Move Chepstow TIC into Chepstow Museum		£79K		
Move TIC from Shire Hall into Monmouth Museum	£134K		£59K	£20K
	£102K (NB: This includes £44K of staffing costs incurred by Shire Hall which would not be transferred over)	£3K (This is a low saving but its value is in freeing up Shire Hall to operate as a business).	£3K	
Non financial benefits	Current performance	Target performance		
Eg improvements in service	Lack of cohesion between Monmouthshire Museums Service and the Tourism Department. Potential to market Monmouthshire Museums Service within tourism is not fully reached.	Strengthened relationship between museums and tourism. Stronger team with a clear focus on both MCC run attractions and others. Specialism of staff members will enable everyone to work more efficiently and improved services will be offered. Opportunity to link current tourism offer e.g. within the landscape with cultural artefacts and historical information. Creating more comprehensive visitor experiences.		
Cost	Current costs	Revised costs Improving infrastructure to accommodate TIC within Museums: £20K – Chepstow		

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Dis-benefits

- Loss of staff hours within Tourism and Museums
- Loss of separate TIC provision in a prime location within Abergavenny
- Loss of separate TIC provision in a purpose built highly visible building within Chepstow
- Uncertainty over status of toilets in Chepstow if TIC closes
- Loss of separate TIC provision in a new successful location within Monmouth
- In the public eye, Tourist Information Centres might appear as reduced services because they do not operate from a traditional TIC building.
- Buildings which were purpose built by the Council are now being closed.
- Loss of space within Museums
- Potential knock on effects to local businesses

The results of the detailed equality Impact assessment are largely neutral although the TIC/Abergavenny Museum combination may impact on pregnant and disabled visitors and those with limited mobility due to nature of a castle building and its grounds.

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
Brecon Beacons National Park Authority, pull out of the relationship they have in Abergavenny.	Medium	Medium	2013/2014	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Continuing talks.	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager
Owner of the ground on which the TIC in Chepstow sits increases the rent of this area which includes the car park operated by MCC	Low/Medium	Medium	2013/2014	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Engage in a discussion	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager Legal Dept Estates Dept

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of public support for merger of TIC's and Museums.	High	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	On-going consultation	Libraries, Museums and Arts Manager Tourism Officers and Museum Officers

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Empty buildings in key locations at Chepstow and Abergavenny.	High	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Discuss options with Estates, and also in case of Chepstow with the landlord and Legal. Consider opportunity to extend pop up shop scheme/offer opportunities to community start up businesses	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager Estates Dept.
---	------	---	---	---

Constraints

Covenant on building at Chepstow TIC

Potential restrictions from Marquess of Abergavenny (landlord of Abergavenny Castle)

Assumptions

That the buildings currently housing TIC's can be utilised in an appropriate way.

Option 2 –Consider other methods of service delivery

Makes our service more sustainable in the longer term.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
Cashable benefit				
Investigate options for partners or alternative methods of service delivery and alternative ownership of cultural assets.	£0	£135K	£30K	£45K
Non financial benefits	Current performance	Target performance		
Cost Dependant on full options appraisal.	Current costs	Revised costs		

Dis-benefits

None

The detailed equality Impact assessment indicates that for this area of the mandate there are only neutral impacts.

Key Risks and Issues

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Economic situation means that financial support from other bodies is not forthcoming.	Medium	High	On-going	Heritage & Culture Service Transformation Lead	Approach a wide variety of appropriate organisations. Consider wide range of partners – possibly a crowd funding type model	Heritage & Culture Service Transformation Lead

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner

Constraints

Assumptions

That there is a willingness from organisations to support museum and tourism.

Option 3 – Increase fundraising and income generating opportunities

Makes our service more sustainable in the longer term.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
Cashable benefit				
Increased income from conservation service	£0K	£30K		
Increase fundraising	£50K	£50K	£25K	£25K
Reduce the Supplies and Services budget	£159K	£40K	£40K	
Increase commercialisation opportunities, e.g. digitisation, events etc.	£3K		£3K	£4K

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Non financial benefits	Current performance	Target performance		
Growth of business expertise across the service	Staff willing to suggest and facilitate methods of increasing income in a variety of ways.	Staff have direct expertise in this area and are more able to make truly innovative suggestions.		
Cost	Current costs	Revised costs		

Dis-benefits

Staff having to focus on income generation rather than core service delivery.

The detailed equality Impact assessment indicates that for this area of the mandate there are only neutral impacts.

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
Income generation targets are not met.	Medium	High	On-going	Heritage & Culture Service Transformation Lead	Continued promotion of the business.	Conservator
Fundraising bids are not successful. Supporters Scheme is not successful	Low	High	On-going	Heritage & Culture Service Transformation Lead	High quality fundraising bids are submitted. Continued promotion of the Supporters Scheme.	Fundraising Officer

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner

Constraints

Full potential for fundraising opportunities is dependent on a Fundraising Post being in post.

Assumptions

That external funding continues to be available for the Fundraiser Post
That the market for income generation and fundraising remains viable.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Evaluation and comparison of options

To do nothing is clearly unacceptable as the services will continue to operate as a not fit for purpose delivery model and provide a deteriorating customer experience.

A combination of the following will lead to a long term sustainable solution for the Tourism Department and the Museum Service:

- Merger of the two departments to produce a fit for purpose staffing structure
- Relocation of TIC's to Museums in each of the three towns
- Investigation into partnership working with other community groups or similar

This will be done alongside:

- Increased income generation via the Conservation Service
- Increased Fundraising Opportunities
- Opportunities for commercialisation and income generation via digitisation of museum collections, increased use of venues for hosting events, function as cultural hub etc.

Recommendation

To investigate, develop and implement as agreed, all the recommendations above.

High level Plan for delivery

- The Heritage and Culture Service Transformation Lead will continue to work on delivery of this programme in conjunction with the Tourism Department, members of the Museum team and other stakeholders and partners.
- On-going consultation will be extended, building on the engagement already carried out (Abergavenny Town Council, Abergavenny and District Tourism Association, Abergavenny Local History Society, Chepstow Town Council, Chepstow Marketing Group, Wye Valley and Forest of Dean Tourist Association, The Chepstow Society.)
- Developments will be reported via Review Updates and to the Economy and Development Select Committee.

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. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Business Case Caldicot Castle Country Park (Museums, Castles, TICs, Tourism)

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
0.1	12/11/13	draft	MCL	
0.2	13/11/12	draft	MCL	Additional information added
0.3	19/11/13	draft	MCL	Draft for Select Committee
0.4	19/11/13	draft	MCL	Final for Select Committee incorporating comments

Approval

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

Distribution List

Name	Organisation	Job title / Dept

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Executive Summary

- The vision is to put Caldicot Castle Country Park on 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
 - The proposal is intended to secure a more sustainable operating structure, initially seeking to remove revenue budget overspend by 2014/15, then reducing the MCC budget draw in 2015/16 and 2016/17;
 - The proposal is intended to address the threats including the poor condition of the infrastructure and maximise opportunities by securing a new management model which allows for local focused management which also exploits the potential for synergies across Monmouthshire attractions and cultural services
 - In the short term operating costs have to be significantly reduced with a focus on those areas of operation that can achieve greatest income growth to achieve a viable operating model, investing in improved visitor and event facilities
 - Longer term there is a desire to retain the wider vision identified in the Visitor Study (to invest, develop, improve) as the significant capital investment required will not be forthcoming without a longer term vision attractive to potential funders / partners
- The recommended solution includes:
 - A return to budget in 14/15 (a reduction in historic overspend of 80K), further reductions of 40K in both 15/16 and 16/17
 - Improvement to core visitor facilities to drive business growth and improve the competitive position at a cost of circa 75K
 - A working group of interested parties established to take forward the investigation of future management options
 - Proposed collective marketing and developing marketing partnerships with other providers
 - A planned approach working with potential funders to seek to address the pressing issue of capital investment needs which must be solved to secure longer term sustainability
 - Measures to seek to mitigate any impact of a more commercially focussed approach on low income groups.

Detailed Business Case

Vision

Caldicot Castle Country Park is put on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and moved to a management model which allows for local focused management whilst still exploiting the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

The long term vision of the castle and country park is embodied in the 2012 audience development, interpretation and visitor management plan and is *“To become a high quality destination reflecting the special qualities of the heritage and natural environment thereby enhancing the quality of life, contributing to community identity and well being, and to educational, cultural and economic development”*.

The vision contributes to both the Council's strategic objectives, the Monmouthshire Destination Development Plan and the Severnside Total Place Plan by

- enhanced understanding and access to heritage, environment and culture, and facilitating access and citizen involvement in local environments, people and stories;

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

- protecting and enhancing the distinctive character of heritage, countryside and environmental assets;
- providing learning opportunities and stimulating a sense of place that reinforces community identity and resilience
- supporting enterprise and sustainable growth by maintaining and developing tourism infrastructure.

Achievement of this vision is dependant on attracting significant external funding and new approaches to partnership / management structures. Initial conversations with potential funders (e.g. Heritage Lottery Fund) and partners have re-enforced the need to address the short term financial and operational issues to establish a sound and viable footing for future development.

Outcomes

- To secure a more sustainable operating structure, initially seeking to remove revenue budget overspend (consistently running at around 80K pa) by 2014/15, then reducing the MCC budget draw by 40K in 2015/16 and 2016/17;
- Maximising the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services by 2014;
- To secure a new management model which allows for local focused management which still maximising the potential for synergies across Monmouthshire attractions and cultural services by 2015/16;
- To establish in co-operation with potential funders a costed plan for future capital investment by 2014/15.

Blue Print

The Future State

To secure the desired long term vision for Caldicot Castle Country Park a new model for future business development has been developed based on the options assessment and the following assumptions:

- In the short term it is important that we significantly reduce operating costs; focus on those areas of operation that can achieve the greatest income growth and achieve a viable operating model (a pre-requisite for all future options)
- There is a short term business need to invest in improved visitor and event facilities
- It would be unwise to lose sight of the wider vision (to invest, develop, improve) as the significant capital investment required will not be forthcoming without a longer term vision attractive to potential funders / partners
- The future of the castle and country park should be considered together and further planning work needs to continue on the key infrastructure projects
- Opportunities for commercial partnership to help deliver appropriate parts of the vision and achieve capital investment will be explored
- There are significant synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services, and with leisure services in respect of events programming and support
- There is potential to seek project funding working with the “Monmouthshire Museums Development Fund” charity
- Long term ownership / management by the Council is not a prerequisite and locally focused management options should be explored, but they too have to be based on a viable operating model and not lose operational synergies

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

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	<p>Despite a substantial recent increase in visitor numbers the attraction is well behind industry standards for spend per visitor and high operating costs are undermining the potential profitability of events and functions leading to a substantial operating deficit. External analysis has concluded <i>“...operationally the castle and country park is too broadly positioned and is performing too many diverse roles / activities – there is undoubtedly a need (at least in the short term) for a tighter more business minded focus.”</i></p>	<p>A focus on core revenue generating activities and events challenging some existing provision.</p> <p>Adopting a commercial model, including</p> <ul style="list-style-type: none"> • changes to the main visitor season, opening days and hours • changes to the retail and visitor catering offer • simplifying building and country park support services so they are flexible and meet business needs; • developing the events potential (for visitor events, functions, weddings, corporate events etc) • adopting a more commercial model / charges for events both in the castle and country park. <p>Working across Monmouthshire attractions and cultural services to identify and exploit synergies and joint working, e.g. joint promotion of a Monmouthshire Attractions wedding offer and seeking external project funding with “Monmouthshire Museums Development Fund” charity as appropriate</p>	<p>Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.</p> <p>Community events having to adapt to a more commercial reality.</p> <p>Some internal systems need to be modified to support a commercial model.</p>

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

<p>Organisation structures</p>	<p>As operations have become more focused on trading activity it is clear the current staffing structure is not appropriate to support the potential growth areas. Without significant change the unit is unviable and will not be able to address the financial challenge due to high core staff costs</p>	<p>Staff restructure with a reduced core staffing team including streamlined asset management / support services, supported by flexible staffing to support events and activities whose costs can be fully built into future pricing policy.</p> <p>As currently this staffing structure will not be able to support the management of the Museum collection currently located in the castle (predominately in store).</p> <p>Where effective and cost efficient services will be coordinated /managed across the Monmouthshire Museums and Attractions (Shire Hall, Old Station Tintern, Caldicot Castle Country Park, TICs etc.)</p>	<p>Aim to have restructure in place by 1 April 2014</p> <p>Some support services e.g. for large events are best delivered across Monmouthshire attractions, leisure and cultural services.</p> <p>Management support continues to be provided across Caldicot Castle Country park and Old Station Tintern to support change process there as well</p> <p>Collection management will be supported via Museum service and a plan for the future management, storage and use of the collection needs to be developed</p>
<p>Management model</p>	<p>The castle and country park is directly operated by MCC with an advisory group in place and limited volunteer input.</p>	<p>Alternative management models need to be investigated given the desire to reduce the dependence on MCC funding, the desire for locally focused and supported management and the scale of the potential capital investment required in the future,.</p> <p>It is not yet clear whether this would include operational or asset transfer (or a mixture) and this will need to be established as options are considered, in consultation with interested parties, potential funders etc.</p> <p>There is significant potential to develop a broader volunteering model in co-operation with the Museum service.</p>	<p>Reach conclusion on model for the 15/16 season</p> <p>Whatever locally focused management structure is developed it will continue to exploit the synergies / efficiencies which will result from working together across Monmouthshire attractions and cultural services.</p> <p>Developing a volunteering model will require identifying external funding to support this.</p>
<p>Infrastructure</p>	<p>The deteriorated</p>	<p>In the short term given the</p>	<p>An invest to save project can</p>

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	<p>state of the physical assets, both the heritage assets and visitor and events infrastructure severely constrains the attractions ability to compete in the marketplace. This has an adverse impact on the ability to gather profitable events business (attractiveness to potential clients) to deliver it (inadequacies of catering facilities etc.) and on the attractiveness of the tourism product (and on dwell time and visitor expenditure)</p>	<p>reliance on events growth to address the operating shortfall essential building and compliance works need to be carried out on the core facilities, kitchen, bar, toilets, main hire areas. An invest to save allocation [circa 75K] is required for these works.</p> <p>In the longer term a fully costed plan for future capital investment across the castle and country park is required to help focus and support future external funding bids or investment opportunities. Based on works already completed to date this is likely to be a substantial sum [£3M+] and will require a phased partnership based approach.</p>	<p>be implemented to improve core building and visitor facilities in phases across the 2014 season.</p> <p>Existing RDP grant can help develop a fully costed plan and discussion will continue with potential funders and partners to identify the most appropriate phasing / priorities and future development work. A project of this scale will require dedicated development time.</p>
Technology	<p>Inadequate dated external website and no public internet access within the castle</p>	<p>New website provision required, linked to improved Monmouthshire tourism and attractions offer.</p> <p>Installation of wi-fi service in the castle would add significantly to operational efficiency and meet event clients needs, especially the wedding and corporate market.</p>	<p>Website can be prioritised</p> <p>Existing (improved) connectivity to castle can cope with additional demand</p>
Information and data	<p>Current financial and business monitoring systems whilst adequate are providing insufficient detailed and timely information.</p>	<p>New systems are required to support a more flexible commercially focused approach.</p>	<p>New systems need to be in place for 2014 season.</p>

Options Appraisal

To help gain a perspective on these challenges some further external analysis has been completed ([Caldicot Castle County Park Strategic Options Review](#)) and a number of options have been identified and assessed, in summary:

- A. Do nothing
- B. Development into a quality visitor destination (the “vision” option from the 2012 study)
- C. Continued operation / development as a visitor attraction under a revised operating model

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

- D. Retention as a visitor attraction to include partial disposal of areas for commercial development
- E. Managed withdrawal of MCC from operation
- F. Moth-balling the castle

Following discussions with the castle and country park advisory group options A & F have been set aside. Option B is the preferred approach at a strategic level, validating the previously developed “vision” from the visitor study; but recognising that elements of options C and D represent areas for further investigation, specifically in reviewing areas for potential commercial partnering and maximising income. It was also felt that option E should not be discounted and further discussions should take place to investigate alternative management options. It is that combination of approaches which seeks to address the principles set out in the “blue print” above which is assessed below, as all of the options share a common requirement to establish a sustainable business model (other than “do nothing” or “mothball” neither of which would deliver any of the benefits and have significant dis-benefits)

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
Cashable benefit				
Budget saving target	Service budget is £127K but operating costs consistently in region of £210K over 12/13 & 13/14	Target saving in total £80K, plus reduction in overspend of £80K pa	£0K (recover to budget so reduce costs by 80K)	£40K
Non financial benefits	Current performance	Target performance		
Visitor Figures (to castle)	43,000	60,000		
Educational visits	2,000	TBC		
<i>Volunteer Hours</i>		<i>TBC</i>		
Cost	Current costs	Revised costs		
Staff restructure costs	TBC			
Improvement to improve core building and visitor facilities (kitchen, bar, toilets)	Not programmed	Circa £75K to be established as detailed works specified	£75K	-

Dis-benefits

Community events have to adapt to a more commercial reality.

Visitor opening hours /season is likely to reduce, but will better reflect demand and allow better provision when site is open to visitors

The equality impact assessment has not identified any negative impacts on protected characteristics but has identified that reducing the opening hours of castle to members of public may have a negative effect

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

on low income households or those who value the free entrance available on non event days, although this is likely to be limited as closure is proposed on periods of low visitor numbers. However proposed joint working with Museum service and development of existing arrangements with Countryside service, other internal and external providers should result in increased community events at no or low cost and other forms of mitigation will be explored.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action
Variation in overall visitor numbers / spend due to weather conditions and economic situation	Medium	Medium	During main visitor season	M Lewis/ Site Manager	Improved business ensure close monitoring risk management responsive marketing promotions e.g. discount website
Competitive situation for events and wedding business	Medium	Medium		M Lewis/ Site Manager	Close business responsive marketing promotions , develop marketing Monmouth attractions offer

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Poor condition of existing events and visitor facilities including kitchen, bar and toilets deters business and /or regulatory non-compliance stops service delivery	High	M Lewis / Property Services	Proposed invest to save project to improve core building and visitor facilities in phases across the 2014 season	M Lewis / Property Services
Lack of consistent marketing and events promotion	High	Monmouthshire attractions / cultural services managers	Proposed collective marketing and developing marketing partnerships with other providers (e.g. Cadw)	Monmouthshire attractions / cultural services managers

Constraints

The key constraints identified in the visitor study is the extent to which the business can grow without the further investment required to improve the visitor and events facilities which are recognised as being considerably behind current best practice, e.g., improving the site access, investing in interpretation (see Interpretation Plan) and the other “transformational” projects identified in the Visitor Management Plan and so whilst the “commercialisation model” represents a necessary first step in improving business performance it will not in itself offer a long term solution as the pressing issue of capital investment needs to be addressed to secure longer term sustainability.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Assumptions

Prior to any significant investment any asset deterioration that threatens business continuity will be addressed through MCC's responsive maintenance budgets.

Evaluation and comparison of options

Given the common requirement to establish a sustainable business model there are no significant short term options; to do nothing is clearly unacceptable as the unit will continue to operate significantly over budget and provide a deteriorating customer experience; to "mothball" the castle would leave all of the dis-benefits of deteriorating assets, fixed property costs, lack of income and result in complete loss of all of the benefits of service provision, and effectively close the door to longer term solutions.

The options for future alternative management models need to be investigated with a target of introducing a new model for the 2015/16 season if found feasible. To achieve a sustainable solution this will be a complex process, which will need to progress in co-operation with potential partners, funders and all interested parties. The form of this new structure is not yet clear, nor the extent to which it would include operational or asset transfer (or a mixture) however it is clear that having identified significant synergies from working together across Monmouthshire attractions and cultural services a completely "stand alone" option is unlikely to be viable. It is proposed to establish a working group of interested parties to take this forward.

Recommendation

To proceed as outlined above.

High level Plan for delivery

- The Countryside Manager will continue to work on delivery of this programme to restructure the business going into 2014/15 in conjunction with the Heritage and Culture Service Transformation Lead, members of the Caldicot Castle, Museums and Tourism teams and the Innovation Partner.
- Ongoing consultation will be carried out (Caldicot Castle Advisory Group members and others)
- A working group of interested parties will be established to forward the investigation of future management options.
- We will report developments via Review Updates and to the Economy & Development Select Committee.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Business Case [Shire Hall, Monmouth.](#)

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	19/11/2013	Draft	M Booth	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

The Shire Hall, Monmouth, opened in October 2010 following a £4.5 Million project to fully restore this Grade 1* building together with the famous 'Courtroom 1', scene of the dramatic Chartist trials of 1840. It has quickly established itself as a centre for learning and community engagement. It has resumed its role as the centre for civic functions and events for the town and surrounding areas, provides accommodation for meetings, workshops and exhibitions and is developing strong reputation as a conference venue. The towns Visitor Information Centre is within the reception and, together with a series of guided tours that start from here, make the Shire Hall the ideal starting point to explore the town's rich history and heritage. However, as with all projects of this nature, the refurbishment of the landmark building is just one element of its overall regeneration and there has been a need for a period of consolidation, in which the focus of the Shire Hall regeneration project shifted from being one of a capital-led build programme to a revenue-generating sustainable business.

In relation to project management, the emphasis was placed on capital requirements and the build project itself. Since its official opening the Shire Hall has had notable success in the development of its Learning & Interpretation Programme, including Campaign! Make an impact and WWII veterans & schools intergenerational workshops; created a vibrant visitor experience

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

and been the focus of a number of community engagement initiatives, notably MonmouthpediA. Digital technologies feature strongly in the Shire Halls interpretation alongside traditional delivery. A video Town Heritage trail based upon the civic society Blue plaque trail, a video Archaeological town Trail, and a new exhibition 'Dig Monmouth' opened in the spring of 2013 to celebrate the significant archaeological and heritage of Monmouth Town. New leaflet trails, including crime and punishment, food trail, Chartist trail have been produced. This Business Case for the Shire Hall builds upon the achievements of the first three years of operation and proposes a focus upon providing financial sustainability, by adopting a more focussed enterprising approach.

The key driver over the next 3 years is to produce a balanced 'zero' budget for the operation of the Shire Hall. This will be achieved by a combination of developing four key areas of the business to generate additional income (from Conference and business functions, Events & functions, Weddings, Group & travel trade) and from efficiency savings (staffing structure review, core business cost savings and alternative funding opportunities for promotions, exhibitions and small scale projects currently funded from within existing operational budgets). Achieving financial sustainability is not a new objective; it forms one of the original project objective, agreed by all partners, including Heritage Lottery, who provided a significant contribution to the project funding, and Monmouth Town Council. The timescale to achieve a balanced budget has been brought forward by one year but it is recognised that the financial contribution by MCC has been higher than forecast for the first three years. It is also noted that the maintenance and repairs of the building are the responsibility of MCC and these costs fall outside the scope of the operating budgets and will remain an on-going cost to the authority. In addition, it is recognised that there are facility and service requirements from the occupation of Shire Hall by Monmouth Town Council resulting in costs and lost revenue potential. Whilst MTC make an annual contribution, there is a shortfall requirement – 'the cost of Local Democracy' – which will require continued funding from MCC to enable a zero budget to be achieved.

Detailed Business Case

Vision

The Shire Halls Mission Statement, approved by all partners is:

To conserve this significant and historic building, make it accessible to all, bring to life its rich heritage and position it as a vital community resource.

The business case mandate will maintain the original core aims of:

Aim One: Conserve and maintain this important building.

Aim Two: To provide a sustainable revenue outcome

Aim Three: Bring the building into fuller economic and social use, and in so doing, benefit the wider community.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

- Aim Four:** To deliver quality of access to all within the building, including encouraging people from under-represented and socially excluded groups to visit.
- Aim Five:** Promote the significance of Shire Hall within the Chartist story and the history of democracy
- Aim Six:** Provide relevant formal and informal learning opportunities for the local and wider community
- Aim Seven:** Deliver a high quality visitor experience
- Aim Eight:** To involve the community in the decision making process of the operation of Shire Hall
- Aim Nine:** To be a beacon of culture and heritage for Monmouthshire,
- Aim Ten:** To create relevant and sustainable partnerships with culture, heritage and education providers

Shire Hall has a strong working relationship with the Monmouthshire Museum Service, adopting a joint Business Plan (April 2013 – March 2016) and this will continue with the development of these Business Case Mandates. Learning opportunities (Shire Hall Aim 6) will develop as part of a county wide approach to formal & informal Learning opportunities (See Museum & Tourism Business case mandate). It is also proposed to relocate Monmouth's Tourist Information Centre (TIC) provision into the Museum. Whilst the TIC has proved successful, gaining 100% in a recent mystery shopper survey, its continued operation within Shire Hall undermines its financial sustainability. Shire Hall currently operates an average of over 70 hours per week. In the first 6 months of 2013 there were 44 days that had no room bookings or activity other than TIC provision. The proposal is to reduce the core hours of operation to 50hours, operating more flexibly to meet demand, which will achieve efficiency savings on staffing costs. However, it is recognised that this is not compatible with TIC operation which requires regular opening times. A move to provide front of House operation will facilitate longer opening hours for the museum, including lunch time provision (see Museum & Tourism Business case mandate). It is recognised that the reorganisation of learning provision will enhance the opportunities throughout the County and strengthen the relationship with the museum service. However the removal of a dedicated Learning Manager at the Shire Hall has the potential to hinder future learning opportunities or even undermine achievements made thus far. To ameliorate this, a series of self-lead programmes have been developed and freelance 'educators' engaged as required.

Delays in the final completion of the original restoration project, including snagging, issues with heating system and decoration, together with responding positive to external and corporate demands has led to and inefficient use of marketing resources. Focussing on 4 key target themes over the next 3 years will provide an effective use of budgets and facilitate specific performance Indicators to be introduced to monitor and evaluate progress. These will be developed following the adoption of this proposal and reported monthly. Staffing structure and roles will also be reviewed and recommendations made for any changes required as a result, to ensure that the staffing structure supports the enterprise operational activities of the business. Shire Hall has also benefited from additional budgets to support small scale projects that were not included within the original restoration project or subsequent opportunities that arise from time to time, such as MonmouthpediA. Significant reduction to the 'specialist fees and services' budget will impact upon our ability to respond quickly to new opportunities from within existing budgets and there will be a closer working relationship with the museum fundraiser post (see Museum & Tourism Business case mandate) to raise external funding. This will be an opportunity to increase the range and scope of activities undertaken at Shire Hall and is seen as a positive development opportunity.

The restructuring of the current department, bringing Caldecott Castle and Tintern Old Station together with Shire Hall, provides the opportunity for joint marketing and promotion of commercial and enterprise

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

opportunities highlighting the distinctive characteristics of each unit whilst driving business to MCC managed facilities. Joint marketing of weddings and functions together with opportunities to secure wedding co-ordinator type role (commission based) and offering a telephone reception for enquiries and bookings will be explored fully. In addition, the commercial and enterprise experience and skills will be shared to create opportunities to develop other MCC owned and managed heritage and cultural assets throughout the county.

Outcomes

The importance of Shire Hall to the community and the Council has been recognised by the award of significant funding for the restoration because:

- Shire Hall is irreplaceable.
- The building is of enormous historical value – it is Grade I listed.
- It is not only listed for its architectural significance, but for the history contained within the building – it is this heritage that we also wish to retain and help the public to understand.
- The Chartists were tried for Treason and sentenced to death in the Courtroom in Shire Hall. This is an enormously significant event in British history and is therefore important to the British identity.
- The building is centrally located in Agincourt Square and is a symbol of the Town.
- This valuable community resource is being underused and needs to be made accessible.
- The visitor attraction will bring people to the town and encourage existing visitors to stay longer. This will provide an economic benefit to the other businesses in the town.
- It will provide a valuable learning resource for schools and other educational groups.
- The building is home to the Town Council, and has been the seat of local democracy for many years and is the focus of Civic Ceremonies in Monmouth.
- The Community Room has become the Town's Village Hall.

Significant progress has been achieved over the past 3 years towards the original aims:

- **To conserve and enhance the architectural heritage of Shire Hall**
This has now been achieved. Practical completion July 2010, defect liability and snagging completed November 2013..
- **To ensure Shire Hall is more accessible to local people and visitors**
This has been achieved physically through the provision of a lift to all floors, improved facilities for visitors with special needs and by having opening times that meet the needs of visitors and the community.
- **To encourage more people to be involved in the town's heritage**
This was achieved through the building phase through the involvement of the Shire hall Stewards and community activity in fundraising for the project. This will be developed further with the establishment of Friends of the Shire Hall group, evolving from the Shire Hall Stewards to provide a platform for volunteer involvement, seat on the Management Board and broader membership base.
- **To make sure that everyone can learn about, have access to and enjoy their Heritage.**
This has been achieved through the introduction of Audio/visual equipment, a guide book, a series of events and guided tours, the opportunity for visitors to access the building daily and delivery comprehensive Learning and engagement programme . However, this will be an on-going theme and subject of a revised marketing strategy to build upon the Access and audience development plan.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

The outcome for this business case proposal is to ensure that Shire Hall:

Becomes financially sustainable and operationally cost neutral to the authority by the end of year 3

And that

That the building is brought into fuller economic and social use, and in so doing, benefit the wider community.

By adopting the proposals for this Business case, these objectives are achievable within three years and it is compatible with the approved aims and objectives of the funding partners & community.

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

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Operational budget provided by MCC	Move to a self-funding model with zero operating budget contribution from MCC	
Organisation structures	Hierarchical staffing model: General Manager 1FTE Duty Officer 1FTE General Assistants 2FTE Caretaker 1FTE Learning Manager 1FTE (with grant aid until May 2013)	Remove TIC / permanent manned reception & replace with PT reception / administration to meet demands of reviewed operation. Use of casuals when income generating opportunities arise to support permanent staff to deliver functions & activities. Delete caretaker post and review all job descriptions. Learning Manager post deleted	

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

		and role provided County wide through the museum service	
Technology/infrastructure	Eg.ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements	In place / funding already in place EPOS / booking system – Link to Leisure Centre system	
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.

Several options have been considered in the preparation of this document:

Option 1 Close or dispose of the Shire Hall. Likely to incur a penalty of grants repayment of £3.2m to HLF

Option 2: Relocate Nelson Museum and Local History Centre. Feasibility study undertaken, concluding that cost of ensuring that environmental conditions and security could be met would be substantial and potentially cost prohibitive. In addition, the building does not lend itself to effective museum grade layout, security is compromised by additional occupiers of the building and income generation opportunities compromised resulting in the building becoming financially unsustainable.

Option 3: Operate as an independent charitable trust. This has been consideration before the building was restored and discounted as a viable option due to the large operating costs and existing user rights. This proposition could be reviewed as part of future options at the end of year 3 when a cost neutral position has been achieved.

Option 4: Develop business focussing upon enterprise and commercial models to achieve financial sustainability resulting in a cost neutral operating budget to MCC. This proposal is the only viable option available given the financial constraints of the Authority.

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Cost-Benefit Analysis

See attached Business case mandate supplementary sheet attached.

Cost/Benefit Description	Current Budget	Target Saving / contribution	Timing 2014/15	2015/16
Cashable benefit	£217,965 (£198,00 2014-15)	£198,000	£33,500	£69,050
<i>Improve retail and commission offer</i>			£500	£1750
Develop events income			£1000	£5500
Develop group and travel trade offer			£1000	£5000
<i>Increase admission income through formal guided tours</i>			£500	£5000
Increase income from weddings			£5000	£9000
Increase room rental and catering			£4000	£12000
Staff review			£20000	£3000
Reduce spend on Promotions & exhibitions and Professional fees & services			£0	£22000
Monitor core Business costs			£500	£1500
Revise Marketing Strategy			£400	£1300
<i>Review contract cleaning provision.</i>			£0	£3000
Cost of 'Local Democracy'				
TOTAL				
Non financial benefits	Current performance	Target performance		
Develop revised marketing plan strategy focussing on 4 key sectors: <ul style="list-style-type: none"> ○ Conference and business functions ○ Events & functions 	<i>Not monitored</i>	<i>Establish base line</i>		

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Weddings				
Group & travel trade				
Cost	Current costs	Revised costs		
Eg any one off costs, or increases in operational costs which need to be netted off the savings	None			

Dis-benefits

- Deletion of the Caretaker post
- Loss of the TIC provision within the Shire Hall, reducing opportunity for community engagement

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
Loss of Local TIC in Monmouth	M	M	April 2014	M B	Relocate to Museum suitable location
Removal of dedicated Learning Managers post for Shire Hall	H	M	April 2014	MB	County Wide Learning provision
Reduced involvement in not for profit community activity	H	M	April 2014	MB	Work with Fundraising within Museum s

Constraints

- No specific constraints arise as a direct result in implementing these proposals

Assumptions

- Proposals assume that approval is given to restructure staffing to meet the challenges ahead.
- MCC continue to fund the 'cost of local democracy' resulting from occupation of the building by Monmouth Town Council
- All outstanding project and building works are completed by April 2014

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Recommendation

To approve Shire Hall becomes financially sustainable by 2017 -18 resulting in a balanced operating budget.

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. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Business Case Old Station Tintern (Museums, Castles, TICs, Tourism)

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
0.1	13/11/13	draft	MCL	
0.2	19/11/13	draft	MCL	Draft for Select Committee
0.3	19/11/13	draft	MCL	Final for Select Committee incorporating comments

Approval

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

Distribution List

Name	Organisation	Job title / Dept

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Executive Summary

- The vision is to put Old Station Tintern on a sustainable long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC and to maximise the resulting cultural, community and economic benefits
 - The proposal is intended to secure a more sustainable operating structure, initially seeking to maximise income generation in the current model and then reducing the MCC budget draw in 2015/16, 2016/17 and 2017/18;
 - The proposal is intended to secure sustainable tourism in the Wye Valley AONB contributing to supporting tourism businesses and providing an information resource for visitors;
 - To aim is to secure commercialisation, asset transfer or a new management model to achieve the budget objectives whilst maximising the synergies and improved effectiveness with other Monmouthshire attractions and cultural services;
 - Any solution needs to meet the conditions of past grant aid to the site.
- The recommended solution includes:
 - Continuing focus on core revenue generating activities and exploiting new opportunities including improvement to car parking consistent with not compromising the key attractiveness of the facility;
 - Establishing a working group of interested parties to take forward the investigation of future management options;
 - Proposed collective marketing and developing marketing partnerships with other providers.

Detailed Business Case

Vision

Old Station Tintern is put on a sustainable long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC whether that be by commercialisation, asset transfer or a new management model which allows for local focused management whilst still maximising the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

The long term vision for Old Station is contained in the current Management Plan: “The Old Station Tintern provides a welcoming and high quality countryside visitor facility to allow access to, and foster greater understanding of the landscape and history of the Lower Wye Valley, and to orientate and inform visitors of the other attractions and tourism businesses available to them”

The vision contributes to the Council’s strategic objectives, the Wye Valley AONB Management Plan and the Monmouthshire Destination Development Plan by:

- Encouraging sustainable tourism in the Wye Valley AONB based on its natural beauty and local distinctiveness contributing to supporting tourism businesses and providing an information resource for visitors
- enhanced understanding and access to heritage, environment and culture, facilitating access, volunteering and citizen involvement in local environments, people and stories;
- protecting and enhancing the distinctive character of heritage, countryside and environmental assets and providing learning opportunities
- supporting enterprise and sustainable growth by maintaining and developing tourism infrastructure and acting as showcase for local art and craft.

Outcomes

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

- To secure a long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC;
- To secure commercialisation, asset transfer or a new management model to achieve the budget objectives whilst seeking to maintain the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services [during 2015/16 and 2016/17];
- To ensure any future arrangements meet the conditions attached to the Heritage Lottery Fund (including the 10 year management agreement) and Sustainable Development Fund grant aid received in 2010 and 2011 and to other earlier funding.

Blue Print

The Future State

To secure a long term business future for Old Station Tintern so that it can continue to operate as a popular visitor site; maintaining its core visitor services and delivering the wide ranging benefits to visitors, the local economy and to the management of the Wye Valley AONB; sustain the recent grant funded visitor facilities and work with the Friends of Old Station to continue to engage voluntary effort. Not to lose the synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services and the potential to seek project funding working with the “Friends of Old Station Tintern and if appropriate the “Monmouthshire Museums Development Fund” charity.

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	The site is a popular visitor attraction (approx 80,000 visitors pa) but constrained by limited on site parking which means it runs at maximum capacity at peak times.	Continuing focus on core revenue generating activities and events including reviewing opening days and hours, to the retail and visitor catering offer, developing the events potential (for visitor events, weddings, corporate events etc). Working across Monmouthshire attractions and cultural services to identify and exploit synergies and joint working, e.g. joint promotion of a Monmouthshire Attractions wedding offer and seeking external project funding with the “Friends of Old Station Tintern and if appropriate the “Monmouthshire Museums Development Fund” charity.	Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.
Organisation structures	Has streamlined flexible staffing	Staffing will need re-consideration as new options.	Some support services e.g. for large events are best

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	structure which meets current demands.	Where effective and cost efficient services will be coordinated /managed across the Monmouthshire museums and attractions (Shire Hall, Old Station Tintern, Caldicot Castle Country Park, TICs etc.)	delivered across Monmouthshire attractions, leisure and cultural services. Management support continues to be provided across Caldicot Castle Country Park and Old Station Tintern to support change process
Management model	The Old Station is directly operated by MCC with volunteer input from the Friends of Old Station.	Alternative management models need to be investigated given the desire to remove the dependence on MCC funding. It is not yet clear whether this would include commercialisation, operational or asset transfer or a new management model (or a mixture) and this will need to be established as options are considered, in consultation with interested parties. Close liaison with Friends Group maintained and new opportunities explored	Whatever management structure is developed it will continue to exploit the synergies / efficiencies which will resulting from working together across Monmouthshire attractions and cultural services. New arrangements meet the conditions attached to the Heritage Lottery Fund and Sustainable Development Fund grant aid received in 2010 and 2011 and to other earlier funding.
Infrastructure	The sites physical assets are broadly in reasonable condition as result of recent grant aided investment but as historic structures and railway rolling stock high levels of ongoing maintenance are required. The notable exception is play equipment which requires further investment. Lack of car parking constrains site at peak time.	A fully costed plan for future capital investment across the site is required to help focus and support future external funding bids or investment opportunities. Feasibility work commence on the potential to extend car parking provision Consideration be given to implementing the valid planning consent for a narrow gauge steam railway in co-operation with a commercial partner	

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Technology	No dedicated website and no general public internet access	New website provision required, linked to improved Monmouthshire tourism and attractions offer. Installation of wi-fi service in the café and carriage would meet visitor and meeting participant needs	Website can be prioritised Existing connectivity to station can cope with additional demand (needs investigation).
Information and data	Current financial and business monitoring systems whilst adequate are providing insufficient detailed and timely information.	New systems are required to support a more flexible commercially focused approach.	New systems need to be in place for 2014 season.

Options Appraisal

It is proposed that future options for commercialisation, asset transfer or a new management model be considered during 2014/15.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
Cashable benefit				
Budget saving target	Service budget is £45K	Target saving in total £45K (no net budget)	£0K	£5K (tbc)
Non financial benefits	Current performance	Target performance		
Visitor Figures	80,000	80,000		
Educational visits		TBC		
Volunteers		TBC		
Cost	Current costs	Revised costs		
Enhanced play offer	Not programmed	TBC		
Additional / improvement to car parking	Requires further investigation of options			

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Dis-benefits

Provided the new model can be successfully achieved there should be no obvious dis-benefits as services will be maintained.

Having carried out an equality impact assessment it is not envisaged there will be any negative impacts at this stage as the intent is to continue to deliver the existing range of Services and facilities. Further equality impact assessment will be carried out as the new operating model is developed.

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
Variation in overall visitor numbers / spend due to weather conditions and economic situation	Medium	Medium	During main visitor season	M Lewis/ Site Manager	Improved business systems to ensure close monitoring and risk management on events, responsive marketing and promotions e.g. use of discount websites etc.	M Lewis/ Site Manager
Competitive situation for events and potential wedding business	Medium	Medium		M Lewis/ Site Manager	Close business monitoring, responsive marketing and promotions , developing / marketing Monmouthshire attractions offer	M Lewis/ Site Manager

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Lack of consistent marketing and events promotion	High	Monmouthshire attractions / cultural services managers	Proposed collective marketing and developing marketing partnerships with other providers	Monmouthshire attractions / cultural services managers

Constraints

The key constraints are overall site capacity, both in terms of car parking at peak times, not undermining the key attractiveness of the facility by over-development and the sites location in a nationally protected landscape.

Assumptions

Continue to work with the Friends of Old Station to maximise volunteer involvement

6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Evaluation and comparison of options

Options for commercialisation, asset transfer or a new management model be considered during 2014/15 with a target of introducing a new model for the 2015/16 season if found feasible. To achieve a sustainable solution this will need to progress in co-operation with potential partners, investors and all interested parties. The form of this new structure is not yet clear, nor the extent to which it would include operational or asset transfer (or a mixture) however it is clear that having identified significant synergies from working together across Monmouthshire attractions and cultural services a completely “stand alone” option is unlikely to be viable. It is proposed to establish a working group of interested parties to take this forward.

Recommendation

To proceed as outlined above.

High level Plan for delivery

- The Countryside Manager will continue to work on delivery of this programme to seek to maximise income based on the current structure in 2014/15 in conjunction with the Heritage and Culture Service Transformation Lead, members of the Old Station, Museums and Tourism teams and the Innovation Partner.
- Ongoing consultation will be carried out (Friends of Old Station Tintern and others)
- A working group of interested parties will be established to forward the investigation of future management options.
- We will report developments via Review Updates and to the Economy & Development Select Committee.

6. EQIA - RC Museums Castles TICs Tourism

Monmouthshire County Council

Financial Savings “Equality Challenge”

2013/2014

Savings Proposal: Museum, Castles and Tourism Proposal number: 6 <ul style="list-style-type: none"> • Merging of Museums and Tourism • Increased income generation NB: Separate assessments have been carried out for the elements covering: <ul style="list-style-type: none"> • Caldicot Castle • Shire Hall • Tintern Old Station 		Responsible Officer: Rachael Rogers	
Division – Regeneration & Culture Service area – Museums Service and Tourism Service		Date 18 th November 2013	
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

- TIC/Abergavenny Museum merger – may impact pregnant and disabled and those with limited mobility visitors due to nature of a castle building and its grounds.
- NB: Proposed merger would result in increased opening hours at the museum so for all groups could also have a positive impact

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

Consultation with members of public to determine visitors mode of transport.

Consultation with local community groups/Town Council etc to find out ways of mitigating any negative aspects.

Install a number of digital and hard copy visitor information hubs at key locations around the towns. It is possible that external funding could be secured to do this. If so, it is proposed that community tourism ambassadors would be given responsibility for keeping leaflet displays well stocked.

Signed

Dated

Additional Comments

The TIC, Abergavenny is jointly operated by MCC and Brecon Beacons and is situated at the bottom of town near the bus depot. The proposal involved merging both the Castle and TIC to save building and staffing costs. The current location of Abergavenny TIC is ideal as it is situated in a prominent position on a key entrance road into the town and easily accessed by visitors arriving by car, bus and train. In order to make the service financially sustainable, however, it is necessary to compromise on location and move the service into another MCC building in the town. The Museum was the obvious choice as this provides the best alignment of services and goals. This will benefit the public by longer opening hours and may attract more people into the castle. The staff's terms and conditions differ, however this is a HR not Equalities issue.

In Chepstow, the Museum is located directly opposite the TIC, on a main route into the town and opposite car and coach parking. The close geographical relationship between the two sites means it is appropriate to consider a shared building space.

There are no equalities issues relating to increasing income generation.

7. BUSINESS CASE – RC PRIMARY SCHOOL MEALS SERVICE

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
V1	18/11/2013	Draft	Paul Jones	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Monmouthshire CC presently provides School meals to 32 Primary Schools and Moun-ton House Special School. This mandate does not cover the 4 Comprehensive Schools which receive delegated funding. Currently the budget and strategic responsibility lies with the CYP directorate whilst the operational responsibility for preparing and serving meals in the Schools rests with the Facilities Unit based in R&C. However it seems likely to change early in 2014 with the responsibilities being amalgamated with the strategic element transferring to R&C. Traditionally the operational side of the service has been cost neutral, with the CYP side struggling to balance its budget.

The original mandate for 14-15 requires a saving in the jointly provided service of £130k. This is in addition to an estimated budget burden brought forward from 13/14 of £26k. This gives a combined target for next year of £156,000 in order to balance budget. The intention of this business case is to propose options to reduce or eliminate this funding gap. In addition, as of September 2013, WG have made it mandatory that all meals provided must be "Appetite for Life" (A4L) compliant. This is likely to present an additional burden of between £50,000 - £60,000 due to the change in ingredients required in order to comply. This increases the funding gap to £206k.

Whilst this business case evaluates options to reduce the burden on the council members will be aware that WG is currently in consultation with councils on whether or not to extend the "Free meals for all" initiative to Wales. If introduced, this would dramatically change the funding position in this area.

Detailed Business Case

Vision

Our aim is to provide a healthy nutritious meal that meets WG A4L agenda at a cost that the council finds affordable.

Outcomes

We presently provide circa 520,000 meals a year, our objective is to increase take up whilst meeting A4L agenda which now forms part of the ESTYN inspection regime.

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	Provide circa 520,000 meals a year to 32 Primary Schools inc 102,000 Free School Meals. Current price per meal £1.65 for infants and £1.80 for primary.	Increase price of school meal to the average in Wales of £2.00 per meal. Encourage and increase take up to reduce unit cost.	No reduction in uptake.
Organisation structures	Eg should include staffing levels, roles, skills and culture	No Change	No Change
Technology/infrastructure	Eg.ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements	No Change	No Change
Information and data	Eg Management information and data required to operate the Future State	No Change	No Change

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

Increase meal prices to £2.00 across the board from April 2014 for Primaries and £3.00 (plus vat) for Adult meals.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
Additional income on 418,000 paid meals which will reduce budget gap.	<i>Net budget for service is £476,000</i>	<i>Increase in income of £109,000</i>	<i>£109,000</i>			
Non financial benefits	Current performance	Target performance				
None	<i>None</i>	<i>None</i>				
Cost	Current costs	Revised costs				
None	None	None				

Dis-benefits

- Take up could be reduced as parents struggle to cope with the increase in price. The table below shows the effect on net income of drop off in take-up.
- Negative reaction by the parents of service users.

Paid Meals	%	No of meals lost	Loss of Net Income
418,000	100%	0	0
397,100	95%	20,900	29,051
376,200	90%	41,800	58,102
355,300	85%	62,700	87,153
334,400	80%	83,600	116,204

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
Take up will reduce due to	High	High	From April	Paul Jones	Consultation with users to	Paul Jones

the price increase (refer to table above)			2014		ensure they understand the reasons for the increase. To promote healthy nutritious meals.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
A drop off in meal uptake of between 15-20% will completely wipe out the benefit from the price increase.	High	Paul Jones	Consultation with users to ensure they understand the reasons for the increase. To promote healthy nutritious meals.	Paul Jones

Constraints

Would require member approval to introduce price increase.

Assumptions

We are assuming that there will be no drop off in uptake.

Option 2

To reduce the number of cooking kitchens to 12. Out of the 32 primary schools that meals are served 29 cook meals on site and 3 receive meals transported in from other schools. The proposal is to reduce the 29 cooking kitchens to around 12. This would save in the region of £100k per annum based on existing levels of production.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
Reduction in production costs of approx. £100,000	<i>Net budget for service is £476,000</i>	<i>£100,000</i>	£50,000	£50,000		
Non financial benefits	Current performance	Target performance				
None	<i>None</i>	<i>None</i>				
Cost	Current costs	Revised costs				
Redundancy cost for displaced staff, investment in additional vehicles and equipment for transportation.	Staff - not yet evaluated Vehicles/equipment – offset in saving figure.	Staff - not yet evaluated Vehicles/equipment – offset in saving figure.				

Dis-benefits

- Adverse reaction from schools and parents to the concept of transported meals.
- Take up reduced because of perceived reduction in quality (Table below).
- Does not engender a positive view of school meals provision and parents will be reluctant to encourage growth in school meal provision.
- In the event that “Free meals for all” is introduced a reduced number of kitchens will not be able to cope with the expected increase in numbers.

Paid Meals	%	No of meals lost	Loss of Net Income
418,000	100%	0	0
397,100	95%	20,900	29,051
376,200	90%	41,800	58,102
355,300	85%	62,700	87,153
334,400	80%	83,600	116,204

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
Members do not agree the proposal	High	High	From April 2014	Paul Jones	Consultation.	Paul Jones
Length of consultation could delay implementation.	High	High	From April 2014	Paul Jones	Ensure consultation isn't delayed.	Paul Jones

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
A drop off in meal uptake of between 15-20% will completely wipe out the benefit from the production cost saving.	High	Paul Jones	Consultation with users to ensure they understand the reasons for the increase. To promote healthy nutritious meals.	Paul Jones
The Cooking kitchens may need modifying for increase in production.	High	Paul Jones	To survey kitchens to determine what, if any, additional equipment is required.	Paul Jones

Constraints

- Would require member approval to close down kitchens.
- Selection/redundancy process with existing staff to determine who transfers.
- Time required to upgrade kitchens.
- Should “Free meals for All” transpire, reduced number of kitchens would be counter-productive and restrict capability of producing required number of meals

Assumptions

We are assuming that there will be no drop off in uptake and that kitchens are suitable for increase in production.

Option 3

Close all school kitchens and provide a cold meal (sandwich etc) to those entitled to free school meals. Monmouthshire is thereby undertaking it's responsibility to provide a meal for those entitled to a free school meal. We currently estimate that our free school meal provision is circa 102,000 meals. The estimated costs of supplying a cold meal that is A4L compliant is £2.50 (not verified) meaning total cost of this option will be £255,000 producing a saving on budget of £221,000.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						

Reduction in production costs of approx. £221,000	<i>Net budget for service is £476,000</i>	<i>£221,000</i>	£110,500	£110,500		
Non financial benefits	Current performance	Target performance				
None	<i>None</i>	<i>None</i>				
Cost	Current costs	Revised costs				
Redundancy costs for all displaced staff.	Staff - not yet evaluated	Staff - not yet evaluated.				

Dis-benefits

- Adverse reaction from schools and parents to the withdrawal of any provision other than FSM.
- Reduced standing of MCC by peers and wider public.
- Would possibly put spotlight on those pupils presently receiving FSM.
- Incompatible with “Free Meals for All” initiative if introduced.
- Lack of a structured A4L provision would encourage parents to give lunches that might not be healthy and nutritious.

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
Members do not agree the proposal	High	High	Within 14/15	Paul Jones	Consultation.	Paul Jones
Length of consultation could delay implementation.	High	High	Within 14/15	Paul Jones	Ensure consultation isn't delayed.	Paul Jones
Does not fit in with MCC aims and objectives.	High	High	Within 14/15	Paul Jones		Paul Jones

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Insufficient capacity within school staffing structure to dispense meals and monitor the pupils. i.e manage the process.	High	Schools	Assess additional resource needed to manage process.	Schools

Constraints

- Would require member approval.
- School participation.
- Incompatible approach should the "Free meals for All" initiative be introduced.

Assumptions

- It is assumed that we can get an A4L compatible meal for £2.50 externally sourced.
- That schools can manage for no extra cost.

Evaluation and comparison of options

- It is clear from this business case that individually none of the options will meet the saving target required for a cost neutral service.
- Not all 3 options can be adopted. Option 1 and 2 can be implemented alongside each other and will save £210,000.
- Option 3 will save the most money (£255,000) and is the most radical of the options but will be unpopular.
- Option 2 (Closing kitchens) is achievable but if “Free Meals for All” is introduced then the service will not be able to cope with the increase in productivity, kitchens will have to be re-opened and staff employed and retrained. This would take a significant level of time and investment and hence it is recommended that the authority hold off this option until we have a clearer picture of what will happen.
- Should “Free Meals for All” be introduced by WG the funding gap will be reduced if not removed all together.

Recommendation

- To go with option 1 (increase prices) and delay other options until the “Free Meals for All” situation becomes clearer.
- That the estimated remaining shortfall in budget of £100k be managed within the service or from other areas within the authority.

High level Plan for delivery

- To get price increase agreed by cabinet ready for implementation in April 2014.

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.

7. EQIA – RC PRIMARY SCHOOL MEALS SERVICE

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: school meals increased price		Responsible Officer: paul jones	
Proposal number:___7			
Division		Date: 4/11/13	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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	

7. EQIA – RC PRIMARY SCHOOL MEALS SERVICE

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

The mandate will see a price increase for school meals, therefore the disadvantage would not be specific to a certain area. Currently, infants meals are £1.65 and juniors meals are £1.80, whereas the mandate would stipulate that a flat rate of £2.00 per school meal be introduced – which is in line with the Welsh average. Free school meals are currently available to pupils whose parents are on benefits and AB stated that the proposal doesn't impact on the protected characteristics, but would have an impact financially. DM commented that Welsh Government are bringing in 'appetite for life', where school meals will have to comply with nutritional standards – when this was introduced on a trial basis, there was a 19% drop off in take up – could lead to some people not eating at lunch but would not get a meal at home. To be compliant the schools Council would need to put more money into ingredient costs – around 10p **per meal**.

Signed

Dated

7. EQIA – RC PRIMARY SCHOOL MEALS SERVICE

8. BUSINESS CASE – ALL GRANT REVIEW

BUSINESS CASE – review of Council grant funding to third party providers

Document Control –

Version 1; 14th November 2013; draft

Authors: David H Jones, Mark Howcroft

Summary

1. To meet the Authority's significant financial challenges from 14/15 and beyond, all services need thorough analysis to ensure best use of reducing resources. The existing non-supported expenditure grants to third party providers was identified through the Medium Term Financial Plan (MTFP) as a potential saving.
2. The saving target against the 'grants review' for 2014/15 is £200,000, and £300,000 for 2015/16. For next year, £100,000 will be found via Social Care & Health review of their contracted services with voluntary providers. The remaining £100,000 needs to be found from a limited resource (non SC & H) of £175,030. It is recognised that current recipients of the £175,030 allocation are providing highly regarded services, so we need to consider how to best support and sustain them in future years.
3. The preferred option is a proportionate approach with re-application for grant funding, (Option 2), for existing recipients. It is also recommended that Option 3 - converting core funding reliance to loan funding – is pursued in 2014/15. Similarly, the potential of savings through Option 5 – reviewing the community rent relief scheme – is recommended for consideration to provide some additional income, and contribute to 2014/15 saving target and beyond.

8. BUSINESS CASE – ALL GRANT REVIEW

Purpose

4. To provide an opportunity for the Special Economy and Development Committee to consider proposals for a review of the Council's non-supported expenditure grants to voluntary sector organisations.

Vision

5. To decrease the financial reliance of various organisations that are currently supported by Council grant funding, recognising current constraints and providing other methods of support, for example business and specialist advice. Reducing the reliance of existing grant assisted organisations on Council funding will encourage providers to be more sustainable for the benefit of their users in the longer term.

Outcomes

6. To ensure the Council's limited resources are fairly and consistently provided to those organisations that support our objectives and demonstrate value for money. By reducing existing expenditure by £200,000 in 2014/15, this will contribute to the Authority's Medium Term Financial Plan (MTFP).

7. A refresh of what is needed for our communities, seeking alternative support, assessing 'what matters' for local service users. Grant assisted providers would need to be notified in good time to make any adjustments to current operation, eg some grants support workers who may need to be made redundant or work reduced hours.

Blue Print

8. The future state – to establish a fair and equitable process for external organisations to apply to the Council for grant funding. Any funding – depending on which option is taken forward – must provide a sound return of investment, with maximum benefit to the people and/or visitors of Monmouthshire. There must be clear links to the Single Integrated Plan 2013/17 agenda of 'nobody left behind'. 'capable, confident and involved' and 'our County thrives'.

8. BUSINESS CASE – ALL GRANT REVIEW

Current State and gap analysis

9. A need to review existing grant funding to third sector organisations was identified in response to the medium term financial plan (MTFP) pressures. It was recognised that third party organisations need to be treated in the same way as the Council's own services, and clearly it would be inappropriate to protect external organisations ahead of Monmouthshire C.C.'s directly provided services.

10. The initial proposal was to make considerable (circa 20%) savings (£200,000 in 2014-15 and a further £300,000 in 2015-16) from the grants made to third party organisations of £2,667,956 . However, through analysis it became apparent that this list included grants where we simply passport resources to 3rd parties or where the funding has formed part of Revenue Support Grant explicitly.

11. There were also a minority of cases where the funding has already been protected e.g Citizen's Advice Bureaux, or with regard to rent concessions. Community rental relief arrangements are subject to 3 year arrangements which the Council may have difficulty in addressing in an earlier timescale. In relation to Town & Community Council rent concessions, it could be counter-productive to other mandates involved with working closer with these entities and passporting services.

12. It also included Social Care relationships that are not discretionary grants but contracted services with voluntary providers, where the responsibility to provide services rests with the Council directly if external providers aren't utilised. Despite this, these grants will be subject to a strategic relevance test with a view to finding £100,000 of the 2014-15 saving required, and be subject to a separate report to Adult Select Committee.

13. Of the £1.06m non-SC & H spend on external providers, the following sums needed to be deducted:-

- (i) Early Years Education grant, at £724,000, is fully funded via the Revenue Support Grant (RSG) so is purely passported by MCC to the providers.

8. BUSINESS CASE – ALL GRANT REVIEW

- (ii) Citizen Advice Bureaux support, at £76,784 - Cabinet on 4th September 2013 agreed to retain this level of funding for 14/15, (with a 10% reduction in years 2 and 3).
- (iii) Certain other grant expenditure on original list had already ceased.

14. Once these corrections were incorporated, to identify the scope of the review, the much reduced spend of £175,030 remains. The component parts of this £175,030 is provided in Appendix 1.

15. It should also be noted that to secure the £50,000 saving target against grants in 13/14, a 20% reduction in cultural grants was implemented in the current year. However, grants to other organisations were not reduced under the same cost saving principle for 13/14.

Options Appraisal

16. The revised grant resource of £175,030 provides a considerable challenge to find £100,000 of savings. This equates to a 57% reduction. Added to this it is understood that the Children and Young People grants are focussed in addressing a national priority of ensuring there are sufficient child minders operating in the County. Unfortunately at the moment we have no detail provided as to how many child minders the Council needs to operate and how many are currently registered to assess whether this strategic objective is currently being met in full or part.

17. On the continuum of providing savings, there appears to be 5 options that present themselves:-

Option 1 – Effective end of grant programme

18. **At one end of the spectrum, if, as maintained by CYP colleagues, that they cannot make any savings in grants provided due to a duty imposed upon them, (see CYP comment at 15 below), the full extent of £100,000 would need to be made upon grants sitting within Regeneration and Culture (£88,000) and contribution to Gwent Association of Voluntary Organisations (£22,000), which would effectively end all grants made to third party organisations.**

8. BUSINESS CASE – ALL GRANT REVIEW

19. If the current level of funding for discretionary childcare grants is significantly reduced, it would be difficult (if not impossible) to meet our statutory duty to secure sufficient childcare for working parents, as per the Childcare Act 2006. In particular, it would not be possible to provide equal opportunities for children with additional needs.

20. The main advantage to this approach is it guarantees savings of the order and in the timescale required, it avoids any subjective strategic relevance tests, but introduces significant potential criticism of withdrawal from community and weakens our relationships

Option 2 – Proportionate Approach and Re-applying for Grant

21. **This type of option is designed to sustain the grant resources better whilst still “driving” the necessary savings. Options under this category involve proportionately applying savings agenda, so**

22. SC & H will be conducting their own review of what are predominantly service contracts with the voluntary sector. Their £100,000 contribution to the £200,000 saving target for 2014/15 should be secure. Their plan to achieve this saving is being reported separately through Adults Select committee.

23. Appendix 1 illustrates the split between Directorates of the £175,030 and the proportion of this spend for each is provided below:-

Directorate	Grant Resource	Proportion	Saving Required	Subsequent grant resource
CYP	65k	37%	37k	28k
R & C	88k	50%	50k	38k
CEO	22k	13%	13k	9k
Total	175k	100%	100k	75k

8. BUSINESS CASE – ALL GRANT REVIEW

24. These cuts/savings could be proportionately passed on to recipients reflective of reduced grant resources in each Directorate. When tested with CYP colleagues they felt this would put off potential child minders from coming forward, but actually there would be nothing stopping them from supplementing this reduced grant resource back to its existing level by making comparative savings elsewhere in the Directorate, should this prove a service priority.
25. Alternatively the Council could apply a strategic relevance review and apply cuts/savings disproportionately against particular recipients.
26. However either method perpetuates the historic weakness evident in Regeneration and Culture and Chief Executive's in that it continues to "advantage" those lucky enough to have received funding previously.
27. The existing grant process in those areas would seem less of a "grant" arrangement and more of a core funding one. It would instead be sensible to notify historic recipients that the historic approach is no longer sustainable, ends in March 2014, and encourage them instead to apply for an annual award based upon an agreed reduced grant resource and establishing criteria for selection – more of a true grant approach.
28. The advantages of this approach is it being more equitable both to Directorates affording the savings, and to the third sector generally. It would be easier for R&C/CEO to manage, but conversely more difficult for CYP – so no easy choices.

Option 3 – Convert core funding reliance to "Loan funding"

29. This approach could be linked to Option 2 above and involve **converting grants in full, or part, to loans to be repaid by recipients over an extended timescale e.g. 3 years**, whilst we work with historic recipients to assist them in sustaining their services in a different fashion.
30. The "loan" approach would have an advantage of giving historic recipients more time to reconfigure/sustain their services given they have historically very much relied on the Council providing core rather than grant funding, and that our funding may have assisted them in accessing additional resources on a match funding basis.

8. BUSINESS CASE – ALL GRANT REVIEW

31. However it is not suitable for multiple year funding as the effect of such loans becomes incrementally unsustainable and disproportionately burdensome to organisations in subsequent years. Actually this may not be a failing as it mitigates against a core funding approach. Due to lack of financial data requested to support grants previously, it is unknown whether past recipients have sufficient headroom to afford loan repayments, and perhaps a variable loan period or part loan/ part grant arrangement may assist individual resolutions. In order to mitigate against the volatile effect of loans unpaid, it will be necessary to convert most of grant resource to loans to also allow for a suitable provision for bad debts.

Option 4 – To Revise the Level of Savings required from this Mandate in light of revised Grant Resource

32. The Council could recognise the spirit of the original intention of making 20% savings but on the revised grants to third party organisations i.e. £32.5k, split between £13,000 in 2014-15 and further £19,500 in 2015-16.

33. This would allow officers more scope to apply a strategic judgement and relative merits approach. This is potentially quite a time consuming exercise as the Council has not previously required performance data/output from recipients to support a comparative judgement between schemes and doing it retrospectively given potential for future withdrawn funding likely to be more subjective.

34. It would leave £217,500 saving still to be find (£87,000 in 2014-15 and £130,500 in 2015-16), at a time when it is necessary still to find circa £2million in addition to the mandates to deliver a balanced budget for 2014-15.

35. The additional weakness with this approach is that it will tend to perpetuate support for those recipients that have historically derived core funding which is an unsustainable and inequitable proposition. As described under other options above, it would be sensible to replace existing arrangement in favour of an annual resource available to be bid upon each year. Grant supported providers need to know their award level in good time to enable them to plan their future services and provide stability. This option would allow the Council to continue to give grants to third party organisations.

8. BUSINESS CASE – ALL GRANT REVIEW

Option 5 – only applicable to supplement one of the options above.

Supplementary Option – Community Rent Relief Review

36. Income from MCC leased property is illustrated below:-

Year	Market Rent	Grant	Actual Income	Ave grant	Savings with grant reduced by 10%	Savings with grant reduced by 20%	Savings with grant reduced by 30%
2013/14	£52,380.00	£44,398.54	£7,981.46	84.8%	£4,439.85	£8,879.71	£13,319.56
2014/15	£24,500.00	£21,210.00	£3,290.00	86.6%		£4,242.00	£6363.00
Sub total	£76,880.00	£65,608.54	£11,271.46		£6,560.85	£13121.71	£19,682.56
2015/16	£10,704.00	£7,384.00	£3,320.00	69%	£738.40	£1,476.80	£2,215.20
2016/17	£12,250.00	£11,515.00	£735.00	94.0%	£1,151.50	£2,303.00	£3454.50
Total	£99,834.00	£84,507.54	£15,326.46		£8,450.75	£16,901.51	£25,352.26

The Council's community rent relief is based on a three year rolling programme, so even though £90,000 was originally identified as the extent of our concession, the ability to influence this is restricted to when current individual agreements expire. Consequently the extent of savings is restricted to 2013-14 and 2014-15 agreements initially. The Council would need to amend its policy to be able to realise any savings. As an indication, savings of £7,000, £13,000 or £20,000 are potentially achievable from reducing concessions by 10%, 20% or 30% respectively, and would allow true grants to voluntary organisations savings explored in Options 1-4 above to be proportionately reduced.

IMPORTANT

37. The focus for immediate attention has been satisfying the 2014-15 budget setting requirements. In addition to £200,000 worth of savings required as part of 2014-15 budget, the mandate indicates a further £300,000 necessary from grants for 2015-16. Whilst the options explore way of providing £100,000 savings for 2014-15, introducing such measures effectively precludes

8. BUSINESS CASE – ALL GRANT REVIEW

Regeneration & Culture, Children and Young People and Chief Executives from meeting savings targets associated with 2015-16 requirements.

Potential negative impacts

38. Potential negative impacts regarding the CYP entries are as follows:-

A1 & 2 Without the business development support provided by Clybiau Plant Cymru Kids Club and Wales Pre-school Providers Association, it would be difficult to develop new childcare provision and to sustain the existing provision.

A3 If funding for Mudiad Meithrin were to cease we would be unable to provide Welsh language support to pre-school settings and this could have a negative impact on the number of children entering Welsh medium schools in the future.

A4 If funding for Helping Hands grants is significantly reduced, this will result in children with special needs being unable to access the early education sessions they are entitled to.

A5 Small Grants is an extremely small funding pot but without it settings would have difficulty providing appropriate equipment to meet the specific needs of children with a disability.

A6 Many prospective child minders would not be in a position to proceed if there was no help towards start-up costs.

A7 Without training grants some of our childcare providers would struggle to meet National Minimum Standards.

39. Potential negative impacts regarding the R & C entries are as follows:-

B1 – the grant helps support a Scouting Coordinator. Dependent on the Scouts other sources of income, the organisation could potentially lose this post.

8. BUSINESS CASE – ALL GRANT REVIEW

B2 – as above, the grant helps fund a Coordinators post supporting the work of Gwent Young Farmers.

B1/B2 Both organisations provide a range of activities for the benefit of children, young people and adults.

B3 – the Gwent Theatre grant supports their running costs. Loss or significant reduction of grant could force theatre to close, impacting on current users.

B4 – drama and dance do provide young people with a healthy alternative to sport. Sport activity for girls tends to drop significantly in teenage years and dance, particularly, provides a healthy alternative. Social benefits are also apparent.

B5 – the proposed reduction to £1000 will still sustain our Night Out scheme. Total loss would potentially stop local performances in village halls.

40. Potential negative impacts regarding the CEO entry:-

C1 - The grant relates to our core GAVO offer of encouraging and supporting volunteer activity across Monmouthshire. There is strong alignment to the Single Integrated Plan agenda of 'nobody left behind', 'capable, confident and involved' and 'our County thrives'. Reducing or withdrawing funding could jeopardise GAVOs current operation in our County.

8. BUSINESS CASE – ALL GRANT REVIEW

Key Risks and Issues

41.

Risks – anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
1. Failure to meet statutory duty in securing sufficient childcare arrangements	High	High	April 2014	CYP	Determine level of childcare provision needed, to ensure Childcare Act 2006.	CYP
2. Equality or legal challenge	High	High	April 2014	Dependent on directorate	Dependent on option pursued. Complete thorough EqIA, noting protected characteristics impact, and seek mitigations.	Dependent on directorate
3. Existing providers not able to sustain current provision.	Low to High (dependent on provider)	High	April 2014	Dependent on directorate	Assist providers in other ways, eg loans or business support. Seek alternative ways of delivery eg different venues.	Dependent on directorate (eg D Jones for R & C)
4. If providers are unable to sustain existing building use, pushes service (eg dance) into	Medium	Medium	April 2014	D Jones	Work with providers to seek alternative venues.	D Jones

8. BUSINESS CASE – ALL GRANT REVIEW

leisure centres that often lack capacity.						
5. Negative local publicity if long established services affected.	Medium	High	April 2014	Dependent on directorate	Keep local media informed re overall purpose, outcomes etc.	Dependent on directorate
Issues – current threats to the benefits						
Description	Priority	Issue Owner	Action		Action Owner	
Less provision of non- statutory services.	Medium	Dependent on directorate	Need to explore new support opportunities, review existing non- discretionary grants, support those demonstrating a positive return on investment.		Dependent on directorate.	

Constraints

42. Political decision needed as to which option, (or combination of options), to take forward. Council could have a negative backlash from those with vested interests, not accepting the changing future landscape.

Evaluation and comparison of options

Option 1 – effective end of grant programme

43. As stated in paragraphs 15 & 16, if CYP unable to make any savings against the grants they administer, the full £100,000 saving must be met by R & C and CEO's. This would end the existing grants programme.

Positive – full savings made within timescale and avoids any subjective strategic relevance tests.

8. BUSINESS CASE – ALL GRANT REVIEW

Negative – significant criticism from community and reputational damage; weakens our local relationships; reduces choice locally, (eg if community theatre or dance centre closes); potentially returns service to MCC administration which could be a burden on stretched services or venues.

Option 2 – proportionate approach and re-applying for grant

44. Option designed to sustain our limited grant resource better, whilst still achieving the necessary savings. CYP would need to save £37,000, R & C £50,000, CEO's £13,000, to get to £100,000 saving target.

Positive – proportionate reduction fairer for Directorates, and to third sector parties; Directorates could save to find their saving allocation elsewhere in their services, should the grants they administer be a priority area; this provides a 'true grant approach', ie third sector providers bid from a defined pot; fairer application approach would ensure less likelihood of challenge.

Negative – the degree of reduction, if to be found exclusively from existing grant budgets, may prevent some from continuing; more time consuming, noting applicants would need to apply and MCC would need strict and consistent review criteria.

Option 3 – convert core funding reliance to 'loan funding'.

45. Positive – existing providers will have more time to adapt to sustain their services; could be flexibility through a variable loan period or part loan/part grant arrangement.

Negative – past recipients may struggle with loan repayments; could become incrementally unsustainable and disproportionately burdensome to organisations in subsequent years; provision would be needed to cover bad debts. Unlikely to be beneficial or suitable for arts and cultural organisations which, by definition, require grants subsidies from public sector ie Arts Council and/or LA's to operate throughout the UK.

8. BUSINESS CASE – ALL GRANT REVIEW

Option 4 – to revise the level of savings required in light of revised grant resource, (at £175,030).

46. Positive – recognises original intention to make approx. 20% saving, and revises down saving expectation to £13,000 14/15 and £19,500 15/16; gives more time to apply a strategic judgement.

Negative – Original saving amount would still need to be found to deliver the 14/15 MCC budget; perpetuates a financial dependency culture; favours existing beneficiaries over other potentially worthy third sector providers.

Option 5 – to supplement one of the options above – reviewing existing community rent relief.

47. Positive – potential savings as indicated in paragraph 33. If concession reduced by 30%, this would yield £20,000. Continuing with an option above would thereby increase, by £20,000, the amount available for grants (option 2), loans (option 3) or reduce the budget saving expectation (option 4).

Negative – although current relief levels seem generous, recipients may already be facing financial hardship; Policy on rental relief would require amendment ASAP to maximise income.

Recommendation

48. Preferred option would be ‘Option 2’, for the reasons stated. This provides more equitable grant provision with the proposal including establishing criteria for selection. Finding a £100,000 saving from the total spend of £175,030 is challenging, representing a 57% reduction. It is also recommended that ‘Option 3’, which involves converting core funding to loan funding, is pursued in 2014/15. Similarly, to contribute to the 2014/15 saving target and beyond, it is recommended that ‘Option 5’ – reviewing the community rent relief scheme – is considered to provide some additional (up to £20,000) income in future years.

8. BUSINESS CASE – ALL GRANT REVIEW

Delivery

49. Our plan for delivery will depend on the option selected. Clearly existing recipients of Council grants will need to be informed urgently to enable them, should they need to, reconfigure and sustain their services.

8. BUSINESS CASE – ALL GRANT REVIEW

Appendix 1

Non Supported Expenditure Grants and Service Contracts 2013 – 14

Non Supported Expenditure Grants are grants that are not simply passported from grant income received from a third party but are funded from base budget

Directorate	Grant Name	Purpose	Value	Cost Centre	Service Comments
A. Children & Young People					
1.	Clybiau Plant Cymru Kids' Club	To provide support for out of school childcare clubs (18.5 hrs per week)	£19,982		For vol organisations and pre school. These organisations get community grants from WG and this is our match funding. Pays for a development worker. Without this we cannot sustain our provision or set up new provision.
2.	Wales Pre-school Providers Association	To provide distance support for playgroups & nurseries (10 hrs per wk term time only)	£5,000		Provides distance support for a help line for HR / Legal, if MCC could provide this we could save.

8. BUSINESS CASE – ALL GRANT REVIEW

3.	Mudiad Meithrin	To provide welsh language support for cylch meithrin & 'ti a fi' (8 hrs per wk term time only)	£4,000		To provide support workers for Welsh Medium settings - statutory requirement.
4.	Re: Helping Hands Grants Approved providers of Early Education	To fund 1:1 workers at settings to enable children with Additional Educational Needs to access their entitlement to 5 sessions a week of free early education	£18,700		To allow 3 year olds with additional needs to attend childcare providers. Providing one to one support needed to meet statutory provision
5.	.Approved Providers of Early Education – Small Grants	To purchase resources to meet specific needs.	£1,000		Small grants for approved providers of early education are used to purchase specific resources or equipment required to meet the needs of a child with disability.
6.	Child minder Start up Grants Prospective/Start up Grants	To fund 'CYPOP5' course for prospective child minders, needed for registration. Professional Association of Childcare & Early Years Business Start up Pack and up to £100 towards safety equipment upon registration	£6,000		LA had to provide a minimum of £300 to child minders - this is via grants and training Some authorities put timescales around this ie have to register within certain time and stay registered for a min time or pay it back

8. BUSINESS CASE – ALL GRANT REVIEW

	7.	Training Grants to Childcare Providers	To provide First Aid, Food Hygiene & Child Protection training for all childcare providers to ensure they meet the National Minimum Standards	£10,000		Childcare Act - LA need to ensure that there is sufficiently trained child minders. This is used to support that provision.
				£64,682		
Directorate		R & C Grant Name	Purpose	Value	Cost Centre	
B. Regeneration & Culture						
	1.	Gwent Scouts	This amount was transferred from the former Gwent CC to MCC in 1996, to cover the cost of a project officer county-wide. Helps support healthy activity for CYP in many successful beaver/club/scout clubs across the county.	£13,746	L100 Dept Management	20% reduction to grant implemented for 2013/14
	2.	Gwent Young Farmers	As above transfer of funding from Gwent CC. Pays for a co-ordinators post	£13,746	L100 Dept. Management	As above
	3.	Gwent Young People's Theatre	Arts Council funding completely withdrawn April 11, and MCC's 'theatre in education'	£17,856	L108 Gwent Theatre in Education	As above

8. BUSINESS CASE – ALL GRANT REVIEW

		element also withdrawn. GT geared to youth theatre - writing, production, performance.			
4.	Dance Blast	This grant enables Dance Blast to provide activities throughout Monmouthshire. It helps to support and strengthen MCCs CYP objectives but also reaches adults and older people in the community.	£40,000	L232 Arts Development	As above
5.	Night Out Scheme	this pays for underwriting guarantees, should performances be low for productions in our theatre circuit scheme, (to village halls etc.)	£3,000		Budget for 14/15 to be reduced to £1000 as this is the maximum expenditure to support scheme.
6.	Community Rental Relief	Rent relief provided to community clubs etc.... This is a forgoing of rental income rather than a grant payable	N/A	F007 Estates	Currently Estates receive £16,966 rent from 27 lease holders. The 27 lease holders receive rental grants ranging from 40% to 95%. If a less generous rent relief scheme was introduced, more income would be forthcoming.

8. BUSINESS CASE – ALL GRANT REVIEW

			£88,348		
Directorate	CEO Grant Name	Purpose	Value	Cost Centre	Service Comments
C. Chief Executives Office					
	Mon Development Officer (GAVO)	Grant towards the funding of the Monmouthshire Office and Community Development Officer. Part of SLA agreement.	22,000	X050 Donations	The grant relates to core GAVO offer of encouraging and supporting volunteer activity across Monmouthshire. There is a SLA to support this work.
			£22,000		
	Grant Total		£175,030		

8. BUSINESS CASE – ALL GRANT REVIEW

Savings Proposal: Review of Council Grant funding to third party providers		Responsible Officer:	
Proposal number:8		Dave Jones/Mark Howcroft	
Division R & C CYP CEO		Date 24/10/2013 & 15/11/2013	
Service area			
Protected Characteristic	Negative impact	Neutral Impact	Positive Impact
Age	x		
Disability	x		
Marriage & Civil Partnership		x	
Pregnancy & maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)	x		
Sexual Orientation		x	
Transgender		x	
Welsh Language			

8. BUSINESS CASE – ALL GRANT REVIEW

Please give details of the negative impact/s
➤ Age – Reduction or removal of grant would have an adverse impact on the service users which include youngsters (including pre-school) and elderly and intergenerational.
➤ Disability -Reduction or removal of grant would have an adverse impact on the service users which include disabled youngsters or adults. For example, current grants support Dance Blast and Helping Hands.
➤ Sex - One of these grant recipients run a service that is predominantly provided for young females ie Dance Blast.
➤ Welsh Language - To remove the funding from Mudiad Meithrin would prevent Welsh Language support in pre school settings.

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 eg mitigate/amend or carry out engagement/consultation.

At this particular point of the process we are not in a position to consider any clear cut mitigations, as this will depend upon the option that is pursued.

Signed

Dated

8. BUSINESS CASE – ALL GRANT REVIEW

Notes re discussions on equality impact

24th October 2013

It is uncertain whether CYP budgets are protected by WG guidance. This could result in no capacity to reduce CYP projects. Reducing grants to GAVO may result in possible redundancies. Reducing Community Rental relief will require policy change and would be a time consuming process. Further discussions are necessary with Officers to understand exact budget expenditure within the mandate.

7th November 2013

Option 1 – Is budget for all CYP projects and GAVO ring fenced? Are child-minding start-up grants offered due to WG guidance? Is GAVO grant part of an SLA agreement? If so, there will be no budget for voluntary sector grants programme.

Option 2 – Reduce grant budget and request all projects to bid for remainder of pot. The bidding process would not be exclusive for existing grant recipients. Do projects link with corporate objectives? i.e Your County Your Way and the SIP. Strategic approach - undertaking a comparable analysis on projects' beneficiary evidence and outcomes would determine successful applicants. A criteria will need to be approved in order to ensure process is robust and fairness is demonstrated.

Option 3 – Review rental relief (potential for approx. 15k saving). Can we influence any concession as and when they expire? Each lease agreement differs in terms of length and conditions.

Option 4 – Propose a reduction of 10% across overall funding. The grants application and EQIA process could potentially reduce/increase projects allocation.

8. BUSINESS CASE – ALL GRANT REVIEW

Further Notes:

- In order to mitigate some negative impact, consultation with individual projects/budget holder is essential at earliest opportunity.
- R&C group took 20% reduction last year.
- Gender balance needs to be acknowledged as part of any bid application process.
- Projects may rely on LA grants in order to attract match funding grants from Arts Councils and other agencies.
- Councils can make a decision to remove voluntary funding from an equalities perspective.
- An EQIA is required during the bid application process.

Actions:

Mark to work up options appraisal.

Dave to collate historic and detailed information from Officers with knowledge of each provider. Compile report.

Richie to ensure process is clear and consistent

15th November 2013

Alan Burkitt and Dave Jones completed initial EQIA screening form, as attached.

18/11/2013

8. UPDATED MANDATE - SCH ADULT ALL GRANTS/CONTRACTS REVIEW

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
2	27.11.13	Detailed draft	Shelley Welton	Reduction in Contract Values

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal will be a composite of many smaller redesign initiatives which will have at their roots a variety of strategic intents. Most of the services to be reduced are provided by voluntary organisations as a vehicle for enabling an interface with the community and all fulfil the Council's priority of protecting vulnerable people. We must bear this in mind when considering impact.

The key strategic linkages can be found in the Adult Social Care Commissioning Plan which is currently in an early draft form and it is essential that our suite of service contracts chime closely with our commissioning priorities.

Outcomes

The proposal will achieve a streamlined set of contractual arrangements more aligned to current and future need and producing less duplication with activity already undertaken in the voluntary sector and within communities

Proposal Vision

Adult Social Care has commissioning arrangements in place which are high performing, represent value for money and will meet future needs and aspirations.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Evaluation and realignment of contracts</i>	<i>Approx. £1.2million</i>	<i>£1.1million</i>	<i>End March 2014</i>	<i>None</i>	<i>Monmouthshire County Council</i>

Non-Financial Benefits

The opportunity to critically appraise the contractual arrangements within adult social care against the emerging commissioning priorities and ensure that they are better aligned to better meet the needs of the people of Monmouthshire.

Dis-benefits

Part of the process of evaluating the potential for reduction in contract values has been to assess the impact on those people with protected characteristics. Whilst we have focused upon areas where concerns about performance or value of a contract had previously been expressed, inevitably some of the contract reductions will have an impact upon the support provided for people from vulnerable groups. Whilst we are not at the stage of specifying these in detail the likely impacts have been set out in the Equalities Screening Form attached as Appendix 1.

Proposal Activity

For purposes of fairness and equity a Contracts Project Group has undertaken a robust and rational evaluation of our contracts both in terms of performance, value for money and strategic fit, with a view to identifying necessary reductions.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Full details of the process undertaken to date and steps still to be taken are set out in the paper attached as Appendix 2</i>	<i>Rationalised suite of service contracts to deliver strategic intent</i>	<i>By March 2014</i>	<i>Nil</i>	<i>Ceri York supported by Contracts Project Group</i>

Quick Wins

No changes can be made until the end of the contract terms at end March 2014.

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
There is not the anticipated quantum for reduction when a full evaluation is undertaken.	Medium	Medium	March 2014	Ceri York	Earlier evaluation of performance and against emerging commissioning intentions	Shelley Welton
Challenges against the fairness and equity of areas selected for reduction	Medium	High	Now to implementation and beyond	Monmouthshire County Council	Equalities Impact Assessment/dialogue with providers and others	Shelley Welton
Potential loss of goodwill from providers that contributes a great deal to current service delivery	Medium	High	As above	Ceri York	Open dialogue/genuine involvement	Ceri York/Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the contract review	High	Ceri York	Consider availability of resources of the Commissioning Management Team to share the review process	Ceri York/Shelley Welton

Financial Information

Service contracts within Adult Social Care are collectively worth £1.2million. Our evaluation suggests that we could reduce this sum by approximately £98,100.

Constraints

This work is time critical as contract terms are negotiated on an annual basis. With contract end dates of 31st March 2014, there is little time to undertake evaluations, determine new contract values and put in place alternative support options for individuals affected by any loss of service.

There is also a limited resource available to undertake a complex evaluation and subsequent consultation exercise.

Assumptions

We have assumed that there is an element of under-performance and duplication in the exercise of our contracts based on a very swift examination. When we fully evaluate the suite of contracts this may prove not be the case.

Proposal Capability

There are issues to be considered around capacity to undertake the review exercise. This will need to be reconciled prior to the evaluations being undertaken.

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Shelley Welton		Please give a brief description of the aims proposed policy or service reconfiguration To achieve operational efficiencies by: <ul style="list-style-type: none"> • A streamlined, more generic, less service specific system of support; • Stronger links between individuals and their communities • Reduced need for a resources as a result of the greater and better use of community resources. 	
Name of the Division or service area Direct Care		Date “Challenge” form completed 27 th November 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Loss of potential support services for older people. These will only be selected where they are found to be not delivering the required outcomes or into meeting need. No one disability grouping will be subject to a loss of resources in excess of £25,000		

Disability	Loss of services supporting people with a disability. These will only be selected where they are found to be not delivering the required outcomes or into meeting need. No one disability grouping will be subject to a loss of resources in excess of £25,000		
Marriage + Civil Partnership		n/a	
Pregnancy and maternity		n/a	
Race		n/a	
Religion or Belief		n/a	
Sex (was Gender)		n/a	
Sexual Orientation		n/a	
Transgender		n/a	
Welsh Language		n/a	

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>A perceived disinvestment in services for people with a disability</i>	<ul style="list-style-type: none"> ➤ Discussions with providers about how services can be provided differently ➤ Most services experiencing a reduction will be able to deliver a similar service and take the costs from with infrastructure. ➤ Where services are being removed look to identify alternative resources to deliver a similar or even better service.

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:

To mitigate the actual or perceived loss of resources we will:

- Look wherever possible to reduce infrastructure costs rather than direct service delivery.
- Consult with providers to ensure that the impact is minimised
- Look to identify alternative resources, eg. external grants, community support to re-provide similar services.

Signed

Shelley Welton **Designation** Lead Commissioner Transformation **Dated** 27.11.13

BUDGET 2014/15

REVIEW OF CONTRACTS: EVALUATION PROCESS

1. Purpose of the Process

To review the current suite of contracts within adult social care to identify any potential cost efficiencies and ensure that we have a suite of contracts that best enable us to achieve our strategic priorities.

2. Key Steps in the Process:

In pursuing the identification of cost efficiencies the following process has been undertaken:

Step 1 - Register of Contracts: We have ensured that we have a detailed and confirmed register of each of the current contracts which includes spend, contract term, client group, basic contract purpose and any other distinct information.

Step 2 - Agree Evaluation Criteria: The following criteria were selected to enable us to draw fair and rational decisions about the efficiency and effectiveness of the current provision:

a) What is the level of performance?

- Have they delivered agreed service - outputs etc.
- Quality of service – stakeholders, performance information
- Evidence of impact/outcomes

b) Does the contract fit with our strategic priorities?

- Do stated aims support strategic priorities?
- Do actual outcomes support strategic priorities?
- Does service meet evidenced need?

c) Does the service represent value for money?

- What is the cost of the service including unit costs eg cost per head?
- Comparison with similar services
- To what extent are costs contributing to direct services and what are additional costs?

d) Other factors

- Is this service needed?
- Could this service be delivered differently/more effectively/more cheaply?
- What are the implications of changing or ending this contract?
 - Equalities – on those with protected characteristics
 - For other services, e.g. will it need to be purchased through other budgets thus nullifying any effect?

To enable comparison a score has been applied to each of the criteria using the simple format below:

Not Met	0
Partially Not Met	1
Partially Met	2
Met	3

Step Three – Desk Top Evaluation: To enable the Project Team to make evidence based evaluations, an information gathering exercise took place. This involved compiling:

- An electronic copy of each contract including service specifications.
- Any contract/performance monitoring information relating to that contract
- Any history relating to each contract, e.g. previous reductions, analyses of costs, reviews and their outcomes.

The Project Team then met and examined the information provided and using an Evaluation Matrix for each contract, awarded a score against each criterion. Having carried out such an analysis, it was determined:

- All contracts where any saving would result in costs being passported to another budget would not be reduced.
- All contracts not meeting the above criteria with a score of 14 and below would be the subject of scrutiny with a view to achieving a budget reduction. These contracts have been identified and are the subject of internal scrutiny prior to meetings being held with the relevant providers to understand the impact and achieve the savings
- The savings total £98,170.92

One of three decisions on each contract sum for the next financial year will be made:

Decision 1:	Continue at current contract sum
Decision 2:	Reduce Contract Sum to a rate commensurate

	with service performance/expectations
Decision 3:	No longer pursue contract

Having drafted a list of list of proposals, these are currently the subject of discussion with the Director and Head of Adult Services for their views/acceptance.

Step 4 – Discussions with Providers: Working in pairs the Project Team will meet each provider for whom there is a potential change in contract sum. These discussions will be utilised both to communicate the outcome of the evaluation exercise and to offer the provider the opportunity to consider the consequences of this adjustment and suggest alternatives and outline the potential effects on service delivery.

If following these discussions the savings are unable to be achieved, other potential areas for savings will need to be explored.

There may need to be a series of meetings to negotiate a new contract.

Step 5 - Approvals: The new contract sums will need to be signed off by DMT and reported through Adult Select Committee. The Team will need to issue new contracts for all contracts.

3. Timescales

This is an intensive piece of work. We are working to the following timetable:

- End of October** : Agree Criteria for evaluation
- 12 November** : Evaluation of all contracts against criteria
- End November** : Proposed revised contract sums consulted upon and endorsed
- Dec/Jan** : Contract meetings with affected providers
- January** : Approvals/Consult Adult Select
- Mid-March** : Letters to all providers with revised contract sums

4. Monitoring

The Project Group will meet on a fortnightly basis to both undertake the review and ensure progress against timetable.

Updates and progress reports will be submitted to the Adult Services Redesign meeting.

SJW/Version 3/28.11.13

9. DETAILED MANDATE – SCH PRACTICE CHANGE

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	20.09.2013	Draft	Clare Morgan/Julie Boothroyd/Ailsa Macbean	Change of practice within CLDT/Integrated services and Mental Health in order to gain reduction in spend on the flexible budget.
2	22.10.13	Draft for select	Julie Boothroyd	
3	1.12.13	Draft for select	Julie Boothroyd	Not presented at last select up dated for 10.12.13

Approval

Scrutiny at Special Adult Select		Date	10 th December
----------------------------------	--	------	---------------------------

Distribution List

Name	Organisation	Job title / Dept
------	--------------	------------------

Julie Boothroyd Ailsa Macbean Simon Burch Eve Parkinson Clare Morgan Andrew Burford Linda Marshall Lisa Powell Margaret Street	Social Care And Health	Head of Adult services Integrated service manager Chief Officer Integrated Service Manager Group Manager /LD/MH Integrated Team Manager Health Manager LD Integrated Team Manager Integrated Team Manager
--	------------------------	---

Business need

The 'flexible budgets' are used to purchase support for individuals deemed to be eligible for support services to enable people to live in the community. This is a demand led area , practice changes are being made as part of wider review work and we are looking at a reduction in each teams flexible budget as from 2014 to contribute to the overall budget shortfall.

A systems review undertaken in 2011 which identified areas of duplication and waste in the whole health and social care system. We have spent the past two years, following the review, putting in place a structure to deliver care management and assessment which cuts out the duplication and waste resulting in a more effective service model.

The work needs to continue and be extended to learning disability and mental health services. With the current financial constraints the council faces over the next three years, this work needs to take on a faster pace. We have a commitment to support vulnerable people in Monmouthshire and want to take this opportunity to ensure that the services which are available are targeted at those most in need. We need to look at the important role families and communities can play in providing more resources too. This work fits with initiatives across health and social care with integration playing centre stage. It also forms a part of the whole system that is working to engage communities and help them develop strengths and resilience.

Outcomes

People will receive the support and care they need to remain living independently in their own homes wherever possible.

People will have the opportunity to maximise their independence with stronger links to their own communities and reduce their dependence on statutory service models.

People will be supported to find solutions within their communities to sustain their own futures.

Service users and carers will have outcome focussed care plans, leading to greater independence

Proposal Vision

'People are helped to live their own lives' with proportionate support from services. Community Coordination (which forms part of a separate business case) will complement this approach and will increase connections and resilience.

Key outcomes from the Strategy for Learning Disabilities and Mental health (links to be added) are in line with the vision proposal.

If practice can change further at pace we will see a reduction in people supported by paid services and increase in people accessing other support with an increase in connections to community and family.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
Reduction/release of budget expenditure	Net £18,047,000	£277,000	2014/15		Monmouthshire County Council

Non - Financial Benefits

Person centred approach becomes more evident.

Enhanced quality of life by connecting people to family and community.

Dis-benefits

Potential for complaints and representations from service users and their families.

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
<p>Reassessment and review of high cost placements/packages.</p> <p>Re assessment of current service users /carers in line with new approach to outcome focussed assessments.</p>	<p>On- going work around right sizing high cost placements in Learning Disability and Mental Health services.</p> <p>Develop a project team to manage individual reassessments across all teams. To include to OT's, SW's who will identify opportunities for reablement, having different conversations and increasing opportunity for people to make connections to community opportunities. Outline specification/brief for this project to developed.</p>	<p>6 months</p> <p>6 Months from April 14'</p>	<p>No cost</p> <p>Costs to be agreed</p>	<p>Clare Morgan</p> <p>Nikki Needle/Ailsa Macbean</p>
<p>Focussed training/mentoring for staff on setting outcomes.</p> <p>Budget recovery and finance processes including maximising income and debt management.</p> <p>Evaluate potential to reduce team manager structure following systems review. Remove contingency cost centre</p>	<p>Outcome setting bespoke training to support practice and enable changes to be made.</p> <p>Budget recovery plans are in place across all teams.</p> <p>Potential 50K reduction</p>	<p>3 months</p> <p>1 month</p> <p>On going</p> <p>November/December</p>		<p>Sue Wooding</p> <p>Julie Boothroyd</p> <p>Team Managers Julie Boothroyd</p>

FISH Practice	Release 50 K from Community Care contingency arrangements.	Immediate		Julie Boothroyd
	Tighten practice at the front end FISH ensure right people are having the right conversations.	On going		Ailsa Macbean /Eve Parkinson

Quick Wins

Immediately start to look at services users due for review and reassess need as previously identified.
Take contingency cost centre out releasing savings immediately. (50K)

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
Resistance and complaints from families/carers	High	moderate	immediately	Clare Morgan/Ailsa Macbean/ Eve Parkinson	Involving people and their carers within the assessment process and being clear and transparent about the department's eligibility criteria	Clare Morgan/ Ailsa/Macbean/ Eve Parkinson

					and our legal responsibilities	
Reviews/Reassessments don't yield reductions in spend and /or new approach	Moderate	High	Over period of work	As above	Ensure reassessments are legally sound.	As above
Legal challenge around reassessed need and reduction in service	Moderate	Moderate	As above	As above		

Issues-

Description	Priority	Issue Owner	Action	Action Owner
Ensuring staffing is at full complement and can dedicate time to reassessment/review as well as dealing with incoming demand.	High	As above	Increase staff complement if required to keep pace with changes required	Julie Boothroyd

Financial Information

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

Constraints

Pace and timeframe to carry out new approach to re assessment work is demanding alongside the normal pace of work.

Assumptions

That CLDT and MH can work in a different way which is more in line with thinking and service provided in other parts of Social care and that the Integrated service can increase pace and deliver against the savings identified.

Proposal Capability

This proposal relies on staff being able to shift their way of working with individuals which is in line with all developments already going on. It also relies on pace and being able to find different solutions with individuals which meet their needs. There may be resource implications Systems thinking, Vanguard and Local Area Co-ordination, therefore there are no additional financial implications

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.

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Practice change flexible budget contingency.	Responsible Officer: Julie Boothroyd
---	---

Proposal number: 9			
Division:		Date 22nd October 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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	
➤	<i>The proposal should have a positive effect on service users however it may not suit those who are not open to change</i>
➤	Families who take on caring responsibilities will predominantly be women
➤	
➤	

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.

A different conversation needs to take place with service users on a one- to one basis about what they need to live a good life

Carer Assessment workers to be involved to ensure carers are not bombarded with unwanted responsibilities/pressure

Negative impacts are more likely to occur during the transitional phase

Signed Julie Boothroyd

Dated 22nd October 2013

Additional Comments

The mandate proposes a £277,000 budget reduction that will impact each team across the directorate. Services need to become more person focused and reconnect people with their communities. Currently, proposing a pilot project to sit above all “open to review” cases. Activity will focus on re-assessment and reviewing all people and potentially looking to strengthen peoples connections to their communities, family and friends alongside service provision .

10. DETAILED MANDATE – SCH MY DAY MY LIFE REFOCUS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
2	26.11.13	Detailed Draft	Shelley Welton	Reduction in Day Care Provision in line with My Day, My Life

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Ceri York	MCC	Group Manager
Julie Boothroyd	MCC	Head of Adult Services

Business need

This proposal has been developed as a means of achieving financial efficiency targets over the next and future financial years.

The proposal sits within the My Day, My Life process of transformation which seeks to enable individuals to articulate their aspirations and support them to access opportunities within their communities. It must however, also be viewed within the Council's priority of protecting vulnerable people.

Outcomes

It is envisaged that the proposal will achieve the following outcomes:

- A streamlined, more generic, less service specific system of support;
- Stronger links between individuals and their communities
- Reduced need for a resources as a result of the greater and better use of community resources.

Proposal Vision

This proposal will contribute to the My Day, My Life vision as stated above.

Benefits

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Reduce staff establishment lists in various services by removing current or future vacant positions. In one case this will require the re-configuration of posts.</i>		£75,000	<i>To be achieved in 2014/15</i>		Monmouthshire County Council

<i>Apply consistent policies for charging for meals/refreshments</i>	£7,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Reduction in supplies budgets by greater sharing of resources</i>	£4,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Application of income to cover expenses achieved from previous years</i>	£30,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Reduce sickness cover budgets and provide cover from other services for other absences</i>	£12,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Achieve transport efficiencies by reviewing individual transport plans and identifying opportunities for sharing between services and individuals</i>	£5,000	<i>To be achieved in 2014/15</i>	Monmouthshire County Council
<i>Efficiency savings from earlier</i>	£27,000	<i>Achieved</i>	Monmouthshire County Council

reconfiguration

Non-Financial Benefits

This will offer us an opportunity to gain a greater community focus to our existing day provision and could offer pace to the My Day, My Life transformation.

Dis-benefits

Our equalities impact assessment (appended) has reminded us that we are supporting people with protected characteristics. It has also highlighted that our savings proposals concern the efficiency of the business and their impact on the support received should be negligible. In fact the efficiencies through stronger shared working should enable us to work more closely to respond to the individual aspirations of the people we support.

Whilst the proposal supports the assumption that resources should naturally flow from a process that emphasises community based rather than buildings based support, we are at a stage where whilst we fund some individuals to move to a community based model of support we also need to retain more traditional day provision for others yet to embark upon this journey. Taking money out of the service inevitably puts at risk our ability to achieve this transition and we must build this into our planning.

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Instil a culture based on localities/communities and not function. Within this culture identify and encourage opportunities for joint working/shared resources</i>	<i>My Day, My Life Action Learning Sets Joint Management Teams Joint Locality Team Meetings</i>	<i>On-going</i>	<i>Nil</i>	<i>Ceri York/ Shelley Welton</i>
<i>Formalise new staffing structure removing vacant post and reworking reconfigured posts. Undertake staff</i>	<i>Staffing structure Reworked budgets Job Descriptions</i>	<i>3 months</i>	<i>Nil</i>	<i>Ceri York/ Shelley Welton</i>

<i>consultation.</i>				
<i>Reduce supplies, transport, cover budgets to new levels and implement plans to ensure that that these are met in full.</i>	<i>Liaison with managers and undertake full impact assessment. Manager leads develop monthly progress reports to Team meetings</i>	<i>3 months</i>	<i>Nil</i>	<i>Shelley Welton/ Hywel Griffiths/Alysia Mayo/Sandra Dobbs</i>
<i>Development of consistent charging policy for meal/refreshments. Consultation and Implementation</i>	<i>Shared processes and practices</i>	<i>3 months</i>	<i>Nil</i>	<i>Shelley Welton</i>

Quick Wins

There is a vacant post which can removed relatively smoothly (£40,000)

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
There are insufficient economies to be achieved.	Medium	Medium	During 2014/15 financial year	Ceri York	Quality of the initial savings analysis. Further exploration of budgets/potential shortfalls.	Ceri York/Shelley Welton
The reduction of resources from the overall budget	High	High	Late 2014, early 2015	Julie Boothroyd	Identify and ring fence a budget allocation for individual	Ceri York/Shelley

impedes the delivery of My Day, My Life by their being insufficient budget to achieve individual aspirations as well as cover remaining day service costs.					opportunities associated with My Day, My Life and look at savings target in this context	Welton
Staff perceptions of economies may lead to a reluctance to adopt My Day, My Life way of working which requires flexibility in working hours, working with the community, etc.	Medium	High	Early 2014	Ceri York	Staff involvement in My Day, My Life Action Learning Sets, Team meetings and general development to ensure that they are involved and are part of the design of the whole process	Shelley Welton

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the project	High	Julie Boothroyd	Consider availability of resources within the whole team and outside.	Ceri York/Shelley Welton

Financial Information

The current budget for the provision of day services included within this proposal is:

Green Fingers	£188,991
Office Services	£186,283
Swan Craft Studios	£114,969
Monmouth Day Service	£141,939

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Shelley Welton		Please give a brief description of the aims proposed policy or service reconfiguration To achieve operational efficiencies by: <ul style="list-style-type: none"> • A streamlined, more generic, less service specific system of support; • Stronger links between individuals and their communities • Reduced need for a resources as a result of the greater and better use of community resources. 	
Name of the Division or service area Direct Care		Date “Challenge” form completed 27 th November 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		This proposal does not focus on a particular age group	
Disability	In very broad terms there will be less resources invested to support individuals with a disability although every care has been taken to ensure that infrastructural rather than direct		This proposal starts a process of re-assembling resources to enable us to deliver more bespoke systems of support based around local communities.

	care support is removed.		
Marriage + Civil Partnership		n/a	
Pregnancy and maternity		n/a	
Race		n/a	
Religion or Belief		n/a	
Sex (was Gender)		n/a	
Sexual Orientation		n/a	
Transgender		n/a	
Welsh Language		n/a	

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>A perceived disinvestment in services for people with a disability</i>	➤ Explanation to concerned parties. This will take the form of consultation with CAIR and others and an Open Day in January/February 2014.

The next steps

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

My Day, My Life is a transformational change with needs all of the services to work together to share opportunities and act as a focus for the community. These efficiency proposals begin that transformation.

- 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:

To mitigate the actual or perceived loss of resources we will:

- Monitor budgets to ensure that they do not effect frontline service delivery
- Consult with interested parties, e.g. CAIR to understand their perspectives
- We will hold an open day to ensure wider involvement understanding of our programme.

Signed

Shelley Welton **Designation** Lead Commissioner Transformation/Disability Services Manager **Dated** 27.11.13

11. DETAILED MANDATE – RC HIGHWAYS OPERATIONS AND TRAFFIC MANAGEMENT

Agenda Item 4iia

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	24/09/13	Draft	R&C	
2	29/10/13	Draft	R&C	Steve Lane

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

Statutory obligation surrounding providing a safe highway infrastructure, complying with Council adopted policies in relation to winter gritting/maintenance.

Seek cheaper operational models such as reduced use of sub contractors.

Response to public demand surrounding traffic management, providing planning advice on highway matters, managing utilities, skips, scaffolding etc. in the public highway.

Outcomes

Reduced winter maintenance service cost without detrimental effect upon highway safety. New biodiversity policy will support pollinators, indigenous flowers, birds etc. whilst reducing service costs overall.

Rationalisation to one mgt team/ 2 operating centres will not detract from front line services.

Investment into plant and equipment to offset reduced reliance upon sub-contractors.

Proposal Vision

Winter maintenance staff presently receive a standby payment to be available (assuming they are rota'd on) whether they work or not. This will be negotiated out to be replaced by a payment for when the weather forecast suggests conditions will be such that staff may be required and therefore should be on stand by..

Gritting routes will be arranged to suit temperatures at different heights. In other words when forecasts suggest freezing only above say 100m metres then only roads affected will be treated rather than all roads (as is current practice).

Gritting routes will be arranged to ensure Urban Routes, that are generally warmer, better drained and at less risk to frost than Rural routes are salted when required rather than treated as part of whole network

Verge maintenance and cutting regimes will remain the same for our unclassified R and C routes with 2 cuts per year. Our Principal A and B routes will receive 2 'safety cuts' (i.e. cuts to visibility splays only) thereby allowing plants to flower and seed.

This will reduce maintenance costs whilst supporting a new biodiversity programme.

Reduce reliance (and cost) incurred with sub contractors by investment in additional equipment for use by our direct workforce.

Improve street furniture management, possibly licensing and regulating the placement of A boards, tables, chairs etc. Offer advertising opportunities (at a cost) within the towns and on approach roads.

Reduced management structure and reduced workforce.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target savings	Timing	Benefit owner
	<i>Net Highways Budget £3.7M – total of savings listed equate to 11% of budget`x</i>			
<p>Reduce winter maintenance stand by payments Currently 12 men are paid to be on standby from November 1st to March 31st (period adjusted based on longer range forecasts). These payments are made regardless of requirement to salt. Proposal to remove fixed payment and to make payments based on forecast at the time</p>		<i>£15K saving</i>	<i>Negotiate now-benefit in 14/15</i>	Mark Watkins Steve Lane Andrew Welsh
<p>Reduce stand by payments to Officers Combine Highways / Emergency Planning / Property Services Duty Officers into one system with one Officer as first point of call for MCC out of hours contact</p>		<i>£15K saving?</i>		Steve Lane
<p>Gritting routes more altitude / urban based Installation of a new weather station required at a cost of 20k. Enabling more accurate weather information. This will allow fewer routes to be called annually at the lower levels but still maintaining our network coverage. Reduced salt into the roadside environment, reducing our carbon footprint, more need based and service savings will result</p>		<i>£15k</i>	For 14/15 if not feasible for 13/14	Mark Watkins

<p>New biodiversity policy with reduced verge maintenance</p> <p>R and C routes remain with 2 cuts per yr as existing. Carry out 2 SAFETY CUTS ONLY (visibility splays) to Principal A and B routes. Areas outside this classification will be left to grow to assist with our environmental requirements and receive a cut in its entirety during the Principal Route second cut (winter cutting period). Utilise MCC staff on the safety cut to Principal A and B routes instead of sub-contracting this operation. Remove all highway horticultural sites. Replant MCC shrub beds in a more sustainable manner.</p>			<p>New policy by spring '14</p>	<p>Andrew Welsh/Alison Howard</p>
<p>Reduced cost / reliance upon sub contactors</p> <ol style="list-style-type: none"> 1. Three new mini 360Deg Mini Excavators to replace 180Deg Backhoe Excavator. Trialled, tendered and ready to go 2. Three new Multiuse HGV vehicles capable of winter maintenance and normal HGV duties such as loading and tipping. Ordered and due to arrive jan14 3. Reduction of fleet while reorganising for 2 depot operation. Further rationalising of service in line with budget / statutory service provision may see larger savings 4. Purchase 'Patch planer' to undertake work through Revenue and Capital budgets. Planer investment £110k and transport investment £60k. Improve quality, productivity and speed of carriageway patching while reducing reliance on contractors. 		<p><i>£34k saving</i></p> <ol style="list-style-type: none"> 1. £40k 2. £6k 3. £15k 4. £55k 	<ol style="list-style-type: none"> 1. Jan 2014 2. Jan 2014 3. April 2014 4. Requires order end Nov13 to see full year savings in 14/15 	<p>Steve Lane</p>

<p>Better management and regulation of street furniture and exploit advertising. Increased charges and fines for apparatus on the street</p> <ol style="list-style-type: none"> 1. Drawing together a licensing policy to cover 'Management of Commercial Obstruction on the Public Highway'. To include A Frames, Flyposter, Static Advertising, Community furniture and Commercial Activity. 2. Static Advertising. Provision of signs on posts in verges and other prime locations to provide opportunities for Monmouthshire Business' to advertise their services. Initial set up cost 75% of first year rental but will reduce drastically in year two on. 		<ol style="list-style-type: none"> 1. £10k surplus for whole year. 2. £20k in whole year once 40% take up 	<p>Prepare strategy for start of 14/15</p> <ol style="list-style-type: none"> 1. 6 month surplus in 14/15 2. First whole year 15/16 although ready to trial in April 2014 	<p>Steve Lane Ryan Pritchard</p>
<p>Reduced management structure and workforce for highways ops and traffic and development</p> <p>1 - Highways Ops : Roadworker reductions through retirement and natural wastage 2 - Highways Ops : Restructuring to one management team with one operating depot in South and one operating depot in North</p> <p>3 - Traffic and Development : Staff reduction through retirement and natural wastage.</p>		<ol style="list-style-type: none"> 1. £100k 2. £50k 3. £55k 	<p>Delivered by start of 14/15</p> <ol style="list-style-type: none"> 1. April 14 2. April 14 3. April 14 	<p>Roger Hoggins</p>

Non - Financial Benefits

New biodiversity policy more sympathetic towards pollinators, flowers, wildlife generally
 Better control of street furniture and apparatus. Improved advertising opportunities for businesses

Dis-benefits

Loss of jobs
 Sub contractors losing turnover
 Gritting regimes are more sensitive to weather forecasts
 Much greater pressure upon remaining staff to maintain service levels

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
Draw up and implement new staffing structure	By April '14	By		
Prepare new biodiversity policy	By spring 14/15		n/a	Andrew Welsh
Purchase new plant, advise sub contractors of new strategy	By start of 14/15		£200k	Steve Lane
Prepare and get council approval for a new winter maintenance policy	By summer 2014		£20k	Mark Watkins Steve Lane
Negotiate reduction in terms and	During winter '13			Mark Watkins

conditions (winter mtce stand by)				Steve Lane Andrew Welsh Roger Hoggins
EqIA – full assessment				
Preparation of new street furniture and advertising policy	During winter '13		£10k	Ryan Pritchard Steve Lane

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
Speed of implementation of change (consultation, notice periods, decision making process,) and resource available to deliver this	High	High	Becomes an issue as soon as approval given to proceed	HoS	Early decisions with clear action plans and lines of responsibility to deliver	HoS
Adverse public reaction to winter maintenance policy. New management structure struggles to manage	Medium	High	As soon as new structures are	Highways managers	Better briefing of front line first contacts on highway matters, clear advertising of new policies	OSS managers, highways managers,

public/member demands for service, correspondence, response to complaints etc.			introduced			comms team
--	--	--	------------	--	--	------------

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Resources available to deliver on policies, implementation plans etc.				

Financial Information

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

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

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.

11. EQIA – RC Highways Ops and Traffic Management

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Alterations to staffing levels, winter maintenance regime and improved working systems with better equipment	
Name Highways Operations		Date 31 th January 2014	
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	

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>None</i>	➤
➤	➤
➤	➤
➤	➤

The next steps

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

None within protected characteristics.

- 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 R Hoggins
Dated 31th January 2014

Designation Head of Operations



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:
Staffing reduction in highways operations, changes to winter maintenance regime, better equipment	CEO's	Operations
Policy author / service lead	Name of assessor	Date of assessment:
Roger Hoggins	Roger Hoggins	31 January 2014

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)

Reduce operating costs without reduction in service standards

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

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

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

Through the budget consultation process

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.

Budget and actual costs associated with service

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

No need

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No change

•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

None

Signed.....R Hoggins.....Designation...Head of Operations

Dated.....31st January 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Reduction in Highways operations costs with no impact upon service standards	
Name Operations		Date 31st January 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			
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			Maintain access to businesses in two key settlements and small villages.
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 R Hoggins

Dated 31st January 2014

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Agenda item 4iia

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
Vers 1	29/10/13	draft	Tony Wallen	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Executive Summary

The proposal has been developed to further reduce the MCC energy bill, utilising already installed new technology, to dim lights by 50%, and switch 4500 residential lights off, at designated times. This proposal will reduce costs and cut carbon emissions by around 1000 tonnes per year. The proposal is to undertake the switching off during the early hours, to reduce the impact on residents and criticism of the authority. To achieve the target saving of £180K, no further investment will be required during 2014/15.

The main risks are:

1. The public/police do not accept the proposed changes as reasonable and a proportionate response to the current financial situation.
2. The unknown level of future energy prices.
3. The unknown cost of the new SL maintenance contract, which commences April 2014.

The Equality Impact Assessment results have been attached.

Detailed Business Case

Vision :

That Led lighting is introduced as when costs become affordable, dimming technology and the electronic remote monitoring system continues to be rolled out as funds permit. That the majority of lights are routinely dimmed to 50% and/or switched off after certain times. Communities are kept informed of changes and offered the opportunity to comment. This dialogue could form part of the MCC Your County Your Way initiative.

Outcomes :

The proposal will where possible, reduce a large number of lights presently illuminated all night, and as many as possible of the remainder will be dimmed by 50% every evening. Not all lights need to be illuminated all of the time so a regime where lights are dimmed, and switched off after a certain time will reduce the energy bill and reduce the carbon footprint of MCC. The proposal could be implemented for the 2014/2015 financial year.

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Blue Print

The Future State

The future state could be the combined provision of highway related electro mechanical services undertaken by SWTRA and MCC. SL staff could be intergated within the developing SWTRA organisation, that will oversee the private sector contract for street lighting maintenance services to SWTRA, Torfaen and MCC, from April 2014. The aim of this collaboration, within the geographical area of South East Wales, is to achieve a reduction in service costs, by combining the the lighting stock of over 30,000 units, to produce an economy of scale that will improve efficiency and promote the delivery of a consistant level of service. One existing MCC SL staff member, could be intergrated within the existing SWTRA staff organisation to manage all aspects of the electrical and mechanical services provided to MCC and SWTRA. The remit could include all highway electrical/mechanical systems, including traffic signals, street lights, pumping stations, trunk road lighting patrols, electrically monitored petrol interceptors and any other function that is deemed appropriate. The technology for the remote switching of around 4500 streetlights will be in place by April 2014. This will permit the switching and dimming of much of the residential SL network to achieve energy savings and reduce the MCC carbon footprint. The focus will be in Monmouth, Chepstow, Usk and Abergavenny.

Current state and gap analysis

Currently SWTRA SL and MCC SL functions are separate.

Much ground work and investment has been undertaken within MCC, over the last 5/6 years. To achieve remote monitoring of the remaining 5500 SL units would require a further investment of around £1.2M and could take around 2 years to achieve.

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Energy savings of £60K were achieved in 2012. For the current 2013/14 financial year it is anticipated the bill will be around £360K.	Operation of the existing SL remote monitoring system to switch off lights in residential areas. Dimming of main road lights Switch off carpark lighting.	That Police and residents accept changes
Organisation structures	One SL engineer and one SL inspector.	One SL engineer transfer to SWTRA trading account.	
Technology/infrastructure	The existing staff work out of a building provided by the maintenance contractor free of charge. The Mayrise management system and operation of the SL remote management systems are internet based.	The new SL maintenance contract requires that office accommodation is available for MCC staff. Continued use and development of the current electronic systems is also a requirement of the contract.	
Information and data	Currently via the Mayrise management system and Harvard SL remote monitoring system.	The current electronic systems will be required to operate the future state.	

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Option 1

Option 1 fulfils the blue print for the future state above by :

a. The reduction of the energy bill can only be achieved by reducing the burn time of lanterns (eg switching off), and/or by reducing the power with which the lanterns are operated, eg dimming, and using more efficient lanterns.

To achieve the large savings specified, both approaches will be required. The new technology installed over the last few years will enable a large number of units to be remotely operated requiring no site visits or additional equipment, and therefore no additional costs.

Any other option of switching off will be costly, due to site visits, attaching notices to SL's to inform that the unit has been completely switched off, and potential costs from the network operator who could require removal of any unit not in full operation.

b. Savings can be achieved by utilising the existing MCC staff within the SWTRA income generation areas.

c. Turning off MCC carpark lighting via a single time switch at each location.

d. Reduced lantern maintenance, due to the reduced burn hours.

Recommended Option 1 savings:

Switch off all street lights in main town residential areas, where remote control systems have been installed, from midnight to 05:00hrs.

Saving around **£85K**

Dimming all main road street lights from 20:00 to 07:00hrs. Saving around **£32K**

Transfer MCC staff costs to undertake SWTRA service provision. Saving **£25K**

Reduction in SL maintenance costs. Saving around **£38K**

Total projected saving £180K during 2014/15

Any other options will require significant investment in equipment and technology with an payback period of between 6 to 10 years, and would not be in place for 2014/15.

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Cost-Benefit Analysis

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

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>£180k</i>	<i>£800K of which £360 is energy in 2013/2014</i>	<i>£180K</i>	<i>£180K ongoing</i>	£0	£0	£0
Non financial benefits	Current performance	Target performance				
Eg improvements in service	<i>Current carbon emissions around 2000 tonnes per year</i>	<i>Future carbon emissions around 1000 tonnes per year</i>				
Cost	Current costs	Revised costs				
Eg any one off costs, or increases in operational costs which need to be netted off the savings	None if the remote switching technology is utilised on the 4500 SL units. Energy inflation costs for 2014/15 will not be announced until Jan 2014. The rates within the new SL service provision contract will not be known until March 2014.					

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Dis-benefits

Monmouthshire residents will by enlarge, view the switching off of street lights as a reduction in service, and may react negatively. This could potentially result in a significant increase in work load for officers, and reduced confidence in elected members. The Equality Impact Assessment results are attached.

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
Public/Police reaction Members requesting lights to be restored	medium	high	At any time after implementation	MCC cabinet	Public consultation, Police dialogue with Town Councils and Community Councils	R&C
Potential for increased number of insurance claims against the authority	medium	high	At any time after implementation	MCC cabinet	Increased asset/highway inspection regime in areas of switch off	R&C
Energy price increases	high	high	Jan Feb 2014	Budget holder	Size of increase will determine action required	
Maintenance cost increase, current costs are						

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

based on prices from lowest private sector tender in 2007. New tender to be in place 1 st April 2014	medium	high	March 2014	Budget holder	Any increase will have to be carried within the existing budget	
---	--------	------	------------	---------------	---	--

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Any budget cut by 50%, in any area, is going to be challenging. It will be difficult to motivate staff , (and the public), to embrace this cut in service.	high	Budget holder	Increased budget monitoring	R&C

Constraints

The above option could be achieved during the 2014/2015 financial year.

Assumptions

The option assumes that officers and members accept that few (if any), exceptions can be tolerated with regard to switching off lights, where the equipment is currently installed to do so.

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

Recomendation and Evaluation and comparison of options

To achieve the savings required, within the specified timeframe, the the options are extremely limited. However, the proposal should enable the saving target to be achieved using MCC'S new remote control technology and energy efficient lanterns, that have been installed progressively over the last five years, requiring no new up front investment. Wholesale switching off and even removal of streetlights in other LA's has caused significant problems. The switching off of residential SL's remotely between midnight and 05:00, when the highway is least used, is a more proportionate approach which may be more acceptable to residents and members.

High level Plan for delivery

The SWTRA manager and SL budget holder, will be responsible for delivering the approved option. Commence dialogue with Police, Town Councils, Community Councils and One Stop Shops prior to implementation in April 2014. Financial outturn reports will be produced during the 2014/2015 financial year to ensure that the projected savings are on target.

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.

12. BUSINESS CASE – RC STREET LIGHT SAVINGS

12. EQIA – RC STREET LIGHTING SAVINGS

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: Street lighting savings		Responsible Officer: Tony Wallen	
Proposal number: ___12			
Division R+C		Date 4th November 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

TW has been told to save 180k from a 360k energy budget that is a combination of electricity for street lights and other sources such as bollards, traffic lights and Christmas lights. Accepting that it is potentially contentious when you switch off street lights completely, TW noted there was a remote control system in place that can control the dimming settings also, which doesn't cost anything as a technician does not have to be sent out. AB asked if there would be criteria that would allow for exceptions to be made for turning on the lights as perception of crime does stop people from leaving the house in the dark. AB - Are you doing an assessment of what lights to turn off completely? TW – no, got to do it all and then react. Looking at turning off lighting after 12am, use a lot more dimming that has been done for the last year with no complaints so far as it is not visible to the human eye – saved 60k last year, use more on main roads. Will turn out car park lights – if turn them off completely save 26k, if only from 12am-5am will save 15k. AB - Could be an issue with people with visually impaired people. Solar powered street lights are rubbish, won't last. Got 10k street lights. Mitigation part is under what circumstances you would look to reinstate lights. If somebody challenged, a mitigation will be we will look after the most deprived people in county. Need to raise as potential issue but the level of it is unknown and can only react to. Is there a legal angle to do with car park lights – during hours do we have a duty of care to payers. **Need to be aware of potential night time parking and charging policy as will be contrary to turning off lighting in car parks overnight.**

13. BUSINESS CASE – RC STREET SCENE SERVICES INCLUDING PEST CONTROL

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	28 th October 2013	Draft	Rachel Jowitt/Glyn Edmunds Dave Jones (Head of Public Protection)	

Purpose

1. To provide a draft business case for Select Committee consideration for budget proposals relating to street scene and pest control

Street Scene Current Service Provision & Proposal

2. Street cleanliness is one of the most visible services a Council can provide. As well as ensuring statutory compliance with the Environmental Protection Act (1990) for clean and safe roads, clean streets, roads and pavements contribute to community sustainability and well-being. A clean environment is seen as a vibrant and safe place within which to work, live and play.
3. MCC currently has the following provision:

	Abergavenny	Monmouth	Usk	Chepstow	Caldicot	Villages
Manual sweepers	2*	1	1	1	1	0
Precinct sweepers	1	1	0	1	1	1

(*MCC has a partnership arrangement with Abergavenny Town Council where by a manual sweeper is funded 50% by each partner. The costs of this partnership are not included in this proposal).

4. Manual sweepers are operatives who have a cart with brush who monitor and clean the streets in the main town centres. The average cost per operative with full on-costs is £24k. Precinct sweepers are the large mechanical sweepers which clean the streets in their designated area on a scheduled basis. The average cost for a sweeper (full costs – hire, fuel, repairs, insurance etc) and operative is £65k.
5. The Monmouthshire provision is complimented by a plethora of community and volunteer activity ranging from formalised arrangements with MCC, Keep Wales Tidy initiatives, “friends of” groups to community spirited individuals who sweep streets and pick up litter on their own accord. With dwindling public resources the role of communities, volunteer groups and even Town and Community Councils will be enhanced, particularly in the sphere of public realm issues, where there are opportunities for local management and organisation of these functions.

The Proposal

6. The proposal is to reduce funding levels in street cleansing, with a reduction in manual sweeping operations and the removal of the village sweeper which will be accompanied by new schedules of the town sweepers to ensure a level of provision for villages. The table below sets out the proposal:

	Abergavenny	Monmouth	Usk	Chepstow	Caldicot	Villages
Manual sweepers	1	1	0.5	1	0.5	n/a
Precinct sweepers	1	1	0	1	1	0

7. The above proposals would return a saving of £115,000 (£50k from manual sweeping reduction & £65k for precinct sweeper reduction).
8. The rationale for the proposed reductions in certain areas are based on population levels and street cleansing surveys which MCC undertakes as part of their street cleansing performance indicator return.
9. It should be noted that these reductions are to be accompanied with a dialogue with Town and Community Councils on whether they would want to either invest in the service or take over certain cleansing activities. For example MCC already have a partnership with Abergavenny Town & Community Council on sharing the cost of 1 manual road sweeper. However it must be noted that the statutory duty for “keeping the public highway and public land so far as practicable, kept clear of litter and refuse” (Environmental Protection Act 1990) would remain with MCC as the duties as per WG Guidance (2007) are not transferrable.
10. It is recognised that this proposal is a reduction in a front line visible service and will potentially have an impact on the cleanliness of our communities. However it is proposed that with a renewed focus on community action, working in partnership with organisations such as Keep Wales Tidy that the impact can be mitigated and a sustainable solution with a reduced reliance on public funding can be found to keeping our communities and public places clean and tidy. For example the proposed reduction in Caldicot could be mitigated by an early dialogue with the Total Place agenda and the Town Team which has been recently been established.

Implementation Process

11. The precinct sweepers are hired on a three yearly basis and 2 are due to expire in March 2014. Therefore there will no financial impact on end hiring/leasing agreements early. In terms of staff it is hoped that the reductions can be covered by natural wastage rather than redundancies.

Pest Control Current Service Provision and Proposal

12. Local authorities have a statutory duty under the Prevention of Damage of Pests Act 1949 to keep their area free from rats and mice and in particular:
- carry out inspections from time to time;
 - destroy rats and mice on land in their ownership; and
 - enforce private landowners to keep their land free from rats and mice.
13. In terms of the above, Environmental Health undertake functions (a) and (c) and Council departments arrange for pest control treatment for their own property/land to meet requirement (b). The provision of a free pest control service to Monmouthshire households is therefore over and above the legislative requirement and has been undertaken to help meet the general requirement to keep areas free from pests and to help protect public health. There is therefore no statutory duty to provide a free service or indeed a pest control service at all, as some local authorities simply use Environmental Health teams to perform the above functions to ensure compliance with statutory requirements.
14. The primary reason for supporting the public in pest control is to protect public health. Pests are carriers of diseases such as murine typhus, Q fever and salmonella and cause unhealthy living conditions.
15. Monmouthshire has provided a free service to the public for rats, mice, fleas and bed bugs/cockroaches for over the last twenty years. The Council contracts the service to P&P Pest Control a local company who has an excellent record of service delivery and customer care.

Pest Figures in Monmouthshire

16. Monthly data is provided which allows us to monitor the pest issue in Monmouthshire. For the last few years MCC and their contractor P&P have dealt with the following:

	2009/10	2010/11	2011/12	2012/13	2013/14 (1 st 6 months)
Visits	1806	1559	1557	1883	767
Follow-Up	4868	4210	4339	5485	2254
Rats	1160	1107	977	1160	564
Mice	366	378	480	542	151
Fleas	76	67	99	173	48
Bedbugs	2	7	2	8	4

17. From the data it can be seen that even with initiatives such as fortnightly collections introduced in 2009/10 and the recent waste changes an increase in pests particularly rats has not occurred.
18. The service cost obviously varies depending on public requests however £90k is estimated at the beginning of the year. In 2011/12 the service cost £78k, in 2012/13 £97k but the forecast at month 6 for 2013/14 is £80k.
19. Further analysis has demonstrated that requests for service is not contained to a certain area or demographic group e.g. our more deprived communities. Analysis undertaken on Abergavenny data between 2003-2011 demonstrated that there was no discernable trend on access of pest control services between more deprived and affluent communities.

The Idea of Charging

20. In 2012/13 political commitment was given to introducing a charge for pest control services. A high level scoping document was taken to Strong Communities Select Committee in January 2013 which discussed the various options for introducing a charge and the pros and cons of each one.
21. The charging scheme has not been introduced for two key reasons:
 - Over the summer it became clear that the financial situation facing the Council was far worse than when the proposal for charging was introduced. As the charge had not been implemented the proposal was re-considered in light of the poorer financial forecast and was reconfigured to meet the new financial demands.
 - Timescale of implementation – the priority for officers the first six months of the year was the major recycling and waste changes. The process for moving to a charging scheme was due to start in September. Once it was time to implement the proposal the reconsideration had occurred. It would not be advisable to introduce a charge and then remove the service.

The Proposal

22. In its simplest the proposal is to stop providing a subsidy for the public on dealing with pest problems. If a member of the public phoned up for support they would be advised to look online/yellow pages etc as there are a range of pest control services operating in Monmouthshire which will ensure that the customer gets the best value for money. It is recognised that this is a very difficult decision and there will be concern about impacts and also affordability to pay for these services.

23. Each year £90k is set aside for pest control services. It is proposed that £80k be offered as a saving with £10k transferring to Environmental Health for them to procure pest control services to ensure that they have appropriate support for public investigations etc.

Mitigating Impacts

24. A meeting has already been held with the contractor to explain the proposal and a contract termination notice will be issued shortly (but it will be subject to political approval which will be given with the budget decision in February). They obviously are very disappointed with the way forward and are concerned about the effect on their effective well respected local business and importantly their staff. However the meeting was also productive in terms of identifying ways of mitigating impacts. For example an analysis on demand by Town and Community Council area was undertaken as TCCs could if they wished commission a contractor to deal with pest control problems in their area. Also Environmental Health may have to undertake a procurement to commission certain specialist services and then the public can be advised of who the Council contracts with to promote their business. If this is not undertaken MCC will not be able to promote one business over another.

25. There will obviously be concern about affordability and whether the removal of the service will have a detrimental impact on public health.

Sustainable Development & Equality Implications

26. An initial screening exercise (appendix 1) has been undertaken and consultation with the Equalities Officer is taking place on the 5th November. The initial screening has demonstrated that there is a potential negative impact with the removal of the pest control service on two protected characteristics - age (impact on elderly) and disabled. The potential impacts are:

- Affordability – disabled people are more likely to have lower incomes and may find it difficult to pay for these new services
- The elderly (and disabled) may find it difficult to find information on the range of contractors who are able to provide the services and could be the victim of “rogue traders”

27. As explained above, the proposal for Environmental Health to procure a contractor which the Council can then legitimately promote would be a way of ensuring a competitive price from a reputable contractor for our customers.

Resource Implications

28. There are no resource implications with the two proposals as they are a redefinition of service provision with no demand on set up funding.

Conclusion

29. This budget proposal equates to a £195k saving.

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Rachel Jowitt		Please give a brief description of the aims proposed policy or service reconfiguration Removal of free pest control service – residents will now have to source and pay for their own services Reduction in street cleansing functions	
Name of the Division or service area Recycling & Waste		Date “Challenge” form completed 29 th October 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Elderly people may have more difficulty accessing information on the range of pest control companies available – e.g. online information		
Disability	As they are more likely to suffer from deprivation people with disabilities may struggle to pay for a service		
Marriage + Civil Partnership		No impact is foreseen on this protected characteristic	
Pregnancy and maternity		No impact is foreseen on this protected characteristic	
Race		No impact is foreseen on this protected characteristic	

Religion or Belief		No impact is foreseen on this protected characteristic	
Sex (was Gender)		No impact is foreseen on this protected characteristic	
Sexual Orientation		No impact is foreseen on this protected characteristic	
Transgender		No impact is foreseen on this protected characteristic	
Welsh Language		No impact is foreseen on this protected characteristic	

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>Ability to access the range of services providers as unable to go online etc.</i>	➤ By Environmental Health undertaking a procurement for their services and the Council being able to state that they have a pest control contractor who the public may wish to use – this would give confidence to the customer
➤ Affordability for people with disabilities	➤ As above as one would hope that the Council would secure best value
➤	➤
➤	➤

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:

Overall responsibility for pest control is to transfer to environmental health as they already undertake the responsibilities under the Pest Control Act 1949. As part of the transfer £10k is also to be transferred to allow them to invest in pest control service and one of the proposals is for them to procure a provider for support which the Council can then offer to the public to use and pay (but they do not have to). Environmental health also have officers who already deal with public facing issues regarding pest control – undertaking investigations, offering advice and this role will be enhanced with this change.

Signed

Designation

Dated

Business Case Mandate 14 Passenger Transport Unit Post 16 Transport

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	20.11.13		R Cope	Post 16 transport provision

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Detailed Business Case

Vision

To Change the Home to School Transport Policy to remove the non statutory element of Post 16 travel grants and to increase the charge for Concessionary Seats within the policy.To make changes or remove the discretionary policy of providing transport to SEN pupils attending colleges.

Outcomes

To increase income to the authority by increasing the concessionary seat charges to make a saving on the current grant funding awarded as travel grants to post 16 pupils.To remove or charge full cost recovery to the discretionary policy on providing transport to SEN students attending colleges.

Blue Print

The Future State

To support any statutory duties within the Home to School transport policy and remove the non statutory element of post 16 travel grants. Support an increase in concessionary seat charges and remove or amend the discretionary policy of providing transport to post 16 SEN pupils attending colleges.

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. The Chief Officer CYP makes discretionary transport awards to SEN pupils attending colleges on a case by case basis ,	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.Remove or charge full cost recovery for SEN students attending colleges.	Policy needs to be altered to accommodate these changes , consultation would need to take place before end of March 2013 and new policy published so that new entrants would have a choice under the new policy to be implemented by sept 14
Organisation structures	Two members of admin staff deal with aspects of these functions at present, Chief Officer CYP makes decision on SEN college transport to post 16 with support from SEN department.	No Changes required	After second year admin roles can be re-aligned to take changes into account.
Technology/infrastructure	Currently administered through CTX system	No changes required	ICT connections remain constant
Information and Data	Database held on CTX system through Citrix	No changes Required	Server connection is available

Options Appraisal

Option 1

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget/ income	Target Increase in income /decrease in budget	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Removal of Post 16 travel grants on a phased basis .</i>	£130,000	£130,000	£28,000	£102,000	Nil	Nil
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	£19,000	£29,000 plus inflationary increase	£TBC when inflationary increase is known	£TBC when inflationary increase is known
Removal or charge for SEN college transport	£72,000	£72,000	£48,000	£24,000	Nil	Nil
Non financial benefits	Current performance	Target performance reduction in costs				
.						
Cost	Current costs	Revised costs				

Dis-benefits

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. This may have a positive impact on post 16 education in Monmouthshire schools but also may reduce choices for pupils needing to travel to colleges and other FE Establishments. The increase in charge for concessionary seats may be a worry for some parents/students but this has not been increased since 2006. Removing SEN discretionary travel to colleges may also effect the choices of these students when accessing further education.

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	Medium	Any	R Cope	The increase to £2 per day is an more economical way of getting transport when compared to the cost of running a car or purchasing a bus/train ticket.	R Cope
Schools receiving less applications for post 16 education which will decrease their funding	Low	High	Any	CYP Directorate /Secondary Schools	Schools can offer a greater variety of courses in collaboration with other FE establishments	CYP Chief Officer

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Consultation not taking place and	High	R Cope /CYP	Liaise with colleagues in CYP Directorate to	R Cope/D

implemented by due date		Directorate	determine deadline dates	Mountfield

Constraints

Consultation needs to be undertaken with a large number of Further education establishments and availability of resources to undertake this may be an issue in the short timescale available.

Recommendation

To seek approval to consult with stakeholders within the timescales indicated for the Home to school transport post 16 and concessionary policies to be amended to take into account the proposed changes.

High level Plan for delivery

To Be confirmed after consultation period ends.

**Monmouthshire County Council
Financial Savings “Equality Challenge” 2013/2014**

Savings Proposal: Home to School Transport – fundamental review of policy.		Responsible Officer: Richard Cope	
Proposal number: 14			
Division: Transport		Date 24/10/2013	
Service area: R&C			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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
➤ <i>Increasing the qualifying distance for free transport will impact students who no longer meet criteria.</i>
➤ Implementing a charge for transport to Welsh and denominational schools may prevent low income households pupils from accessing an education of their choice.

➤ *Considering the financial impact of travel when completing a child's ALN statement may oppose parent/guardian preferential choice.*

➤ *Terminating Post 16 students transport could refrain young people to engage in further education.*

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

Increasing the qualifying distance for free transport – mitigate by full public consultation and offering concessionary transport where available.

Terminating post 16 students transport – mitigate by full public consultation and provide a means-tested application.

Signed

Dated

Additional Comments

MCC are working with 9 other local authorities to adopt a common policy in relation to school transport. The policy should be finalised by December 2013.

MCC offer free transport for children to primary school further than 1½ miles, and 2 miles for Secondary. This distance is shorter than recommended by WG guidelines. By increasing the distance in-line with WG statutory guidelines, they will be less pupils to transport and therefore size of bus may be reduced. Should any spare seats be available, pupils who do not qualify will be offered to pay for service at a concessionary rate.

Transport to denominational and welsh education is not statutory, however we provide this service free of charge.

MCC are in advantageous position as PT subsidises school and ALN transport.

ALN transport is determined by a social worker undertaking a statement, dictating the level of care/support required. Often, the transport is not logistically and financially efficient.

Post 16 students in Monmouthshire benefit from a £200 travel grant costing approximately £125-130,000 per year. Stopping the grant is one proposed option that will require a full public consultation and a phased approach. Concessions could still be available to those who require financial assistance, by a means-tested process.

14. EQIA - Home to School Transport

Monmouthshire County Council

Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Home to School Transport – fundamental review of policy. + Transport Review and fleet rationalisation		Responsible Officer: Richard Cope	
Proposal number: 14 + 25			
Division: Transport		Date 24/10/2013	
Service area: R&C			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

- *Increasing the charge for purchasing a concessionary seat will have an impact on low income families*
- *Removal of travel grant for post 16 students will have an impact on choice for individuals when accessing further education as not all courses will be offered in local schools.*
- *Considering the financial impact of travel when completing post 16 ALN statement may oppose parent/guardian preferential choice.if support to colleges is withdrawn or reduced*

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

Increasing the cost of concessionary transport – mitigate by full public consultation offering discounted travel to low income families in line with current policy

Terminating post 16 travel grants – mitigate by full public consultation and work with FE establishments to see if any other grants may be accessed such as EMA or FCF funding from colleges to help with travel costs.Work with Monmouthshire schools to see if any other courses may be offered.

Withdrawing support for ALN pupils transport attending colleges – mitigate by full public consultation and work with FE establishments to look at alternative funding or transport schemes.

Signed Richard Cope

Dated 24th October 2013

Additional Comments

MCC are working with 9 other local authorities to adopt a common policy in relation to school transport. The policy should be finalised by December 2013.

MCC offer free transport for children to primary school further than 1 ½ miles, and 2 miles for Secondary. This distance is shorter than recommendation by WG guidelines. By increasing the distance in-line with WG statutory guidelines, there will be less pupils to transport and therefore size of bus may be reduced. Should any spare seats be available, pupils who do not qualify will be offered to pay for service at a concessionary rate.

Transport to denominational and Welsh education is not statutory, however we provide this service free of charge. Denominational and Welsh medium education is in short supply in Monmouthshire therefore meaning almost inevitably that pupils will have to travel large distances.

MCC are in advantageous position as PT subsidises school and ALN transport.

ALN transport is determined by a social worker undertaking a statement, dictating the level of care/support required. Often, the transport is not logistically and financially efficient.

Post 16 students in Monmouthshire benefit from a £200 travel grant costing approximately £125-130,000 per year. Ending the grant is one proposed option that will require a full public consultation and a phased approach. Concessions could still be available to those who require financial assistance, by a means-tested process.

15. BUSINESS CASE – RC COLLABORATION OR TRANSFER SERVICES TO TOWN COUNCILS AND COMMUNITY COUNCILS

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	01/11/2013	Draft	R Hoggins	

Approval

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

Distribution List

Name	Organisation	Job title / Dept
E&D select ctee for 07/11/2013		

Executive Summary

The pressure upon unitary authority budgets is such that opportunities to work with other organisations (town and community councils, sports associations, voluntary bodies etc.) are being explored to highlight where services might be sustained and 'localised' by provision through other bodies.

A new arrangement might see a community council, sports association or possibly a group of volunteers either wholly providing or helping MCC to continue to provide a service that might otherwise be at risk of major cutback or even closure.

Each arrangement might be different in its make up and operation depending upon the type and extent of transfer or collaboration between MCC and the partner organisation.

The detail of the nature of transfer or collaboration will be flexible and developed around each service and relationship.

For example a group might be willing to take on the management and maintenance of a facility assuming MCC offers some resource to get the group established in the first instance. To elaborate maybe Friends of Linda Vista would wish to take on the management and maintenance of the gardens but would want us to gift them equipment such as mowers, strimmers etc.? (*no conversations have been held with Friends of Linda Vista and this is simply used as an example*).

Another variation on the theme might be Caldicot Town Council taking on the management of Caldicot Castle but with a tapering grant from MCC whilst they get established (this may come through another mandate but is a useful example) or Monmouth Town Council take on the provision of manual sweeping within the town.

A further scenario might be town and community councils making a contribution towards maintaining a service (highways, street cleaning, grounds maintenance perhaps) but the benefit to the collaborating organisations would be a greater say of what works are undertaken in their community (maybe a £4000 contribution would buy a highways team and equipment for a two week period?).

There are risks and 'issues' associated with such an approach. Those that are most obvious would be disparity between TC's and CC' – if one contributes and the neighbouring council doesn't does the one get more than the other – creating suspicion and distrust. The flexible approach brings major administrative demands to keep all of the relationships serviced (something we have already seen with public toilets).

This initiative may be construed as 'double taxation' and taxpayers might see no direct tax cut from this initiative but the intention is to retain services that might otherwise be under threat of reduction or withdrawal and also to offer more local direction and discretion in service provision.

The extent to which other organisations embrace this initiative will be the subject of presentations, discussions, briefings and negotiations with individual bodies about individual services. It will be demanding upon staff resources to develop the initiative and will continue to be demanding where the county council continues to retain interest in individual services.

Detailed Business Case

Vision

In the future local town or community councils will have taken control of local services and/or facilities, deciding on what level of service might be delivered and funding them accordingly.

In some instances the local organisations will provide the service but receive some financial support from the county council (ongoing or on a reducing basis).

In other circumstances the county council will continue to provide a service but local councils or organisations will contribute to the cost in return for which they will receive a greater say in what is provided within their communities.

By doing so services will continue that might otherwise be under threat and there will be greater say and accountability for service provision.

Outcomes

As far as possible services that might be transferred or where greater collaboration is envisaged will be identified and their costs presented to town and community councils. If partnering is seen as achievable, and if time allows, these organisations will make arrangements for funding during 14/15 (i.e. in time for them to set their precept). Where this is not possible then work will continue in readiness for the financial year 15/16.

The value of this initiative to the county council will only be apparent when the discussion and negotiations are completed but to justify the resources and work required to deliver such new arrangements and based upon informal conversations already it would seem reasonable to set a target of £100k benefit to be generated in 14/15 and a further £100k in 15/16.

Blue Print

The Future State

MCC will signpost stakeholders to new service providers where a full transfer has taken place, will offer support and assistance to new organisations whilst a service is in transition and where MCC retains provision will agree details of the extent of collaboration and funding. Services might be specific to a community e.g. a museum, gardens, castle etc. or more generic e.g. library provision, local highway or infrastructure maintenance or improvement, public conveniences, street sweeping.

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		Detailed costings and transition arrangements are agreed. Service users are advised of any changes that the new regime introduce.	
Organisation structures	Eg should include staffing levels, roles, skills and culture	Depending upon the service being transferred some staff may transfer as well (TUPE may apply).	
Technology/infrastructure	Eg. ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements	No new systems would be envisaged. It may be necessary to transfer some equipment or possibly building assets to facilitate a transfer	
Information and data	Eg Management information and data required to operate	Monitoring during transfer will be necessary and funding transfers will be necessary.	

	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.

Option 1

Explain how Option 1 fulfils the blue print for the future state above

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 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£200k	Various and subject to negotiations with each potential partner	£200k	£100k	£100k		
Non financial benefits	Current performance	Target performance				

Services are 'localised' and town and community councils have a greater say in the provision of local services						
Cost None anticipated until such time as changes to services are actually introduced	Current costs	Revised costs				

Dis-benefits

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

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
-------------	------------	--------	-----------------------	------------	-------------------	--------------

			likely to occur			
Insufficient staff resource to undertake the detailed negotiations and insufficient resource within the partner organisations to make due progress	Quite likely	Delay and frustration to the process	Immediate from commencement	Service managers/HoS	Clear instructions and limits to the 'variations' pursued	As risk owner

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Constraints

Describes any known constraints that apply to the option.

Assumptions

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

High level Plan for delivery

Following select committee consideration (and assuming support to pursue further) that suitable services or facilities be highlighted and proposals be put together for submission and discussion with potential partners.

That this information be shared asap and officers make themselves available for any further discussions to progress the initiative.

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.

The “Equality Challenge” (Screening document)

Agenda Item 4 (ii) (b)

Name of the Officer completing “the Equality challenge” Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration The transfer of services to other providers – possibly town or community councils, voluntary organisations etc. No change in actual service is proposed through this mandate/business case	
Name of the Division or service area Not specific at this stage – suitable services and facilities to be highlighted		Date “Challenge” form completed 04/11/2013	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	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	

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>This business case is to change who delivers a service or to collaborate with other bodies to ensure that services continue to be provided. As such no protected characteristics are impacted by the proposals contained within the business case</i>	➤
➤	➤
➤	➤
➤	➤

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

15. EQIA – RC Collaboration or transfer services to TCs and CCs

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Collaboration with town and community councils to sustain service levels by working together between the county council and local councils	
Name Highways Operations		Date 31 th January 2014	
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	

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>None</i>	➤
➤	➤
➤	➤
➤	➤

The next steps

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

None within protected characteristics.

- 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 R Hoggins
Dated 31th January 2014

Designation Head of Operations



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:
Working with town and community councils to sustain services that would otherwise be at risk due to budget pressures	CEO's	Operations
Policy author / service lead	Name of assessor	Date of assessment:
Roger Hoggins	Roger Hoggins	31 January 2014

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)

Share service costs with local councils but allow local councils a greater say in how services are prioritised in their areas.

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

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

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

Through the budget consultation process

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.

Budget and actual costs associated with service

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

No need

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No change

•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

None

Signed.....R Hoggins.....Designation...Head of Operations

Dated.....31st January 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Reduction in Highways operations costs with no impact upon service standards	
Name Operations		Date 31st January 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			
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			Maintain access to businesses in two key settlements and small villages.
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 R Hoggins

Dated 31st January 2014

16. DETAILED MANDATE – CYP SCHOOL BUDGET

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	23/09/13	Draft	Deb Mountfield	
2	19/11/13	Draft	Deb Mountfield/Nikki Wellington	Detailed Mandate

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

Children and Young People Directorate

- The majority of the budget for the CYP Directorate is allocated to Schools, with the net budget for the financial year 2013/14 amounting to £43,392,431.
- The School budget has been inflated by 4.11% over the last 3 years.

Outcomes

School budgets will remain at the financial year 2013/14 levels, and this will mean that schools will not be awarded any increase towards pay increases or non-pay inflation.

A School is allocated funding by running the Authorities School Funding Formula with overall School funding available. The actual formula will be run during March 2014.

The true impact to individual schools will be unknown until March/April 2014 when Schools will set budget requirements for the financial year 2014/15 based on their formula allocation and the requirements of the school in line with the number of pupils on roll.

If budget allocations were to remain at the 2013/14 levels this would mean a reduction to normal funding for a larger secondary school amounting to approximately £50,000, and a primary school with 210 pupils amounting to approximately £6,057.

The reserve balances of schools as at Month 6 (September 2013) shows that there has been a reduction in balances held by Schools to the value of £689k, this further budget pressure could see the balances reducing even further.

Proposal Vision

The current financial climate requires us all to undertake a wider service review to look at a more cost effective management and governance in our schools.

The Council continue to recognise that Education is one of their 3 priorities, and budgets in previous years have been uplifted unlike other service areas.

The Schools work effectively within Cluster approaches, being based around the 4 towns, however we want to further develop school thinking about how we can work across clusters to provide support and create efficiency, such as shared HR advice, financial modelling, etc, this may not always give cost reduction but release of time resource to direct to raising standards.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target saving	Timing	Affect 1% protection for Schools.	Benefit owner
<i>Reduction in budget</i>	<i>Net Budget £43,392,431</i>	<i>£434,000 – 1%</i>	April 2014	✓	CYP
<i>Cross cluster working models to allow efficiencies and shared good practice</i>	<i>Part of above</i>	<i>Part of above</i>			CYP

Non - Financial Benefits

Further cluster working could promote sharing good practice. Streamlining back office functions for schools could release staff time to invest in Teaching & Learning.

Dis-benefits

Could result in more schools going into a deficit position and requiring a budget recovery plan.
Current 1% WG regulations regarding education protection will not be achievable.

High level equality Impact assessment – the effect is on the service provision could have an impact across all protected characters.

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
Holding School Budget Cash limits at 13-14 levels.	Formula will need to be run and a comparison made with current funding distribution and school budgets.	April 2014.	Staff time	Deb Mountfield
Cluster Model Meeting	Chepstow Cluster meeting to review how we could look at budgets as a pool, and allocation of resources as a pool.	Feb 2014	Staff time, School and LA	Deb Mountfield

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
Schools reserve balances may reduce due to cost pressures. This may lead to more schools having to complete budget recovery plans.	High	Medium	Beginning of financial year.	S McGuinness	Working with schools to produce early budgets and help to review cost base. This will include identification of areas of cluster working. There may be areas that schools can share resources, and these will need to be explored.	
Potential of redundancy costs if schools need to lose staff.	High	High	By 31 st May 2014.	S McGuinness	Involvement of System Leader and Personnel to ensure policy is adhered to.	

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:

- Redundancy Costs may need to be borne by MCC, the amount is unknown at this stage.

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

At this draft stage the assumption has been made that should the 1% protection not be met, there are no financial penalties to the authority.

Proposal Capability

Staff time will be required to review this.

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.

16. EQIA – CYP SCHOOL BUDGETS

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: Schools delegated budgets		Responsible Officer: Deb Mountfield	
Proposal number: ____16			
Division CYP		Date 4th November 2013	
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

Taking 430k 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. Could do a guesstimate of what the delegated funds would be. Authority done as much as we can to mitigate – arranged training and given Strategic equality plan to them. EAS will contact them. Will be local decision by governing body and we have given them material to be able to do it. DM to contact Wendy Barnard to find out what training is done.

Signed Deborah Mountfield

Dated 4th November 2013

17. BUSINESS CASE – CYP ALN CONTINGENCY IN ISB

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
0.1	14th November 2013	Draft	S Hawkins/ S Randall-Smith	To consider reducing the contingency budget by £150,000 and devolving remaining monies it directly to school clusters.
0.2	15 th November 2013	Draft	S Hawkins/ S Randall-Smith	To consider: <ul style="list-style-type: none"> reducing the contingency budget by £75,000 and, reducing the staffing in the SpLD Service by £65,000.

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Two options are considered within this proposal in line with efficiency savings within the Local Authority. Both options will directly impact upon the support given to our most vulnerable children. Option 2, is the preferred option, having the least detrimental impact on the standards, performance and achievement for children with identified needs.

Detailed Business Case

Vision

- The proposals have been developed to reduce the ALN budget in line with LA efficiency savings.
- The threats and opportunities that the project is designed to address are:

Option 1 will reduce the ALN Contingency budget by £150,000, the remainder to be devolved to clusters. Schools would need to manage their delegated funding to meet in year adjustments, new admissions, health and safety and medical needs. Also will need to develop a structure of moderation to ensure funding is allocated to the greatest need. Small schools budget would be disproportionately disadvantaged by this proposal.

Option 2 will reduce the contingency element of the ALN budget by £75,000 but will retain £141,493 to continue to be administered by the SEN Panel to meet the needs of in year adjustments, new admissions, health and safety and medical needs. Also the SpLD staff structure will be reduced by 1 member of staff (full time equivalent)

- Summary description of the future state and the current state and an analysis of the gap between the two (Blueprint):

Option 1 - Currently the contingency budget is administered through the LA Funding Panel. Schools wishing to apply for additional funding to support the identified needs of children apply for support through evidenced proposals. The reduction will mean that schools will need to prioritise the funding they already have to meet a greater need. The implementation of this proposal would mean that schools have overall control of a finite amount of devolved budget by cluster. However, the amount to

be managed by cluster and the need for an appropriate administrative system may make the system time consuming and bureaucratic for the small sum of funding involved.

For Option 2, the current contingency and SpLD budgets are administered by the LA through Panels. Schools can request support through evidenced proposals, moderated by the LA on need. This option would reduce the amount of support available to schools but with a reduced impact to Option 1. With additional specialist training, the capacity of schools would be built to meet a greater range of need, therefore reducing the amount of additional support required. The LA would retain an overview of the need of children across the whole authority.

Outcomes

Option 1

Cost savings £150,000

Significant risks to the LA – The LA fails to meet its statutory requirements to meet the needs of pupils with identified special educational needs.

Success measure – the LA will meet all of its statutory requirements without recourse to Tribunal and legal action.

EQIA results – to be completed

Option 2

Cost savings £140,000

Significant risks to the LA –

- The LA is not able to meet the identified needs of its pupils.
- The potential for an increase in the number of statements requested from schools to meet the specific literacy needs of pupils.

Success –

- The LA will meet all of its statutory requirements and continue to enhance the capacity of schools to meet the needs of children without recourse to statutory assessment.
- A panel will continue to direct the retained contingency budget spend.
- The SpLD service will provide advice, training and direct support to build the capacity of each school to meet the literacy needs of all pupils through the Dyslexia Friendly Schools Audit.
- Schools will have enhanced capacity to meet the specific literacy needs of pupils.

- The number of new statements for specific literacy difficulties will not increase

EQIA results – to be completed

Blue Print The Future State

The options will function as follows:

Option 1

Schools will be required to manage their delegated budget to meet the needs of in year adjustments, potentially with a reduced staffing level.

Option 2

Schools will be required to manage their delegated budget to meet the needs of some in year adjustments.
The LA will maintain the Funding Panel for the Contingency Budget to support the needs of identified pupils
The SpLD team will provide training and support to help schools meet the specific literacy needs of pupils.

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	<ul style="list-style-type: none"> The SEN regulations require that Monmouthshire directs the education of Statemented pupils and it may be necessary to admit, 	<u>Option 1:</u> Contingency budget to be reduced by £150,000 and the remaining amount distributed to school clusters.	<u>Option 1:</u> <ul style="list-style-type: none"> The assumption for this proposal would be that we would not need to make any delegation or in-year adjustments to statements.

	<p>support and define additional support for pupils e.g. those directed by a tribunal.</p> <ul style="list-style-type: none"> • Currently we provide SEN delegated lump sum, individual pupil band funding, funding of staffing costs of the units, a contingency for in year adjustments, and a centrally funded SpLD team. 		<p>This would include; Health and Safety needs, medical needs and applications, cross border admissions, or a change in individual pupil needs.</p>
		<p><u>Option 2:</u> To consider reducing the contingency budget by £75,000 and to reduce the staffing in the SpLD Service by £65,000.</p>	<p><u>Option 2:</u> The assumption for this proposal would be that we reduce the number of new statements in Monmouthshire and so will reduce delegations or in-year adjustments to statements. The dyslexia friendly schools initiative plus additional training which has been undertaken to build the capacity within schools to meet the needs of learners who under achieve in literacy.</p>
Organisation structures	<p><u>Option 1:</u> The local Authority currently allocates £216,493 to meet the demand of yet unidentified</p>	<p><u>Option1:</u> Reduce the contingency by £150,000 leaving £66,493 to meet the demand of as yet unidentified children and young people,</p>	<p><u>Option1:</u> The remaining contingency budget (£66,493) will be devolved to clusters of schools and they will</p>

	children and young people, with special needs.	with special needs.	manage it to meet the needs of in year adjustments. This will engage schools in duplicated, bureaucratic systems for a limited resource.
	<p><u>Option 2:</u> a) The local Authority currently allocates £216,493 to meet the demand of yet unidentified children and young people, with special needs. b) There are 11 staff (6.5 fte) currently employed to assess and deliver support to children and young people with literacy difficulties.</p>	<p><u>Option 2:</u> a) Reduce the contingency budget by £75,000 leaving £141,493 to meet the demand of yet unidentified children and young people, with special needs. This budget would be administered by a panel to ensure that the needs of pupils are appropriately met. b) Reduce the current FTE staffing by 1 FTE, leaving 5.5 FTE to deliver support, advice and assessment to identified children. This would result in ending all existing temporary contracts in the SpLD Team.</p>	<p><u>Option 2:</u> a) Although funding in the Contingency category would be reduced this would be in line with the reduction in Statements and would be administered centrally. b) Schools have received training to meet the needs of children and young people with literacy difficulties and therefore the direct intervention role of the SpLD team would reduce.</p>
Technology/infrastructure	Eg. ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements	Not Applicable	Not applicable
Information and data	Eg Management information and data required to operate the Future State	Consideration will need to be given to the costs to terminate temporary contracts where applicable.	

Options Appraisal

Option 1

This option will achieve the reduction in spending required by the LA but the resultant devolution of funding to clusters' spending will be so minimal that it will not enhance schools' capacity to meet pupils need.

Option 2

This option will achieve the reduction in spending required by the LA but will have less impact on direct support, provide the LA with the ability to fund the education of children as directed by statement and build school capacity through training.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Eg Budget saving target</i>	<i>Option 1 £377,000</i>	<i>£150,000</i>	<i>£150,000</i>	NA	NA	NA
	<i>Option 2 £328,195</i>	<i>£140,000</i>	<i>£140,000</i>	NA	NA	NA
Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Non financial benefits	Current performance	Target performance				

Eg improvements in service	<u>Option1:</u> The Service currently meets the needs of children and young people in Monmouthshire.	<u>Option 1:</u> Schools would manage their reduced delegated funding to meet the needs of in year adjustments.				
	<u>Option2:</u> Currently we have 6.5 staff delivering direct support SpLD in school.	<u>Option2:</u> Contingency would be reduced to meet the reduction in Statements. The deployment of the remaining SpLD team will be focused on providing training, advice and direct support to build the capacity of each school to meet the literacy needs of all pupils.				
Cost	Current costs	Revised costs				
	<u>Option 1:</u> school based redundancies.	Not known at this time.				
	<u>Option 2:</u> Possible redundancy costs if applicable.	Not known at this time.				

Dis-benefits

As outlined above.

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
<p>Option 1: We fail to meet our statutory requirements because schools are unable to meet the costs of in year adjustments from the delegated budget.</p> <p>The loss of expertise within the LA in school based redundancies of specialist teaching assistants.</p>	High	Litigation and costs	Immediately	Monmouthshire	Training has been provided through SENCO Cluster meetings, Dyslexia Friendly Schools Awareness, LDP training and Autism Officer awareness meetings with parents.	S Hawkins
Option 2: An increase in the request for statutory assessment.	Medium	Litigation and costs	Within the first year	Monmouthshire	As above	S Hawkins

There is a risk of school based redundancy but to a more manageable extent.		Redundancy costs				
---	--	------------------	--	--	--	--

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
<u>Option 1:</u> The LA fails to meet its statutory obligations because schools are unable to meet the costs of in year adjustments from the delegated budget also pupils' needs identified by statement.	High	Monmouthshire	Legal action by Tribunal	S Hawkins
<u>Option 2:</u> There is a rise in the number of requests for statements	Medium	Monmouthshire	Fail to meet our target of a reduction in statements.	S Hawkins

Constraints and Assumptions

Option 1:

- The assumption for this proposal would be that we would not need to make any delegation or in-year adjustments. This would include; Health and Safety needs, medical needs and applications, cross border admissions, or a change in individual pupil needs.
- The remaining contingency budget (£66,493) will be devolved to clusters of schools and they will manage it to meet the needs of in year adjustments.
- With devolved budget the LA is less able to be responsive to need.

Option 2:

- The assumption for this proposal would be that we reduce the number of new statements in Monmouthshire and so will reduce delegations or in-year adjustments to statements.
- The dyslexia friendly schools initiative plus additional training which has been undertaken to build the capacity within schools to meet the needs of learners who under achieve in literacy.
- Although funding in the Contingency category would be reduced this would be in line with the reduction in Statements and would be administered centrally.
- Schools have received training to meet the needs of children and young people with literacy difficulties and therefore the directive intervention role of the SpLD team would reduce.

Evaluation and comparison of options

- Timescale: both options within the financial year 2014/15.
- Overall level of cashable and no cashable savings: Option 1 £150,000 Option 2 £140,000
- Overall cost or upfront investment required: none for either option.
- Fit with future state, strategic fit: both options are part of a graduated response to a strategic restructure.
- Organisation capability and capacity to deliver: Option 1 will give a reduced capacity to schools and therefore less impact on pupil standards and performance. In Option 1, the LA will lose the ability to fund the education of children for whom it is responsible. Option 2 will also see a reduction in funding but this will be spread across both school and the LA, and will have a lesser impact directly on pupils.
- Degree of compliance to regulation: Both options work within the SEN Code of Practice and associated regulations.
- Complexity e.g. number of stakeholders, organisations involved: The complexity is based around Monmouthshire schools and their pupils.
- Degree of business change, including behaviour change: There will be change in business administration in Option 1 with a consequential impact upon schools and staffing. Option 2 will support the joint working of the LA and schools.

- Tried and tested vs leading edge solutions: we know that some LA's have devolved all their funding to schools and this has proved to be problematic in LA's failing to meet their statutory obligations.
- Degree of stakeholder support: no consultation has been undertaken for these proposals.

Recommendation

Both options will impact upon service delivery for children with special educational needs. However, the recommendation is to adopt Option 2 as this will make a significant efficiency saving with the least negative impact on the standards, achievement and performance of Monmouthshire pupils with special educational needs. It will mean that the LA can continue to fund the in-year changes to the education of children whom we direct and that a reduced number of redundancies will be made of specialist Teaching Assistants in school.

High level Plan for delivery

- The ALN team will continue to direct spend for in year adjustments through the SEN Funding Panel. The composition of this panel will continue to be a Headteacher, an educational psychologist, a finance officer, an ALN officer and an SEN Support Officer who will facilitate the administration of this fund. S Hawkins
- Staff on temporary contracts will be notified and contract will be terminated. S Hawkins /S Randall-Smith S. Thomas (HR)
- The plan for Option 2 will be carried out by the current ALN team and require no further additional resources. ALN Team

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.

17. EQIA – CYP ALN CONTINGENCY IN ISB

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: ALN Budget		Responsible Officer: Deb Mountfield/ Sharon Randall Smith	
Proposal number: ____17			
Division CYP		Date 4 th + 21 November 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

Session 2

➤
➤
➤
➤

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

Session 1 - Similar to 16, instead of top slicing and reducing to all - If there are children who need additional need, there is a steering panel who can direct spend. Reduced spend on ALN by 130k. Panel is being clever, but not sure what impact because it depends on what children come in next year. Not provided because of statements, bill coming into see if children will have statements – but may have an individual plan. Transport – biggest cost is welsh medium and faith – need to look at who we are providing it for – some welsh school are 3/4th choice. AB – need to be careful, DM – budget is 321k, stripping 150k. underspend this year of around 120k- can say that historial spend is far less than what is in the budget. AB – potential mitigation? DM – keeping 20/30k contingency. Created steering group, if there are cases that require additional funding they come together.

Signed Deb Mountfield / Sharon Randall Smith

Dated 4th & 21st November 2014

18. BUSINESS CASE – CYP SCHOOLS LIBRARY SERVICE

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.	29/11/13		Angela Noble	Schools Literacy & Resource Centre (SLRC) to charge schools in Monmouthshire for its services.
			Sharon Randall Smith	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

The proposal reflects the need to transfer funding for the Schools Literacy & Resource Centre from Monmouthshire Education Services to individual schools that wish to subscribe.

Detailed Business Case

Vision

The proposal is that individual schools in Monmouthshire will subscribe to a core service with the opportunity to purchase additional services as required. The tariff will reflect the benefit of lengthier subscriptions as well as the size of the school. The service will provide a separate SLA for Monmouthshire schools. Services to Torfaen LEA will be unaltered.

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.

Outcomes

That the service will continue to thrive and provide much valued support for schools and in addition, the service to Monmouthshire schools will be enhanced.

Blue Print

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	Both Torfaen and Monmouthshire Education Services centrally fund the	To introduce a Service Level Agreement for Monmouthshire schools for the delivery of an extended service.	Monmouthshire schools will individually subscribe to the service, while Torfaen Education

	SLRC according to total school rolls.		Services continue to pay their share of the funding.
Organisation structures	Para-professional staff select resources provide administrative support & make deliveries.	Staff roles change to accommodate new offer e.g. para-professional staff accompany the SLRC Adviser into schools to enable every Monmouthshire school that subscribes to receive an annual advisory visit and follow up work. SLRC closed one day each week to allow all staff to work in schools.	Services to Torfaen schools will be upheld according to the SLA agreed with the Education Services.
Technology/infrastructure	Three units rented from Torfaen CBC at £18.000 p.a. until October 2014	Renew lease and re-negotiate the tenancy agreement. New website to promote the service. Move to electronic data e.g. spreadsheets for quick access and easy sharing	
Information and data	Customer satisfaction and uptake of service.	Marketing to schools. Invoicing schools. More detailed consultation with schools.	

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						

<i>Reducing direct costs to Monmouthshire Education Services to zero.</i>	<i>£53,466 central funding by Monmouthshire + £48,000 deficit p.a.</i>	<i>100%</i>	<i>£37,966 deficit if all MCC schools subscribe raising £63,500</i>			
Non financial benefits	Current performance	Target performance				
Improvements to the service	<i>Less individualised service as standard SLA provided for each authority.</i>	<i>Opportunities for cross border trading to other schools in EAS. Increased revenue to provide relevant and up to date resources. More efficient use of staff time. Increased advisory visits to schools</i>				
Cost One off injection of funds to boost resource collection ready for new SLA.	Current costs £12,000	Revised costs £32,000 including £20,000 one off injection.				

Dis-benefits

Raising income annually to ensure survival of the service. May affect future planning.

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
Disappointing take up by Monmouthshire schools.	Low	Budget deficit	2014/15	AN	Promotion of service to schools & secure their commitment. Support SLRC in securing commitment from schools..	AN DM & SRS
Monmouthshire Secondary Schools have no universal service.	High	Schools may access aspects of the service at a cost. (See SLA)	2014/15	AN	Promotion of relevant services to Secondary Schools.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
N/A				

Constraints

N/A

Assumptions

That schools recognize the contribution the service makes to standards of literacy & learning, and will wish to subscribe.

Evaluation and comparison of options

- Short timescale – should see benefits 2014/15.
- Overall level of cashable savings could reach 100% eventually.
- Injection of start up funding for resources of at least £20,000 required.
- Ability to better resource and provide advice and training for (1) new initiatives_e.g. Supplementary guidance: Literacy and numeracy in primary schools, September 2013 (Estyn) makes many references to school libraries, reader development and information skills, (2) service provides resources and advisory support for Welsh Medium schools (3) we are a collaborative service, aiming to work closely with EAS (4)we aim to deliver the service in a more efficient and effective way.
- Can be achieved with existing capacity if work practices are adapted.
- A 2013 survey of Monmouthshire schools indicated that 92% agree the SLRC is essential or very important to teaching and learning in schools. We have a commitment to discuss these proposals with all major stakeholders, including head teachers and Torfaen Education Services if this business case is approved.
- Two separate SLAs, which must be adhered to.
- The basis for the proposal is an evaluation of similar schools library services that make direct charges to schools and have been successful.

Recommendation

It is recommended that the business case for Schools Literacy & Resource Centre be accepted and adopted from April 2014.

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.

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: Schools library service Proposal number: ____18		Responsible Officer: Deb Mountfield		
Division CYP Service area		Date 4th November 2013		
Protected characteristic	Negative impact	Neutral impact	Positive Impact	
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

➤ *Pupils would be denied the library service if schools are unable to fund. Discussions with school governors will be taking place or possibly the Councils' Library service*

➤

➤

➤

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

School library (50k), cross authority provision with Torfaen, both contribute into it. Proposing that MCC contribution is not sustainable. Met with them and said they will have to be self-sustainable – they thinking of an SLA, proposing that if schools still want service they will have to fund it – but still giving the option, just saying can't fund it. Be around 2.5/3k a school. Will be schools decision to keep service on – if that happens then would shut the service, if some schools pulled out, a review would need to be done on staffing establishment. If it didn't work – how could it be absorbed by library services.

Signed Deborah Mountfield

Dated 4th November 2013

Business Case

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	21/11/13	Detailed Draft	Andrea Charles	

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Adult Select Committee	MCC	

Executive Summary

This proposal is being developed in response to the Budget Savings Ideas and Process. We embrace this opportunity to look at our service delivery in an innovative way. We strive to avoid exclusion of any members of the community accessing the diverse services that we provide across Monmouthshire.

Detailed Business Case

Vision

Our work around community engagement and adult education provision in Monmouthshire is evidenced in, and is an integral part of, Monmouthshire's Single Integrated Plan -

- Older People are able to lead their good life p13
- People have access to appropriate and affordable housing p16
- Families are supported p24
- People feel safe p28
- Business & enterprise p31
- People have access to practical and flexible learning p34
- People protect and enhance the environment p38

(Monmouthshire Single Integrated Plan 2013-17 Final Version – April 2013)

Our vision will look at continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people. As 56% of our students in the last academic year were aged 16-49, 25% were aged 50-65, and 19% were 65+, our emphasis will be on providing opportunities for all age groups, whether it be for up-skilling for employment and enterprise, health and well-being or independent living skills for vulnerable adults.

This proposal aims to significantly reduce the core budget that MCC provides to Adult Education whilst seeking to move forward with a high quality (Estyn regulated) sustainable model through the following three business strands:

- Continuance of the successful partnership with Coleg Gwent which enables us to deliver the franchise offering accredited learning and subsidised fees.
- High quality, income-generating leisure style courses providing a non-accredited option to learners across Monmouthshire
- Business driven, income-generating courses providing training and employability skills and opportunities for the SMEs (Small & Medium Enterprises) of Monmouthshire.

Outcomes

- To build on our current delivery model in Abergavenny where collaborative working over a period of seven years has proved successful for diverse service users, ie with intergenerational projects, young adults, students with mental health issues and learning difficulties.
- Further collaboration will significantly reduce costs through the sharing of buildings and will also further enable inclusivity for the learners/citizens.
- Invest to save options will ensure increased participation with centres becoming DDA compliant where appropriate works can be completed.
- To raise our business profile and therefore our capacity to generate income.

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	<p>Continually exceeding Welsh Government targets for Basic Skills support¹, IT and Welsh and MCC budget targets</p> <p>Operating costs £90,000</p>	<p>100% reduction of MCC budget</p>	<p>Continuation of Coleg Gwent franchise Funding stream maintained</p> <p>£15,940.50 required due to budgetary pressure on other departments if costs not met by Adult Community Education</p>
Organisation structures	<p>Currently managers have site responsibilities for 5 locations</p> <p>All admin staff are on the same payscale</p> <p>10 substantive teaching posts</p>	<p>Streamlining through staffing restructure to suit the needs of revised service</p> <p>This to be reduced to 2 locations</p> <p>Create a 2 tier admin support team - to differentiate between clear admin and reception roles</p> <p>Review needed to ensure costs are covered by economically viable courses, including Family Learning and Basic Skills provision.</p>	<p>Staff restructure goes forward.</p> <p>Relocation of some provision into shared buildings</p> <p>Payment protection for staff who may face lower salary scale</p> <p>As above</p>
Technology/infrastructure	<p>Currently operating from 6 locations across</p>	<p>Consider moving to shared buildings which are, where possible, compliant and will offer</p>	<p>Capital investment can be made in some areas under "Invest to</p>

	Monmouthshire (Abergavenny, Gilwern, Overmonnow, Usk, Chepstow and Caldicot.) some of which are not DDA compliant.	cost savings in the long term	Save” which will enhance the collaborative service provided to the communities.
Information and data	Currently operating under 10 cost centre codes No further significant change to information and data required as we currently adhere to Coleg Gwent information and data processes via the franchise.	Streamline under one central code for efficiency with specific staff responsibilities for process.	Staff restructure goes forward.

¹Target 2012/13 of 552 Basic Skills enrolments was exceeded by 36% with a total of 756, which equates to 35% of all Adult Education enrolments for Monmouthshire.

See Appendix 1 for statistics and further detail.

Options Appraisal

Option 1 – Transfer of service to Coleg Gwent (non-preferred Option)

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 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£90,000	From Coleg Gwent Franchise £607,073 From MCC £90,000	£90,000	£90,000	£0	£0	£0
Non financial benefits	Current performance	Target performance				
Cost	Current costs	Revised costs				
£15,940.50 to other MCC department operational costs due to Adult Community Education budget withdrawal.						

Dis-benefits

Option 1 will significantly impact on the continuation of the following:

Activity	Description
Family Learning Grant	Currently managed by Monmouthshire Adult Education. Our Family Learning Service delivers a range of courses in many primary schools and pre-school settings for children and their parents/carers.
Novus (ESF funded project)	Currently managed by Adult Education - provides work-focussed support enabling hardest to reach citizens to overcome the barriers which prevent them from entering and sustaining long term employment
Employability support	Job Fairs, BS assessments, RSL outreach, Job Clubs (see Appendix 7), Workshops – CV writing, Apply for Jobs online, Interview Techniques, Confidence Building, Team Building, Employment Training – Food Hygiene, Health and Safety in the Workplace, First Aid in the Workplace, Paediatric First Aid, JCP support. ²
Welfare Reform activities	“Your Benefits are Changing” course. “Get Monmouthshire Online” - Digital Inclusion Project Informal Support for centre users.
Soft outcome support for ILS (Students with physical and learning disabilities) and Mental Health Students	Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Non-accredited learning and leisure type courses	Coleg Gwent may not have the capacity to deliver anything other than accredited courses.
Flexibility of provision	Adult Education is responsive to the diverse needs of students and community groups. Coleg Gwent may not have the capacity to have a flexible delivery.
Food Co-ops	Offer fresh, local, affordable produce helping our citizens stay healthy and contributing to the Health & Wellbeing Agenda.

Student driven learning covering latest trends	Social Media training, online shopping, ipad/iphone training,being safe online.
Support for Gardening activities	Incredible Edibles, Greenfingers Gardening Group, Drybridge Gardens, Mencap Social Enterprise at Boverton House, Bloreng View Gardening Project
Knowledge of the needs of the local community	Results in the connection between students and their locality ,often resulting from close partnership working with RSLs (Registered Social Landlords), Jobcentre, MIND, Adult Services etc.
Health and wellbeing of the Citizens of Monmouthshire	Non-investment may result in students having to travel out of county for provision, which may not be linked in to the Monmouthshire Core Aims and Values. Students may become less likely to engage in learning and further away from the skills and employment market.

218.5% of Monmouthshire residents defined as economically inactive according to the Welsh Govt Annual Population Survey 2012

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
Reduction in ACL funding for next academic year.	High	High	September 2014	Coleg Gwent	Refer to Coleg Gwent	Coleg Gwent
No financial savings to MCC in relinquishing buildings.	High	High	September 2014	MCC	Consider Coleg Gwent's budgetary constraints re room hire costs.	

Redundancy costs to staff	High	High	September 2014	MCC	Explore TUPE agreement with Coleg Gwent – further assessment required.	
Limited range of delivery options	High	High	September 2014	MCC	Coleg Gwent delivery proposals.	Coleg Gwent
Potential Coleg Gwent provision unlikely to be in line with Monmouthshire core aims and values.	Medium	High	September 2014	MCC	Consider Option 2	Coleg Gwent

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity of Coleg Gwent to undertake the transfer.	High	Coleg Gwent	Consider alternatives.	MCC

Constraints

- Coleg Gwent budget restrictions/cuts
- Lack of community venues for delivery
- Cost of redundancies

Assumptions

Will Coleg Gwent take on the responsibility of running community education in Monmouthshire along with the associated costs?

Option 2 – retain Adult Education within MCC (preferred Option)

“Adult Community Learning contributes to the delivery of a number of Welsh Assembly Government policies and strategies which aim to strengthen and enhance the social resources of local communities. In addition to the economic agenda, it impacts on social inclusion, health and well-being, community regeneration, the eradication of child poverty and the older peoples’ strategy.” (Delivering community learning for Wales (Welsh Assembly Government) November 2010. www.cymru.gov.uk)

Our work around community engagement and adult education provision in Monmouthshire will look at continuity of service to the citizens of Monmouthshire and to provide an efficient sustainable and diverse programme to meet the needs of the people. This will include vulnerable adults, up skilling for employment, health and wellbeing, and enterprise.

This proposal aims to significantly reduce the core budget that MCC provides to Adult Education whilst seeking to move forward with a high quality (Estyn regulated) sustainable model through the following streams through the following three business strands:

- Continuance of the successful partnership with Coleg Gwent which enables us to deliver the franchise, offering accredited learning and subsidised fees.
- High quality, income-generating, leisure style courses providing a non-accredited option to learners across Monmouthshire
- Business driven, income-generating courses providing training and employability skills and opportunities for the SMEs (Small & Medium Enterprises) of Monmouthshire.

Option 2 allows us to continue to work and support the following Groups/Partners/Departments:

- Financial Inclusion Partnership
- Post 16 steering group
- New Digital Inclusion Project “Get Monmouthshire On Line”
- Monmouthshire Employment & Skills Partnership
- Basic Skills Panel for Wales
- Monmouthshire Learning Festival (NIACE)
- 5 Counties ACL Partnership – Strategic and Operational Group
- Welsh Partnership Board
- South East Wales Skills at Work Programme

- Youth Offer Group
- Lip-reading Group
- Gateway Club (Learning Disabilities)
- Wait, Watch and Wonder project
- Face to Face Counselling
- Pupil Referral Unit
- MCC Licensing Dept (Basic Skills Initial Assessments for Taxi Drivers)
- Job Centres (Employability related activity)
- RSLs (Social Housing Associations)
- MCC Supporting People
- MCC Partnership and Engagement Team
- Adult Social Services
- Mencap
- MIND Monmouthshire
- NHS Mental Health Team
- ACE Partnership (Abergavenny Community Enterprise formerly Communities First)
- Flying Start/Families First
- Youth Service
- Corporate Training

Explain how Option 2 fulfils the blue print for the future state above

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 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£84,325	£607,073 – Coleg Gwent £90,000 – from MCC	£90,000	£84,325	0	0	0
Non financial benefits	Current performance	Target performance				
Continuation of services plus innovative streamlining.						
Adult Education's contribution to other services	£90,000 – current costs	£5,675 – shortfall – revised costs		?	?	?

Dis-benefits

Monmouthshire County Council would still retain some reduced but ongoing costs.

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
Chepstow - Accommodation Board not amenable for move to Hanbury House	Low	High	ASAP	Adult Ed	Accommodation Board to relocate Children Services. Explore alternative venue in Chepstow area for Adult Education.	Accommodation Board
Usk - MCC may not establish ownership of Youth Centre Building	Medium	High	With Legal Dept	Adult Ed	Establish where there are alternative venues in area.	Adult Ed
Gilwern – Community Council may not take on running of building	Low	High	ASAP	Adult Ed	Surrender/close building.	MCC
Adult Education would not be able to defer responsibility of Llanelli Hill Community Welfare Hall to	Low	High	1 st April 2014	Adult Ed	MCC to maintain responsibility for Llanelli Hill.	MCC

the community.						
Reduction in ACL funding	High	High	September 2014	Adult Ed	Investigate other alternative funding streams.	Adult Ed

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Overmonnow – constraint over usage of building due to limitations of the disabled facilities.	High	Adult Ed	Invest to save proposal for disabled facilities.	Adult Ed
Abergavenny – joint financial and site management responsibilities between Adult Education and Youth Service.	High	Adult Ed/Youth Service	Continue current site and financial arrangements.	MCC

Constraints

Impact on all service users, including students, and continuation of current co-operation/support with other MCC Departments and Partner Organisations.

Assumptions

In order to complete Option 2 the MCC budget will cover the £5,675 shortfall (this shortfall would otherwise be a budgetary pressure on other Departments within Monmouthshire).

Evaluation and comparison of options

	Option 1 – transfer to Coleg Gwent	Option 2 – remain with MCC
Timescale	Unknown	September 2014 dependant upon Accommodation Board review, Legal Dept, Community Council and other MCC Depts.
Overall level of cashable and non-cashable savings	Unknown	Cashable saving of £84,325
Overall cost or upfront investment	Unknown plus redundancy costs for MCC	Further investigation of “invest to save” proposals needed from Property Services.
Fit with future state/strategic fit	Would Coleg Gwent fit in with Monmouthshire’s strategic aims and objectives?	Look at innovative ways of future funding to meet the needs of the Community while ensuring continuity of service.
Organisational capability and capacity to deliver	Unknown	Planned restructure to fit with the needs of the new Service Delivery Plan
Degree of compliance to regulation.	No change	No change
Complexity	Unknown	Looking at continuity of current stakeholders and organisations to encompass the wider community.
Degree of Business change	Possible loss of engagement with harder to reach individuals in the community.	Innovative way of delivering franchise, leisure, business enterprise, health & wellbeing to maximise income generation.
Tried and tested versus leading edge solutions	Unknown	Tried and tested – proven track record with engagement, costs, delivery targets, funding allocations

		met. Leading Edge Solutions – streamlining the business into the following three funding streams: <ul style="list-style-type: none"> • continued franchise • leisure • business enterprise
Degree of Stakeholder support	Unknown	100% - continued engagement with stakeholders and community partners.

Recommendation

To continue to support the Monmouthshire citizens, Option 2 is the preferred recommendation at this present time due, in part, to the unknown factors in relation to Option 1.

Option 1 may have limited engagement opportunities, due to lack of local knowledge in Coleg Gwent, which is instrumental to the success of our service.

Option 2 also enables Adult Education to continue to support vulnerable and disadvantaged, harder-to-reach adults and allows us to continue our valued work with other departments and agencies.

High level Plan for delivery

Action	Explanation	By Who?	By When?
Gilwern – transfer Community Education Centre & Library to Community Council	To save 100% of Gilwern costs but retain provision for Community & Library in Gilwern. Transfer all responsibility to local Community Council.	Adult Education & Community Council	April 2014
Chepstow – relinquish Boverton House occupancy	To explore the possibility of offering Boverton House up to Asset Management thus generating income for MCC.	Accommodation Board and Estates	April 2014
Chepstow – relocate Adult Education provision to Hanbury House – shared with Youth Service	Collaboration of Youth Service and Adult Education to secure continued town centre presence. Children Services would need to be relocated.	Adult Education, Children Services & Youth Service	April 2014
Usk – give notice of tenancy in Usk Community Education Centre	Guidance given by Estates as to procedure and notice period.	Legal & Estates Depts	(TBC) 31 st July 2014
Relocate Usk provision to Redbrick building (Community Hub) opposite	Building work to be undertaken to facilitate Library, One Stop Service, Youth Service and Adult Education services pending confirmation of legal ownership of the building by MCC	Legal & Property Services in collaboration with library, One Stop Shop, Youth Service and Adult Education Services.	(TBC) 31 st July 2014
Llanelli Hill – to relinquish financial responsibilities.	The budget for the Centre was withdrawn some years ago, however we have continued to fund the Welfare Hall from the Adult Education budget.	Adult Education	April 2014
Overmonnow Family Learning Centre – explore “invest to save” option to enhance usage of building.	Invite other MCC Depts to use part of the building, eg Disability Services.	Adult Education	April 2014
Overmonnow Family Learning Centre – investigate possible usage by Coleg	Explore the option of offering Coleg Gwent (Monmouth Learn IT Centre)	Adult Education & Coleg Gwent	July 2014

Gwent to support learner progression.	facilities on a part-time basis to deliver higher level qualifications to offer progression to Monmouthshire learners.		
To investigate possible Social Enterprise opportunities in Abergavenny ie Teaching Kitchen/Snack Bar and Car Washing & Valeting.	To develop a Business Plan around these two opportunities to engage with NEETs and learners with disabilities to promote social integration whilst learning skills and generating income for long term sustainability.	Adult Education	Current and ongoing
Investigate opportunity of having a satellite Library/One Stop Shop provision in the Abergavenny Centre.	Offer satellite Library & OSS services in the Abergavenny Adult Education Centre to enhance current Library & OSS provision.	Adult Education, Library & OSS Services	September 2014
Maintain the College franchise and associated funding stream.	To continue to deliver courses through the Coleg Gwent franchise to maintain maximum funding into Adult Education budget.	Adult Education & Coleg Gwent	1 st September – franchise due for renewal.
Develop Business Programme to offer competitive yet lucrative courses.	Look at potential of increasing fees for existing Courses to bring in line with local competitors whilst expanding the provision.	Adult Education	April 2014
Develop Leisure style courses to maximise income and support social integration.	Increase provision to 52 week delivery to maximise Centre usage and develop Leisure style courses.	Adult Education	April 2014
Staff restructure to meet the needs of the service.	The restructure will be determined by relinquishing site responsibilities of Managers, implementation of the Business proposal and meeting the needs of the new service.	Adult Education & Employee Services	April 2014

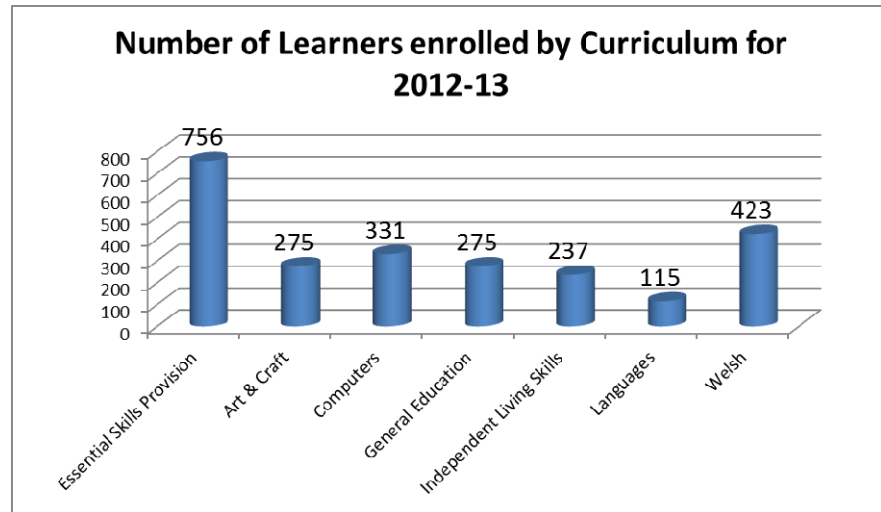
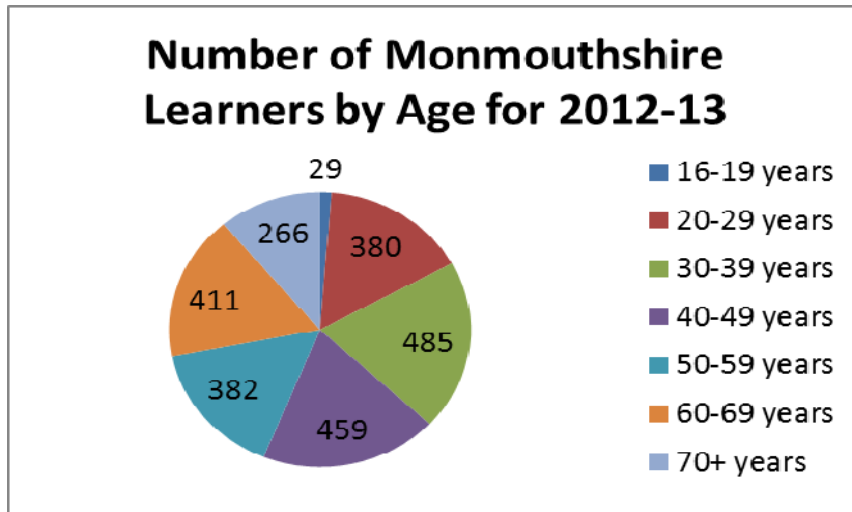
Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- 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

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 1



Appendix 2

Summary Information taken from Gwent ACL Partnership, Position Statement, 2013-16

This Partnership was established in 2013 and consists of Coleg Gwent's long-standing Franchised Partners (established in 1992) – Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

The Partnership recognises that collaborative working is central to delivering a sustainable ACL provision for the people of Gwent. This is likely to become increasingly the case as public funding is placed under extreme pressure in the future. The Partnership anticipates that in future there will be significant reductions in funding and it will have to respond innovatively and flexibly to these challenges to maintain a regional provision.

Background

An essential context for this plan is the Delivering Community Learning for Wales (2010). This recognises the contribution adult community-based learning makes to a very wide range of learners, including those who, in the past, have not had a positive experience of learning.

This will include:

- learners who are not in work, training or education and are in receipt of state benefits or support;
- anyone aged 16 and above accessing an ACL Essential Skills and/or ESOL programme, including contextualised Essential Skills and citizenship courses;
- those aged 50 plus who are not in full-time employment

The Community Learning Process

Many of our "first rung" learners are attracted not by Skills for Life, but through creative writing, art, craft, keep fit, IT and general interest. Our aim is to offer a broad and exciting curriculum geared to personal interest and development that engages learners and in turn develops their appetite for learning, with a focus on skills development. Alongside this runs targeted work at those who have traditionally benefited least from learning and training opportunities, with an increased partnership approach with the voluntary and community sector.

Ministerial Priorities for the FE Sector:

- Learner Progression & Support
- Raising Standards and Support (includes Literacy/Numeracy, ILPs & target setting)
- Employer Engagement
- Developing Welsh-medium Provision

Unitary Authority	No participating in Essential Skills programmes				% of franchise provision on Essential Skills			
	09/10	10/11	11/12	12/13	09/10	10/11	11/12	12/13
Blaenau Gwent	260	157	289	395	13.7%	9.5%	13.6%	17%
Caerphilly	131	188	174	234	13.4%	12.8%	11.8%	10%
Monmouthshire	349	458	645	756	18.5%	20.5%	27.4%	31%
Newport	211	306	391	423	5.6%	7.3%	10.2%	17%
Torfaen	268	646	801	600	10.1%	20.3%	20.2%	24%
Learn Its				53				2%
Total	1,219	1,755	2,300	2461	10.9%	13.8%	16.7%	16.4%

Unitary Authority	Total Working Age Population (Mid-Year Population Estimates 2011)	% Literacy Needs (2004 ABS Survey)	% Numeracy Needs (2004 ABS Survey)	Approx Number of Adults with Literacy Needs	Approx Number of Adults with Numeracy Needs
Blaenau Gwent	42,543	36%	69%	15,315	29,355
Caerphilly	108,140	33%	64%	35,686	69,210
Monmouthshire	52,587	21%	50%	11,043	26,294
Newport	88,249	24%	59%	21,180	52,067
Torfaen	54,437	26%	60%	14,154	32,662
Total	345,956	-	-	97,378	209,588

Unitary Authority	Enrols: Franchise	Enrols: Non-franchise	Enrols: Total (2012/13)	% in relation to other UAs
Blaenau Gwent	395	326	721	19%
Caerphilly	234	568	802	18%
Monmouthshire	756	0	756	20%
Newport	423	49	472	12%
Torfaen	600	487	1087	28%
Learn Its	115*	0	115	3%
Total	2523	1306	3829	100%

This table shows the potential for expansion, in Monmouthshire, of non-franchised provision.

Appendix 3

Summary information taken from: “Delivering Community Learning for Wales” – November 2010

The Welsh Government defines ACL as:

“Flexible learning opportunities for adults, delivered in community venues to meet local needs”

ACL contributes to the delivery of a number of Welsh Assembly Government policies and strategies which aim to strengthen and enhance the social resources of local communities. In addition to the economic agenda, it impacts on social inclusion, health and well-being, community regeneration, the eradication of child poverty and the older people’s strategy.

Adult learning also plays an important role in the educational development of families, children and young people. A range of research shows that parental education and involvement leads to a positive attitude and family support for learning which has a considerable influence on the development and life chances of their children. We will develop links with other Welsh Assembly Government intergenerational learning projects such as the Families First Pioneers project.

The vision for Adult and Community Learning

Our vision of ACL for the future is one where there is:

- Increased participation by those who have benefited least from education in the past or who are most at risk of not benefiting in the future
- Improved quality in the learning experience including increased progression to other learning opportunities or work
- Greater coherence in the nature and patterns of provision across the wide range of providers

Appendix 4

Information taken from: Department for Business, Innovation and Skills, Review and Update of Research into the Wider Benefits of Adult Learning, November 2012

Results

Here we summarise the main findings according to the outcomes of interest; the wider benefits of adult learning..... In a nutshell, adult learning has its greatest impacts in the domain of health and wellbeing; the impacts on civic participation and attitudes are less pronounced.

Mental health and wellbeing

- Improvements in reported life satisfaction and happiness
- Improvements in self-confidence (especially for formal learning) - this is more than twice the impact of being employed
- Improvements in own perceptions of self-worth
- Reductions in self-reported depression
- Increases in satisfaction with social life
- Increases in satisfaction with use of one's leisure time

Physical health

- Reductions in the number of visits to a GP - this is about one-seventh of the impact of being employed
- Improvements in self-reported overall health satisfaction - this is about half of the impact of being employed

Family and parenting

Increases in the probability that the children in the household speak more frequently with the mother about serious issues

Civic participation

- Increases in trade union membership (especially for formal adult learning)
- Greater involvement in voluntary work (for formal learning only)

Attitudes and behaviours

- Greater desire to find a better job (especially for informal learning)
- Improved financial expectations (especially for formal learning)

The analysis uses the British Household Panel Survey (BHPS), which is a nationally representative sample of over 10,000 adult individuals conducted between September and December of each year from 1991. Respondents are interviewed in successive waves, and all adult members and children aged 11-16 in a household are interviewed.

<http://www.bis.gov.uk/assets/biscore/further-education-skills/docs/r/12-1243-review-wider-benefits-of-adult-learning.pdf>

Appendix 5

Information taken from: NIACE Dysgu Cymru, Research and Development – Informing Policy and Practice in Adult Learning, March 2008

2.19 There are also significant relationships between education and health (Feinstein, 2002b). For example, it is estimated that raising qualifications from no qualifications to Level 1 would reduce the probability of depression for women by between 6 and 10 percentage points. The effects are more pronounced amongst women, but a reduction of 6 percentage points is estimated for younger men. Raising qualifications from no qualifications to Level 1 for 10 per cent of women is calculated to save between £6 million and £34 million per year in treatment costs for depression. Similarly, raising qualifications for men from no qualifications to Level 1 is estimated to reduce the probability of obesity by between 5 and 7 percentage points. More recently, Chevalier and Feinstein (2006) have estimated that raising women's qualifications from none to Level 2 would reduce their risk of depression at age 42 from 26 per cent to 22 per cent, that is a reduction of 15 per cent. This would lead to a reduction in costs of some £200 million per year across the UK and some £10 million per year in Wales (again calculated simply on the basis of population size).

2.20 The Centre for Research on the Wider Benefits of Learning also provides evidence on the social impacts of participation specifically in adult learning (of all kinds) (Feinstein and Hammond, 2004). Hence, it is shown that adults (aged between 33 and 42) who have taken one or two courses are significantly more likely to have:

- given up smoking (one in eight additional people gave up smoking);
- increased their level of exercise (almost one in five people); and
- increased their reported life satisfaction (the general decline in life satisfaction that takes place in mid adulthood was reduced by 14 per cent).

There are also some grounds for concluding that participation in adult learning is related to:

- reduced alcohol consumption;
- reduced incidence of depression; and
- an enhanced likelihood of recovering from depression.

All forms of learning (academic accredited, vocational accredited, work-related and learning for leisure) have effects on improved health practices. Intriguingly, however, the effects of taking leisure courses are especially pronounced.

2.21 The same researchers have also explored the relationships between engagement in adult education and a wide range of social/political attitudes and beliefs (Feinstein and Hammond, 2004). Accordingly, there is robust evidence that adult learning is related to:

- increased 'race' tolerance (by a third);
- a decrease in authoritarian attitudes;
- reduced political cynicism; and
- heightened political interest.

These can all be regarded as indicative of a strengthening of civic engagement. And this is also reflected in the relationships between adult learning and reported political behaviour, with participation in adult learning associated with:

- increased take-up in membership of organisations (one in three more people joined at least one more organisation); and
- increased tendency to vote (comparing the 1997 and the 1987 General Election).

It is also striking that participation in all forms of adult education contribute to positive changes in social and political attitudes. However, the impacts of accredited academic courses and of leisure courses are especially marked. Moreover, whilst vocational courses leading to qualifications (the form of adult education most strongly supported by government currently) do not have impacts on civic participation, leisure courses have significant impacts here, especially amongst those with qualifications below Level 2.

http://www.assemblywales.org/fin_3_-fhe-05_-_niace_the_national_institute_of_adult_continuing_education_dysgu_cymru_-_annex.pdf

Appendix 6

Adult Education Buildings Expenditure

Cheptow	Usk	Gilwern	Llanelly	Overmonnow	Abergavenny	NOTES
5,000	5,000	4,000		4,000	1,000	
	1,500	1,200		400		
390		680			350	Chepstow relates to Chubb £140 and Key Holder £250
		495				CCTV
1,600	3,000	1,800	400	1,800	5,000	
2,000	4,000	2,500	1,700	4,000	3,500	
1,000	500	1,200	300	1,000	800	
	13,850					
110						
	8,000					
	9,800	1,500	1,400	5,200		
	1,400			450	400	Usk also includes the Youth Services costs
10,100	47,050	13,375	3,800	16,850	11,050	
ding but are not funded directly by the Adult Education budget.						
of rates per yr at this present time - £10,000 approx						
which is a shared expenditure with MYS £15,831.60						

Appendix 6

The following are the 2012/13 figures from our four Job Clubs being run in Abergavenny, Chepstow, Caldicot and Monmouth. This free provision is aimed at helping people improve their chances of employment as well as developing their personal skills, offering accreditation where appropriate and/or progression to accredited courses.

This activity is linked with our participation in the Monmouthshire Employment and Skills Partnership, the Monmouthshire Financial Inclusion Partnership, and "Get Monmouthshire On-line" Digital Inclusion Partnership.

Through our work with Job Centre Plus, we have developed a successful referral process into the Job Clubs.

Centre	No. Attended	No. Who Gained Accreditation
Monmouth	55	8
Abergavenny	90	14
Chepstow	61	20
Caldicot	146	31
Totals	352	73

“Equality Challenge” – guidance notes

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

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

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

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Andrea Charles		Please give a brief description of the aims proposed policy or service reconfiguration Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.	
Name of the Division or service area Monmouthshire Adult and Community Education		Date “Challenge” form completed 26/11/13	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	None		Provide invaluable social interaction and able to complete all council business under one roof in shared buildings. Opportunities to offer intergenerational activities.
Disability	Possible initial resistance to change of location.		Improved access to certain sites
Marriage + Civil Partnership	none	none	none
Pregnancy and maternity	none	none	none
Race	none	none	none
Religion or Belief	none	none	none
Sex (was Gender)	none	none	none
Sexual Orientation	none	none	none

Transgender	none	none	none
Welsh Language	none	none	positive intergenerational interaction helping to promote Welsh Language and culture

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).
➤ Disability - Possible initial resistance to change of location	➤ Mitigated by phased move and wider opportunities for learning and socialising
➤	➤
➤	➤
➤	➤

The next steps

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

As 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:

As above

Signed Andrea Charles

Designation Acting Manager

Dated 27 Nov 13



Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Mandate 19 Option 2	CYP	Monmouthshire Adult and Community Education
Policy author / service lead	Name of assessor	Date of assessment:
Andrea Charles		

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)

Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.

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	no	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

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

Staff consultation

Engaged with local councilors

Collated supporting data from partnership organisations and other MCC departments

Collated supporting data from our students and other centre users

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.

MCC Single Integrated Plan

Welsh Government Document – Delivering Community Learning for Wales

Five Counties Position Statement

Welsh Government Annual Population Survey

Department for Business, Innovation and Skills Review and Update of Research into the Wider Benefits of Adult Learning

The Wider Benefits of Adult Learning – NIACE Dysgu Cymru

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

Yes – we propose following Option 2

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

As presented in Option 2

Andrea Chanes

Acting Manager

27 November 2013

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

Forthcoming document consideration

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

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

Name: Alan Burkitt – Democracy and Performance. Tel: 01633 644010.

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

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

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Andrea Charles		Please give a brief description of the aims proposed policy or service reconfiguration Continuity of service to the citizens of Monmouthshire and to provide an efficient, sustainable and diverse programme to meet the needs of the people.	
Name of the Division or service area Monmouthshire Adult and Community Education		Date “Challenge” form completed 26/11/13	
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			Food Co-op provision throughout the county with linked activity such as community café in the north and south of the county.
Improve housing quality and provision			Through Job Clubs and Welfare Reform activity (MCC SIP p16). Through adult learning people have a greater desire to find a better job and improved financial expectation*
Reduce ill health and improve healthcare provision			<i>Older People are able to live their good life</i> – Art and Craft and IT provision, MCC SIP p13/p23 Attending adult learning has proven benefits to mental health and wellbeing*

Promote independence			Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Encourage community participation/action and voluntary work			Adult Education is responsive to the diverse needs of students and community groups such as Incredible Edibles, Greenfingers Gardening Group, Drybridge Gardens, Mencap Social Enterprise at Boverton House, Bloreng View Gardening Project.
Targets socially excluded			Linked into “My Day, My Life”, integration into the local community through the Adult Ed centres and less time spent in Day Centre provision - support such as running the Food Co-op, Safe Cycling initiative, Gardening projects, Numeracy and Literacy, IT, Retail Skills, Communication, Arts and Crafts, Using Public Transport
Help reduce crime and fear of crime			Monmouthshire Adult and Community Education – Reporting of Hate Crimes service, Community Education classes (giving people confidence and skills to address issues and improve own perception

			of self-worth*)
Improve access to education and training			Our model delivered through option 2 will greatly increase access to education and training as per the Business case.
Have a positive impact on people and places in other countries			Centre users have been regularly involved in supporting people in other countries through initiatives such as – “bonnets for babies” (Africa), fund raising for Japanese tsunami, Children in Need appeal, sewing class producing childrens clothing for Romania
PLANET			
Reduce, reuse and recycle waste and water			Covered under our ESDGC policy and as part of ESTYN priorities
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)			Tree planting (Transition Chepstow), Tidy Towns initiatives – bird boxes, etc, creation of Blorenge View Garden, Composting facilities, Plastic Bottle Greenhouse initiative
Protect or enhance visual appearance of environment			
PROFIT			

Protect local shops and services			Offering business training, eg. Food Safety, First Aid and Health and Safety accreditation to ensure that legal standards are maintained
Link local production with local consumption			Food Co-ops – see above
Improve environmental awareness of local businesses			Delivery of courses locally
Increase employment for local people			Employability skills courses and creation of volunteer placements. Collaboration with Job Centres.
Preserve and enhance local identity and culture			We promote Welsh learning including language, culture and learning through the medium of Welsh
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			Consideration given to ethical purchasing whilst adhering to MCC procurement policy
Increase and improve access to leisure, recreation or cultural facilities			Refer to Business Case, Option 2

*BIS Research Paper No 90 The Wider Benefits of Adult Learning Nov 2012 – See appendix 4 of Business Case

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

The steps that we intend to take to implement Option 2, are highlighted throughout the MCC SIP document and Your County, Your Way.

Through Option 2 we will provide an efficient, sustainable and diverse programme to meet the needs of the people and businesses of Monmouthshire.

- 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

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

20.Proposal Mandate – Staged withdrawal of support for Gwent Music Service £150K

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	23/09/13	Draft	Deb Mountfield	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

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.

- Review of all statutory and non-statutory areas to ensure priority is given to statutory areas and front line services.

Gwent music service provides 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.

The current music budget is part of the delegated budget to schools and where we need to protect schools by 1% this may not be possible with this reduction.

Outcomes

Gwent Music is a joint service hosted by Newport, over the last 12 months two other authorities have changed their support to the Music Service, which has resulted in a reduction in financial support. It is not known at this stage what affect that this proposal will have on the service and further information required on the current business model and use of authority financial contribution. If there was a service redesign and this resulted in a reduction of staffing compliment, redundancy costs could be incurred to the authority. The proposal is to partially withdraw support over a 3 year period from 14-15.

Proposal Vision

Gwent Music will be asked to look at all aspects of their business to produce a business that is sustainable. This may be increasing the number of self-employed tutors, therefore enabling hourly cost to be kept to a minimum. There may be opportunities to work with partner organisations to offer a range of services and to still support our FSM and most vulnerable pupils. Other successful models have included fund raising. It is envisaged that charges to parents will increase.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target saving	Timing	Affect 1% protection for Schools.	Benefit owner
<i>School Music Service</i>	<i>Net Budget £260,000</i>	<i>£150,000 – 58%</i>	September 2014/15 £50k a year for 3 years.	✓	Deb Mountfield.

Non - Financial Benefits

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

Dis-benefits

Dis-benefits include:

- Potential effect on Gwent Music Service, we will be the third authority to withdraw / reduce our contribution, this could put the viability of the whole service at risk.
- Could reduce the available range of opportunities to our pupils.
- Could increase individual pupil costs for lessons.

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
Reduction of Central Support to Gwent Music Service	Full business outlining options for consideration to continue to provide opportunities for our pupils whilst making financial efficiencies.	Proposed implementation by start of next academic year.	Staff time	Deb Mountfield
Equality Impact Assessment	As the FBC moves forward, there may be a need to complete a full impact equality assessment.	By February 2014	Staff time	Deb Mountfield.

Quick Wins

As this is a collaborative arrangement prior consultation is required with lead authority.

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
Potential concerns from parents and schools	High	medium	In the next 6 months	Deb Mountfield.	Consultation with all interested parties. Guidance	

regarding the withdrawal of support to the Gwent Music Service.					from WG regarding the impact of not meeting 1% protection for schools.	
Potential loss of opportunities for our young people.	Unknown until FBC	Unknown until FBC	In the next 6 months	Deb Mountfield		
Redundancy Costs that could incur if service redesign takes place.	Unknown until FBC	Unknown until FBC	In the next 6 months	Deb Mountfield		

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:

- Redundancy Costs may need to be borne by MCC, the amount is unknown at this stage.

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

At this draft stage the assumption has been made that should the 1% protection not be met, there are no financial penalties to the authority.

Proposal Capability

Staff time will be required to review this.

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.

20. EQIA – CYP GWENT MUSIC SERVICE

M.C.C. Financial Savings “Equality Challenge” 2014 15

Savings Proposal: Gwent Music support service		Responsible Officer: Deb Mountfield	
Proposal number: ___20			
Division CYP		Date 4th November 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

➤ Potentially links in with disability and benefits and also age in terms of the age of the users of the service

➤

➤

➤

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

Currently subsidise Gwent music, each school charge differently. We believe its about the gwent orchestra side of things. Is there people that would lose out as they are on low income. They have to buy their own instruments. Gwent music needs to remodel their service delivery – we think it’s the orchestra bit. Sarah McGuinness meeting Gwent music this week. AB – note as working progress. Potentially links in with disability and benefits. Depends if governors decide if they will subsidise.

Signed Deborah Mountfield

Dated 4th November 2013

21.Proposal Mandate – Review of other Education Collaborative Arrangements - £170k.

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	18/09/13	Draft	Sarah McGuinness	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

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.

- Review of all statutory and non-statutory areas to ensure priority is given to statutory areas and front line services.

Outcomes

To review all other collaborative arrangements such as Hearing Impaired, visually impaired and ComIT, to ensure that this is the best model of delivery, and achieve value for money.

Proposal Vision

To provide the most cost effective service to our young people and meet our statutory requirements. The service will be reviewed to ensure that our provision can still be made, but to see if it can be absorbed into the mainstream funding for the authority.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
<i>Collaborative arrangement.</i>	<i>Net Budget £170k</i>	<i>£170k – 100%</i>	During the MTFP window. Covering 2016-17 and 2017-18.		S McGuinness

Non - Financial Benefits

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

Dis-benefits

Dis-benefits include:

- Statutory obligations will still need to be met. This may result in some costs to support the best model.

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
Review of all collaborative arrangements to achieve the best model for delivery. This review would need to be completed in conjunction with partner authorities.	Full business case required and alternative provider considered.	Business case to be commenced December 2013.	Staff time	S McGuinness

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

No savings identified as this is considered the best model for delivery.	Medium	high	Covering 2016-17 and 2017-18.	S McGuinness	Early identification of costs through business case.	
--	--------	------	-------------------------------	--------------	--	--

Financial Information

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

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

Constraints

Assumptions

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.

22. Proposal Mandate – Children’s services staff restructuring

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	18 th September	draft	Vanessa Glenn	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

Use this section to set out the business drivers that have created the need for this proposal. This will include how the proposal contributes to the organisations strategic objectives and fits with other initiatives.

The business driver is corporately lead and relates to the organisations need to deliver an effective, efficient service within the local authority budget. Childrens social care has a significant over spend (at Q1 750,000) and this is currently being managed through a Budget action recovery plan. Furthermore, the vast majority of the current structure has only recently been subject to a systems review in 2012, with an increase in investment based on the need to improve outcomes and deliver a service that is more efficient and effective from the 1st April 2013. Therefore the following savings should be seen as additional.

However in 2012, there were two areas of work that were not reviewed-;

One relates to the post of the .8 social worker post which provided complex parenting assessments based in the old family centre with Action for children and the second was in the children's disability team and specifically the post of the care coordinator(non -social worker) in relation to this proposal. It is these two post's which are being put forward as part of the overall organisations requirement to identify further efficiencies' within Childrens social care.

The first proposal deletes a .8 a social work post which was previously located in the Family Centre provided through the external contract with Action for children. This contract ceased in September 2013 and has been replaced by the Gwent Integrated Family Support Service (funded by Welsh government). However this latter provision is effectively a specialist service for families affected by substance misuse. The current post holder has been relocated from the 26th August 2013 into a joint arrangement with Torfaen to provide extra complex parenting capacity for those families not covered by the IFSS.

The business driver for the deletion of this post is that this post currently provides additional capacity to Monmouthshire Childrens services in relation to the provision of complex parenting assessments over and above that provided by the Gwent wide Intensive Family Support Team. However, there is now an expectation that social workers within Childrens services teams will complete their own complex parenting assessments rather than outsourcing them. Therefore the business case for the continuation of the post is no longer valid.

The second proposal is to delete the post of the care coordinator. There is currently no evidence that the post has been cost effective and the historical basis upon which it was developed has now been over taken by other developments. It is envisaged that the current tasks associated

with the post will form part of the proposed disability review and the tasks will be reassigned within the proposed multi-agency team bringing other partners systems into a shared centralised data management and support process in respect of the disability register.

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. Specify if there are any time constraints.

The outcome will deliver further additional savings in respect of the loss of both posts and therefore contribute to the efficiency savings that are being sought by the authority.

The deletion of the social worker post will not mean that the current individual in post will not have employment, there is currently a vacant social worker post(occupied by an agency worker) being held so that the individual can be redeployed. In terms of outcomes in respect of independent parenting assessments, the court is now placing a strong emphasis upon allocated social workers completing their own parenting assessments. This is as a result of the new Public Law Outline and the ruling from Lord Justice Mumby. All social workers are currently booked onto parenting assessments training and the emphasis will be on absorbing this area of work. Through bringing the individual social worker back into the relevant team there will be an opportunity to have the knowledge and professional skill base shared in order to support staff to deliver this outcome. The current evidence is that social workers are already picking up this area of work and this can be seen through efficiency savings being achieved in the budget action recovery plan under independent parenting assessments.

The deletion of the care coordinator post will not mean that the individual will not have employment; there is currently a suitable support worker vacancy in children's services. This post is being held until a decision is made by cabinet about this post. There is currently an agency worker in the post. In terms of outcomes related to the current post holder, the key tasks have been identified as being more suitable to be delivered by either a social worker, senior practitioner in the Disability service or through administrative support. The development of a multi-agency team will provide extra further capacity to absorb aspects of the work.

Proposal Vision

Describe 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.

The proposed vision in respect of both proposals is that their deletion would not lead to a loss of service delivery nor would it undermine the continual improvements in service delivery that are currently being evidenced due to the restructure of Childrens services in April 2013.

In respect of the social work post, this would enhance the current provision within the wider Childrens services teams by bringing in house the additional knowledge base of the current post holder. Furthermore, by enhancing the professional ability of the individual social workers to deliver their own complex parenting assessments, Monmouthshire will be demonstrating compliance with the new Public law outline. However it should be noted that there will be the occasional requirement for an independent assessment, but primarily this may be due to distance or a specific specialism such as sexual abuse.

The vision for the Childrens disability service is based upon the creation of a multi-disciplinary team that delivers a service for children and their families from 0 to 25 years of age. This service would be a joint service with adults and probably located and led by adult services. There would be close links and future developments with the current cooperative being developed and Local area coordination. The review of this service will be subject to a systems review in December 2013, and therefore any associated tasks that are currently provided by the support worker role will be absorbed into the review.

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
<i>Budget saving</i>	£6,500,000 net	£68,000	<i>2014/15</i>		Simon Burch/ HOS

Non - Financial Benefits

In respect of both proposals, I do not consider that at this moment I can comment on whether there will be a positive impact in relation to non-financial benefits.

Dis-benefits

In relation to the proposal to delete the .8 social work post, I do not consider that there will be negative impact due to the mitigation of the new ways of complex delivering parenting assessments either through the IFSS or through individual social workers in Childrens services. It is the case that there will be reduced capacity, but this post was always additional capacity to the current structure and can therefore be absorbed.

In relation to the post of the Care coordinator, then the deletion of this post could be seen as reducing support worker capacity within the children's disability team. However, as there is to be a systems review in December 2013, with the proposal to redesign the current service provision then any dis-benefit will be absorbed in the proposed service.

Describe the results of the high level equality Impact assessment (use forms for Cabinet report to do assessment)

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
<i>Deletion Deletion of Detailed business case</i>	<i>List pieces of work e.g. Full equality impact assessment</i>			
Deletion of .8 social work post. Deletion of care coordinator post- disability service Implementation from the 1 st April	Cabinet report Meeting with HR Joint meeting with individual members of staff.HR/Unions. Consultation process commences.	By October Post the 10 th October.		Simon Burch HOS Claire Robins. Sian Hayward. Tracy Jelfs. Ruth Derrick. Carol Buck

2014.				Tracy Welch.
-------	--	--	--	--------------

Quick Wins

The activity should commence as soon as this matter has been considered and agreed in order to deliver the savings from the 1st April 2014.

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
Risk of less availability of capacity to deliver complex parenting assessments	Low	Low	Unlikely	HOS	Ensure that capacity is met within children's social work teams.	HOS/Service managers
Risk of reduction in support capacity within children's services during the period of restructure.	medium	low	During period of transition following the 1 st April	HOS-children and adult services	Capacity for support functions to be delivered through other providers and within the individual team structure.	Team manager/HOS/Service manager.

Issues- current threats to the benefits-none.

Description	Priority	Issue Owner	Action	Action Owner

--	--	--	--	--

Financial Information

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

- There are no financial costs associated with the proposed savings. This reflects the fact that there are currently vacant posts which both posts could be offered that match the individual professional knowledge and skill base within Childrens services.

Constraints

There are no known constraints upon delivering the proposals.

Assumptions

These are set out above under the business case.

Proposal Capability

This will be delivered through Childrens services management and the joint review with the adults disability transition team.

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.

UPDATED MANDATE – SCH STAFFING EFFICIENCIES IN DIRECT CARE

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	19.9.13	Draft	Colin Richings	Delivering efficiency in direct care services (older people) by reducing sickness levels and reduction in posts.

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Ceri York, Shelley Welton, Julie Boothroyd	SHS	

Business need

1. To deliver against reduced budgets for financial years 2014 / 2015 & 2015 / 2016
2. To develop a proposal that achieves required financial savings targets as part of overall service review, refocus and streamlining

Outcomes

- Increased efficiency across direct care services (older people)
- To manage operational pressures by working differently and by reviewing current operational requirements to assess whether quality and continuity can be managed in different ways to make more efficient use of current resources.
- To refocus efforts on delivering services with reduced on-costs (i.e. Sickness management).

Proposal Vision

Through delivering greater efficiency & working to reduce on-costs older peoples direct care services will reduce expenditure by £88,900.00

Benefits

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Reduce staff establishment lists in various services by removing current vacant positions.</i>	2,964K	£52,519 (1.8%)	2014 / 2015		Colin Richings
<i>Reduce domestic support services and transfer duties to other post holders.</i>	700k	£15,837 (2.3%)	2014 / 2015		Colin Richings
<i>Reduce day service transport infrastrucutre costs by developing partnerships with community transport</i>	£5,740.	£2,555 (45%)	2014 / 2015		Colin Richings
Reduce sickness cover budgets across directly provided older peoples services	216K	£17,987 [0.8%] The sickness element of cover budgets is approximately 4.5% currently. To be reduced to below 4%	2014 / 2015		Colin Richings

Non - Financial Benefits

Improved sickness management will ensure greater continuity of service for older people in Monmouthshire

Dis-benefits

The loss of current vacant posts will reduce the flexibility of services. These posts have been utilised to off-set employee efficiency savings set by the authority. As direct care service providers we are legally obliged to maintain minimum staffing levels. The loss of these posts will not directly affect our ability to maintain staffing levels but will reduce the ability to deliver efficiency savings in staff budgets.

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
<i>Detailed business case</i>	<i>List pieces of work e.g. Full equality impact assessment</i>	<i>3 weeks</i>	<i>£2000</i>	<i>J Jones</i>
<i>Reduce staff establishment lists in various services by removing current vacant positions.</i>	Liaison with unit managers and undertake full impact assessment.	By April 2014	Nil	Colin Richings
<i>Reduce domestic support services and transfer duties to other post holders.</i>	Liaison with unit managers and undertake full impact assessment. Consultation with staff teams and representatives. Produce cabinet papers for formal approval	By April 2014	Redundancy Costs to be calculated	Colin Richings & Claire Robins
<i>Reduce day service transport infrastructure costs by developing partnerships with community transport</i>	Liaison with unit managers and undertake full impact assessment. Partnership work completed	By April 2014		Colin Richings
Reduce sickness cover budgets across directly provided older peoples services	Liaison with unit managers. Re-commission absence management training and revise current policies following consultation with employee services and staff representatives.	By April 2014		Colin Richings & Claire Robins

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
Employee efficiencies are not delivered	medium	medium		Colin Richings	Full impact assessments for all elements of service re-focus / re-shaping.	Colin Richings
Sickness management levels are not reduced in the long term	medium	medium		Colin Richings	Liaison with unit managers. Re-commission absence management training and revise current policies following consultation with employee services and staff representatives.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Staff vacancies currently support direct care services to deliver mandatory & historical employee efficiency savings. By removing the vacancies, cost centre managers will be limited in their ability		Colin Richings	On-going detailed budget management. Evaluation of current procurement to deliver best value for purchasing.	Colin Richings

to deliver these efficiencies as they are legally required to maintain minimum staffing levels. This results in vacancies not being held.				

Financial Information

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

- Cost of redundancy for single post are as yet not known.

Constraints

Assumptions

Proposal Capability

To managed within existing capacity.

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.

23. UPDATED MANDATE – SCH COMMISSIONING REDUCTION

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
2	28/11/13	Draft for Adult Select 10 th Dec 2018	Ceri York	Restructure of Commissioning Team

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Julie Boothroyd	MCC	Head of Adult Services

Business need

The current financial climate in which the Council finds itself requires a thorough assessment of all its operational activities to identify areas with potential for improved effectiveness and efficiencies. This is driving the need to refocus services to make essential, more efficient and increased value added performance. This will be achieved through reviewing and reconfiguring the team structure and redistributing duties across other posts.

Outcomes

The key outcome sought is a reduction in the number of posts in the team by approximately 1 post, all posts are currently contractually committed. Whilst the impact on service delivery will be minimised it cannot be ruled out all together and will require more of other team members. Key outcomes sought:

- A more streamlined team with increased responsibilities and duties
- Further linkage between resources and work plan priorities
- Delivery of operational efficiency savings

Proposal Vision

The commission team will continue to strive to deliver the strategic priorities of Adult SCH and ensure quality of service delivery, partnership working and transformational working.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Finance- efficiency savings</i>	<i>John Woods providing</i>	£31K	2014/15		Ceri York

Non - Financial Benefits

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

Dis-benefits

Dis-benefits include:

- Potential reduction in team performance
- Reduced capacity and increased demand on remaining team
- Reduction in pace of delivery of key priorities

Our equalities screening highlights that we must ensure that staffing changes made minimise the impact upon those with protected characteristics.

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Initial meeting of Commissioning Team with Julie Boothroyd and Ceri York to advise of proposed saving	Fully inform team and engage for further input and consultation	1 hour	Staff time	Julie Boothroyd
Series of 1:1 meetings with Ceri York	Opportunity for each colleague to share their views, ask questions and propose options	Approx 7 hrs Complete by mid Nov	Staff time	Ceri York
Consider proposals put forward by commissioning team, engage with lead commissioners and determine preferred option	<ul style="list-style-type: none"> ○ Consider options ○ Assess impact ○ Agree final proposal 	2 hours End of Nov	Staff time	Ceri York And Lead Commissioners
Meet with commissioning team to share final proposal	<ul style="list-style-type: none"> ○ Individual meetings with staff directly affected ○ Whole team meeting for colleagues indirectly affected 	3 hours By 4 th Dec	Staff time	Ceri York and Lead Commissioners

Submit mandate with final proposal to Adult Select Committee	<ul style="list-style-type: none"> ○ Draft report ○ Sign off by Julie Boothroyd 	2 hours By 3 rd Dec	Staff time	Ceri York
Seek Cabinet approval	<ul style="list-style-type: none"> ○ Draft report ○ Sign off by Julie Boothroyd 	By 17 th dec	Staff time	C York
Implement Protection of Employment Policy if final proposal includes alterations to employment terms and conditions	<ul style="list-style-type: none"> ○ Place affected staff at risk ○ Seek alternative suitable employment ○ Give notice as per PoE Policy if necessary 	10 hrs estimated By 31 st March 2014	Staff time	C York HR colleagues
Implement proposal	<ul style="list-style-type: none"> ○ To be agreed 	By 1 st April 2014	Staff time	C York

Quick Wins

This savings process will follow the required personnel processes. However, it will be expedited efficiently to ensure that full savings are realised during 2014/15.

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
Potential anxiety of team members impacting on service operation	low	medium	In the next 5 months	Ceri York	Honest and open dialogue and team support.	Julie Boothroyd Ceri York
Reduced capacity of commissioning team to deliver agreed priorities	high	medium	Post implementation	Ceri York	Reprioritise key commissioning objectives	Julie Boothroyd Ceri York
Possible lack of suitable alternative employment option which may result in redundancy	Medium	High	In the next 5 months	Ceri York	Engage with Employee Services Identify possible vacancy options	Ceri York Claire Robins

Decreased morale across the team	Medium	High	In the next 5 months	Ceri York	Good and effective engagement and involvement Provide support	Julie Boothroyd Ceri York Lead Commissioners
----------------------------------	--------	------	----------------------	-----------	--	--

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity to undertake the structure review, determine the proposal	High	Ceri York	Consider availability of resources of the Commissioning Management Team to share the review process Understand the current resource context	Ceri York

Financial Information

Not known at this stage but following review and evaluation the actual deliverable can be confirmed against the notional saving of £31K

Constraints

This work is time critical if the saving is to be delivered for 1st April 2014. There is also a limited resource available to undertake this given the other savings proposals which will be being worked up simultaneously.

Assumptions

The saving figure is assumed based on knowledge of service area and without any detailed structural analysis. .

Proposal Capability

There are issues to be considered around capacity to undertake the structure and the resources which will be available to deliver strategic priorities including the reduction of contract values subject to a separate mandate.

24. UPDATED MANDATE – SCH TRANSITION

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
V1	16 th Sept	Draft	Julie Boothroyd	Transition transfer to Bright New Futures Project (Bridges)

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Simon Burch	MCC	Chief officer

Business need

Transition Cooperative project has developed a partnership approach with the Bright New Futures project and through negotiations we are looking to second the project to work alongside this new Big Lottery funded project. The direction of travel has always been towards a social cooperative this next step takes the project a step closer.

Outcomes

It is expected that the project working alongside the Bright New Futures project will increase and grow opportunities for young adults in transition. The outcomes of the existing project ([Link to existing report](#)) can be run through this partnership.

Proposal Vision

The transition project will continue to work towards the outcomes specified in the original plan but by partnering the Bright New Futures project there is efficiency saving

Benefits

Improved benefit for young adults families; wider access to opportunities, improved connections to wider community, less association with social services; a positive for families.

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target saving	Timing	Non-Cashable Value	Benefit owner
Reduction in salary costs	£198,000	£14,000	2014/15		J Boothroyd
	£184,000	£14,000	2015/16		J Boothroyd

					J Boothroyd
	£170,000	£12,000	2016/17		

Non - Financial Benefits

Better access and information for families and people with disabilities, association with an independent organisation.

Dis-benefits

Proposal Activity

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Develop partnership and secondment agreements with Bright New Futures project	Meet with BNF trustees agree and sign off agreements. Run past legal. HR draw up secondment agreement Partnership agreement drawn up and agreed	2/3 days		Julie Boothroyd

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
Terms of partnership and secondment agreements not agreed	low	moderate	Nov	JB	Thorough agreements checked by HR and Legal by both parties	JB
Redundancy liabilities in 4 years' time	low	moderate	2017	JB	Understand the costs and build into agreements	JB

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:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

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.

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Proposal number: <u> 24 </u>		Responsible Officer: Julie Boothroyd	
Division Adult Services Service area Transition		Date 10th December 2013	
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

The transfer of staff to the Bright New futures project is a positive step forward and will enhance the provision of support for young people with disabilities and increase opportunity whilst creating saving .

Signed Julie Boothroyd

Dated 10th Dec 2013

25. BUSINESS CASE – RC FLEET AND TRANSPORT MANAGEMENT

1. Passenger Transport Unit private Hire Income

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	31.10.13		R Cope	Additional income from Private Hire

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Detailed Business Case

Vision

To increase the Passenger Transport Unit Fleet so that we can maximise utilisation and increase income from Private and contract hire through commercial opportunities by growth through expansion of services. The proposal will address the declining capacity within the industry and would allow the authority to be better placed when opportunities arise to increase income or make savings on contract prices where capacity is currently limited.

Outcomes

To increase income to the authority by expansion of the PTU Fleet to a level where we are able to maximise income from private and contract hire and are able to sustain ongoing savings to the Home to school transport budget through commercial opportunities and to continue to be able to rationalise in house contracts and provide integration with other public services such as health and social services.

Blue Print

The Future State

To achieve the aims of this project will require investment in new premises as the current facilities that we have are not sufficient to allow growth. A new maintenance facility and yard would give us the scope to expand further with our activities and would also enable us to bring in house our maintenance arrangements which would also provide us with an ongoing saving. The current fleet would need to be upgraded and increased as leases expire or owned vehicles replaced on a planned replacement programme to expand our private hire business. The vehicles that we source would need to be able to be utilised not only on contracts but private hires as well to include LEZ compliance for private hire trips to the London area.

A marketing strategy would be developed and we would look to collaborate with neighbouring authorities on some contract services and target areas such as Education, Religion, Social and Leisure, Health and Well-being and Employment to grow our commercial base.

There are a number of opportunities already identified that can be progressed if we are in a position to take forward this mandate.

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 operational section has 2 small depots one in Caldicot and one in Usk which are at full capacity and don't provide any maintenance facilities or adequate office or rest space for employees.	A new depot with adequate parking and maintenance facility in the South of the county and a new compound within County Hall boundary at Usk with adequate office/rest space to accommodate drivers and operational staff.	Suitable sites need to be appraised and evaluated which may include collaborating with other areas of the authority.
Organisation structures	Staffing levels for the operational section are currently 1 Transport Manager, 1 senior officer, 1 traffic controller, 1 admin post and 22 FTE PCV Drivers, 10 P/T Term time only minibuss drivers 7 temp PCV/minibus drivers and 3 P/T Passenger assistants	To increase staff in line with operations to include maintenance staff and depot supervisor to ensure compliance with VOSA regulations. To carry out further training of staff and train any new employees to corporate standards.	Training of drivers can be carried out in house as we are an accredited training centre for Driver CPC training through Jaupt.
Technology/infrastructure	ICT connection required at depots for operational staff to operate currently only at Caldicot depot	ICT connections at both depots to include wi-fi and sufficient capacity to keep electronic records and record digital tachograph details	Connections can be made to sites which could be direct rather than extensions from existing which slows down access and has capacity issues.
Information and data	Records kept for Transport manager to fulfil role and to comply with Traffic commissioner and vosa regulations and to claim any grants that are eligible.	To keep records and data as required by Vosa and traffic commissioner an increase in capacity may need to be factored into ICT arrangements	Server Capacity for bespoke system.

Options Appraisal

Option 1

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget/ income	Target Increase in income /profit	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Target £40,000</i>	<i>From Private /contract hire £750k</i>	<i>£40,000</i>	<i>TBC Dependant on sourcing new depot and vehicles</i>	TBC	TBC	TBC
Non financial benefits	Current performance	Target performance reduction in costs				
Tighter control on maintenance costs with in house operation against contracted and enhanced quality of service to citizens with higher quality vehicles.	<i>£70,000</i>	<i>£40,000 Cost reduction</i>				
Cost	Current costs	Revised costs				
Provision of new depot and increase staff to achieve full benefit in first year .	TBC (alternative depot under consideration)	TBC				

Dis-benefits

None identified.

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
Unable to source the right premises for the operation to expand	Medium	High		R Cope	Making sure that all avenues are explored when looking for new premises and work with other sections of the authority to look at best value	R Cope/R & C Managers
Vehicle availability	Low	High	End of leases on current vehicles	R Cope	Use best practice when looking for vehicles , utilise the trade structure to procure and source vehicles within procurement guidelines	R Cope

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Market forces dictate pricing structure	Low	R Cope	Prepare marketing strategy and promote quality and safety as well as cost within the package offered	R Cope
Decrease in Grant funding (Concessionary fares)	Medium	R Cope	This can be Counteracted by an increase in operated mileage and passenger growth	R Cope

Constraints

Availability of premises in the area that would be most beneficial.

Assumptions

The current capacity within the market is insufficient to cope with demand , capacity is currently being sourced from outside a 20 mile radius to cope with the demands of the market. Given current legislation and resources within the industry it is unlikely that any new operators will enter the market place in the foreseeable future and capacity is likely to decrease.Uncertainty over bus funding grants may also have an impact on current operator capacity.

Evaluation

To be confirmed when full costings are available but budget proposals are considered achievable.

Recommendation

To seek approval to develop a full business case when suitable premises and costings are identified and to approve the increase in vehicles as growth is identified.

High level Plan for delivery

To Be confirmed through Full Business case.

Business Case Car Park Cash Collection service

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	30.10.13		R Cope	Car Park Collection/Mgt.

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Detailed Business Case

Vision

The amalgamation of roles will give a more cost effective way of delivering the service provision , and will enhance the roles of the Town Wardens/Car Parking Officers to concentrate on their main duties. Better value for money will be achieved from the cash collectors service without transfer of any management responsibilities and should provide a better service to the general public through collaborative working. This will also enable any future changes to Car Park provision to be managed effectively.

Outcomes

The service will not see any significant change to the current service provided only that it will give greater capacity to the Car Parking officers/Town Wardens to be able to cover their main areas of work without getting involved in technical issues and that the Cash Collectors are better placed to report any machine faults or rectify any problems that may occur whilst giving a cost benefit saving.

Blue Print

The Future State

Technology is forever changing and there may be upgrades to ticket machines that will be required as well as outcomes to manage from the car parking review. The changes will not effect any of these proposals and will give greater capacity to current staff without significantly increasing 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	Cash collection of car park revenue is currently carried out by transport department and recharged through a SLA to the car park budget at a	It is proposed to look at the cost of this recharge and utilise the services of the cash collectors to carry out extra duties within the car parks such as replacing tickets in machines/ coin jams that may occur/data	

	current cost of £69011	collection etc thus releasing the Car Park Officers to provide extra capacity and concentrate on their main role as Town Warden and car parking officers.	
Organisation structures	Two part time staff are currently employed on cash collection working alternate weeks . There are also 4 Town wardens/Car parking Officers that work within the three main towns	It is proposed to reduce the number of town wardens/Car Parking Officers to 3 saving one FTE post. It is proposed that the cash collectors will carry out extra duties when collecting from car parks in the future such as dealing with machine problems and picking up from other areas that may require cash collections in the future without increasing the SLA	One post is currently vacant due to retirement so no redundancy costs need to be factored in.
Technology/infrastructure	Ticket Machines are located in each car park in the three main towns Chepstow, Monmouth and Abergavenny	Machines may need to be upgraded or extra machines installed after car parking review outcome is known.	
Information and data	Any machine fault or data collection as requested is currently reported by the Town Wardens/Car Park Officers to the Car Park Manager	Any future data collection or minor repair directed by the Car Park Manager can be carried out by cash collectors who visit each town on a daily basis.	

Option 1

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
£25000	£25000	£25000	£25000	£0	£0	£0
Non financial benefits	Current performance	Target performance				

Car Park Officers/Town Wardens can spend more time on enforcement and helping public with enquiries in Town Centres and Car Parks. Cash Collector posts are enhanced given better value for money from the service provided.						
Cost	Current costs	Revised costs				
Nil	£0	£0				

Dis-benefits

The deletion of a current post.

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
Extra cash collection required at shorter intervals due to increased usage of car park ticket machines at peak periods	Low	Medium	Unknown	R Cope/D Jackson/A Perrin	The timings of the collections have been changed recently to give more capacity to cash collectors to tackle this area where the machines are emptied later in the day	D Jackson/R Cope/A Perrin

Conflicting issues in two areas at the same time could mean a machine is out of order for longer period	Low	Low	occasionally	R Cope/A Perrin	Town wardens/Car Park Officers could be utilised in this instance if this occurs although most car parks have more than one ticket machine so minimal impact is likely	R Cope/A Perrin
---	-----	-----	--------------	-----------------	--	-----------------

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Car Parking Review outcomes	High	R Cope/A Perrin	Time management & Co –operation of staff will be crucial to ensure that any changes to the service are managed within the current revenue budget. Any machine renewals or extra machines would have to be purchased or leased from the appropriate budget.	R Cope/A Perrin/D Jackson

Constraints

Vehicle breakdowns or conflicting issues in two areas at the same time

Assumptions

That the deleted post is not currently filled

Evaluation and comparison of options

The changes could be implemented on 1st April 2014 to give a full cost benefit for 2014/15 and future years.

Cash collection processes and working patterns have been changed recently so that extra capacity is available to carry out this option.

Recommendation

It is recommended that this option is implemented from 1st April 2014 so that new working practices can be factored into the roles and so that full cost benefit is realised for 2014/15 and future years.

26. BUSINESS CASE – RC REDUCE PROPERTY DEMAND

Project Mandate – Reducing Property Need

Vision

That Service providers operate from multi-purpose buildings which are fit for purpose, located in the most appropriate place for service users and that opportunities to generate income or minimise running costs are fully exploited.

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

The Council's property estate will be reduced 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, (this is the subject of separate project mandates).

The Council's investment property portfolio will continue to be operated on the basis of maximising income through rental streams and the provision of renewable technologies.

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.

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 "department store" 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. (This is subject to a separate mandate).

Current State and Gap Analysis

	Current State	Changes Needed	Assumptions/ Constraints
Process	A property asset is occupied by service areas and when they no longer require it for service delivery it is declared surplus and transferred to Estates in accordance with the disposal policy that will either re-allocate it or dispose of it.	The Accommodation Working group needs to be in a position to challenge the use of property, based upon revenue costs, users' needs and the work of the Whole Place plan. Reviews need to be undertaken objectively on the basis of corporate and user need.	Property decisions have to have due regard to service users.
Organisational Structures	Service providers have responsibility for single use properties, the facility management arrangements of multiple properties is managed by Property Services.	The centralisation of the management of property (for the purpose of managing running costs, maintenance and general facilities management) could be considered to ensure that where possible efficiency savings can be made and that assets are fully utilised	
Information Technology	The implementation of agile working supported by technology has significantly impacted on the way officers work.	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.	If floor space is further reduced the availability of meeting space becomes more essential. Access to services cannot be reduced

Cost Benefit Analysis

Cost/ Benefit Description	Current Budget	Target Saving	Timing 2014	2015	2016	2017
Cashable	As devolved to	Current projected	78k	55k	20k	To be

Benefit	service areas, total costs not available at this time	savings exclude Innovation House as unlikely to achieve savings until end of 2017 /				determined.
Non-Financial Benefits						
Reduced operating costs means that funding can be targeted at front line service delivery						

Dis Benefits

Operational Property

Where services are being asked to re-locate and share buildings there will be potential costs for conversion.

Services will need to be re-located which impacts on service users and providers.

Key Risks

Description	Likelihood	Impact	Proximity	Mitigating Action	Risk Owner
Coed Glas does not achieve a valid planning consent	Low	High	12 – 18 months	Undertaking all the necessary studies and working with the LPA.	DHH
Delays in achieving sales of surplus assets delays revenue savings	Medium	Medium	Duration of Programme	Unable to influence external factors e.g. market conditions but will continue to review methods of disposal.	DHH
Multi Use model is rejected thereby limiting opportunities to rationalise the operational portfolio	Medium	Medium	12 months	Separate mandates being considered by members (One stop shop / Libraries / TIC)	RH
Adverse reaction to proposed changes to the concessionary rental grant policy.	High	Medium	12 months	Seek alternative ways of supporting them, e.g. business advice, loans	DHH

The Councils investment portfolio is relatively small and as assets are disposed of it reduces the level of revenue generated.	Medium	Medium	Duration of Programme		DHH
--	--------	--------	-----------------------	--	-----

Constraints

The Local Planning Authority and the Local Development Plan.

Opportunities to rationalise the operational portfolio will be dependent on changing working practices by service providers and the impact on service users.

Assumptions

It is assumed that Innovation House will continue to be occupied until the end of 2017, therefore savings from the release of this property will not be realised before 2018. We will however explore opportunities to generate rental income.

We have assumed for the purposes of this mandate that we are unable to find an alternative user for Unit 102 Magor. We will however actively seek options to dispose of this lease which if achieved will have a positive impact on the figures quoted above.

Any savings from the rationalisation of the library/ one stop shops / TIC's and Museums services will be included within the mandates currently being developed and therefore disregarded for the purpose of this mandate.

This mandate looks largely at 2014/15. Further work will be undertaken by the Accommodation Working Group to develop a strategy for the following years which will seek to increase the revenue savings over and above that highlighted here.

Evaluation

Current budget savings identified are realistic and achievable. There is however the scope for further savings to be identified as reviews of the accommodation are completed by the Accommodation Working Group.

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.

26. EQIA – RC Reduce Property Demand

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Reducing property demand to accommodate MCC thereby reducing operating costs without affecting services	
Name Estates		Date 31 th January 2014	
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	

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>None</i>	➤
➤	➤
➤	➤
➤	➤

The next steps

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

None within protected characteristics.

- 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 R Hoggins
Dated 31th January 2014

Designation Head of Operations



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:
Reducing office and other property needs for MCC thereby reducing costs overall without reducing services	Enterprise	Estates
Policy author / service lead	Name of assessor	Date of assessment:
Roger Hoggins	Roger Hoggins	31 January 2014

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

Yes

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

To reduce operating costs without impacting upon service delivery (i.e. reduced office overheads costs)

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

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

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

Through the budget consultation process

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.

Budget and actual costs associated with office accomodation

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

No need

7. Final stage – What was decided?

•No change made to proposal/s – please give details

No change

•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

None

Signed.....R Hoggins.....Designation...Head of Operations

Dated.....31st January 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Reduce operating costs/overheads without impacting upon services	
Name Estates		Date 31st January 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			
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			Reduced office demand reduces needs for energy consumption
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			Maintain access to businesses in two key settlements and small villages.
Link local production with local consumption			

Improve environmental awareness of local businesses			
Increase employment for local people			Jobs are saved whilst overheads are reduced
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 R Hoggins

Dated 31st January 2014

27. BUSINESS CASE – RC PROPERTY SERVICES FM MGT PROCUREMENT

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	24/09/13	Draft	R&C	
2	12/10/13	Draft	R M O'Dwyer	Following consultation with Council
3	20/11/13	Final	R M O'Dwyer	Following consultation with R Hoggins prior to Scrutiny
4	10/12/13	Update	M Howcroft for R O'Dwyer	Additional maintenance savings to agree with original saving mandate

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

Property Services Staffing

- We need to provide Value for Money Design, Maintenance, FM and H&S services to internal directorates and external public organisations.

Maintenance Budget Reduction

- We need to provide a safe working environment for all staff and members of the public using the authorities built assets, whilst ensuring that all buildings comply with relevant statutory legislation (DDA, asbestos, legionella etc.)

Purchase Cards

- We need to purchase goods and services more effectively (procurement) in order to demonstrate VFM with no detrimental impact upon services. [This element is now being addressed by other areas of the authority. The original projected saving of £30K will therefore not be delivered via this mandate submission.](#)

JPU

- We need to provide and acquire suitable resources to assist with the delivery of VFM procurement services for Monmouthshire County Council.

Outcomes

Property Services Staffing

- Despite a reduction in staffing, services delivered from the Property Services team will continue unaffected through re allocation of duties and improvement of current processes and procedures.

Maintenance Budget Reduction

- The CBM (Corporate Building Maintenance) Budget will be reduced but buildings will remain compliant with statutory regulations and safe for staff and members of the public.

JPU

- MCC will reduce investment into the JPU (Joint Procurement Unit) and provide necessary procurement expertise via in-house provision at a reduced cost.

Proposal Vision

Property Services Staffing

- Property Services will be delivered to a higher standard at a reduced level of investment.

Maintenance Budget Reduction

- The property maintenance budget will be reduced to the minimum level required to maintain statutory compliance whilst minimising the effect on condition and safety of the built assets.

JPU

- Remaining JPU resource tasked with delivering WPC Framework and new internal resources will enhance the delivery of procurement advice within Monmouthshire County Council.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
Staff restructure and systems review	Nil	£55k	14/15	Nil	Rob O'Dwyer
Maintenance budget reduced	Nil	£30k+£10k	14/15	Nil	Rob O'Dwyer
Reduce resource within JPU	Nil	£20k	14/15	Nil	Rob O'Dwyer
		£105K			

Non - Financial Benefits

Property Services Staffing

- Improved process through departmental system review
- Police collaboration
- Greater customer focus
- Greater economies of scale with amalgamation of asset related services e.g. cleaning, FM, Procurement, H&S, Design, Maintenance

Maintenance Budget Reduction

- Innovation in delivery and specification
- Building users are attempting to take greater care of their assets with the assistance of PS

JPU

- Redistribution of budget will allow the bolstering of the Council's procurement function. This will help deliver the following benefits: -
 - Advice and guidance to directorates on EU Procurement Regulations, Contract Procedure Rules and other WG Policy Guidance
 - MCC voice and influence on WG led Procurement initiatives
 - Examination and interrogation of authorities live expenditure data to help shape future work plans and procurement strategies.
 - Key role in scoping and influencing WPC Collaborative procurement exercises.
 - Contract Management of those commodities that are deemed corporate
 - Successful challenge of conventional methods of procuring services, goods and works. I.e. is this service needed? Can it be standardised? Is it contract managed? What alternative options exist?
 - Reduction in inconsistency of procurement process across authority and therefore preventing additional spend and non-compliance
 - Limited potential for legal challenge i.e. Remedies Directives

- Provision of advice and guidance to local supply base
- Implementation of strategy to enhance SME engagement i.e. ensuring that a percentage of our spend is actively aligned to local supply bases
- Successful qualification of Procurement Officers to the Chartered Institute Of Purchasing and Supply (Cips).
- Reduction in spend via the introduction of appropriate procurement practices and framework agreements
- Resources - Adequately resourced procurement function.
- Resources -Procurement training courses
- Single shared dedicated resource to ensure the Council's continued membership of the Welsh Purchasing Consortium.

Dis-benefits

Property Services Staffing

- Job losses and loss of experience
- Potential workload pressures with remaining staff
- Potential additional agency and consultant requirements to manage unanticipated peaks in workload
- Potential knowledge gap for the provision of additional services until new service delivery is maximised

Maintenance Budget Reduction

- Repairs become temporary measures and not permanent solutions
- Larger future planned maintenance repairs

JPU & Internal Resource

- A reduction in JPU resource will require a greater degree of input from internal staff who have a procurement requirement.

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
Property Services Staffing	New staffing structure capable of delivering high standards with reduced budget	Implementation in April 2014	Within existing budgets	Rob O'Dwyer
Commence System Reviews	Review of Planned Maintenance, Reactive Maintenance, Design, H&S and FM	Oct 13 – April 14		
Explore best practice	Via CLAW, RICS	Oct 13 – April 14		
Explore potential for increased income generation	BAE Systems, SWFS, Gwent Police, SRS, Raglan Cattle Market	Oct 13 – April 14		
Produce Mandate	Detailed mandate for submission to scrutiny in November ready for meeting on the 27 th of Nov.	Nov 13		
Complete Equality Impact Assessment	Meeting with Alan Burkitt followed by completion of EIA	Nov 13		
Consult HR	Agree process for restructure	Nov 13		
Staff Consultation and engagement		Oct - Nov 13		
Implement training and staff development programme	Adequately prepare existing staff for additional duties		Implement training and staff	Adequately prepare existing staff

			development programme	for additional duties
Commence post changes	New appointments	March 14		
Full Implementation	Staffing structure implemented and savings realised	April 14		
Reduce Maintenance budgets	Reduction in CBM (Corporate Building Maintenance Budget)	To be implemented in April 2014	Within existing Budgets	Rob O'Dwyer
Identifying budget reduction areas	Agree budget areas to be cut	Sept 13 – Nov 13		
Discuss innovations to overcome reduction	Meet with staff to limit impact of budget reduction	Oct 13 – April 14		
Commence System Reviews	Review of Planned Maintenance, Reactive Maintenance, Design, H&S and FM	Oct 13 – April 14		
Explore best practice	Via CLAW, RICS	Oct 13 – April 14		
Complete Mandate	Complete by 20/11/13 for scrutiny on 27/11/13	Nov 14		
Complete Quality Impact Assessment	Meet with Alan Burkitt and complete mandate	Nov 14		
Implement spec changes and or implement different management regimes		Dec 13 – March 14		
Implement System review recommendations		Dec 13 – March 2014		
Realise saving		April 2014		

JPU	Reduced JPU resource and increased MCC Resource	To be implemented in April 2014	Within existing budgets	Rob O'Dwyer
Reduce Joint Procurement Unit staffing levels from 4 to 1	Limited resource with reduced MCC contribution	Sept 13		
Agree strategy for reinvestment	Consider options based on early assessment of Procurement Health Check	Nov 14		
Complete Mandate	Complete by 20/11/13 for scrutiny on 27/11/13	Nov 14		
Undertake full Equality Impact Assessment	Full assessment is made of all implications	Nov 14		
Implement full saving		Nov 14		
Reinvest in internal resources in accordance with WG Procurement Fitness Health Check	<p>1. Appoint procurement trainee to undertake Chartered Institute of Purchasing & Supply (CIPS) – Salary £23,000-£25,000 + employee on costs. Chartered Institute of Purchasing & Supply training via Value Wales cohort will cost £150 per module for 15 modules. It is reasonable to assume that candidates will sit 5 modules per academic year at a total cost of £750 + £400 examination fees = £1,150</p> <p>2. Utilise budget to provide core procurement training 1) contract management 2) Developing contracts 3) Effective Negotiation 4) Supply Chain Risk. Previous workshops via PMMS cost approximately £1,500 per event, which</p>	Dec 13 – Mar 14		

	catered for 10-15 trainees in house. Potential to utilise Value Wales training framework that is currently out to tender.			
Implement new arrangements		April 14		

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
Property Services Staffing						
Potential management losses	High	Medium	April 2014 onwards	Rob O'Dwyer	Further training and apportionment of managerial duties	Rob O'Dwyer
Loss of experienced and competent staff	High	Medium	April 2014 onwards	Rob O'Dwyer	Further training for existing and new staff	Rob O'Dwyer
Inability to fill new posts with suitable candidates due to salary available	Med	High	April 2014 onwards	Rob O'Dwyer	Widely market new opportunities	Rob O'Dwyer

Inability to improve process via system review	Low	Med	April 2014	Rob O'Dwyer		Rob O'Dwyer
Unable to fill new posts by April 2014	Med	High	April 2014 onwards	Rob O'Dwyer	Commence process asap and retain agency staff during transitional period	Rob O'Dwyer
Concern over job security with remaining staff leading to motivation and morale issues	Medium	Low	April 2014 onwards	Rob O'Dwyer	Undertake comprehensive engagement and consultation process	Rob O'Dwyer
Insufficient resource to manage workload	Low	High	April 2014 onwards	Rob O'Dwyer	Use consultants and agency staff	Rob O'Dwyer
Reduction in quality of service	Low	High	April 2014 onwards	Rob O'Dwyer	Monitor performance KPI's and SIP	Rob O'Dwyer
Reduction in satisfaction of clients	Low	High	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction questionnaires	Rob O'Dwyer
Reduction in ability to generate external income	Low	High	April 2014 onwards	Rob O'Dwyer	Ensure resources are readily available via framework of consultants	Rob O'Dwyer
Potential for additional H&S issues	Low	Med	April 2014 onwards	Rob O'Dwyer	Increase monitoring of H&S issues via H&S Compliance Officer	Rob O'Dwyer
Potential for reduction in workload	Med	Med	April 2014 onwards	Rob O'Dwyer	Plan future work programme sufficiently in advance to allow	Rob O'Dwyer

					suitable deployment of resources	
Potential for building user problems	Low	Med	April 2014 onwards	Rob O'Dwyer	Monitor end user satisfaction via Customer Satisfaction Survey	Rob O'Dwyer
Maintenance Budget Reduction						Rob O'Dwyer
H&S issues	Low	High	April 2014 onwards	Rob O'Dwyer	Additional H&S monitoring via H&S Compliance Officer	Rob O'Dwyer
Reduced client and user satisfaction	Low	Low	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction Questionnaire	Rob O'Dwyer
Reduction in effectiveness of services delivered within built assets	Low	Low	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction Questionnaire	Rob O'Dwyer
Accelerated depreciation of assets	Med	Low	April 2015 onwards	Rob O'Dwyer		Rob O'Dwyer
Increased future planned maintenance costs	High	Low	April 2015 onwards	Rob O'Dwyer	Ensure sufficient future capital investment plans are in place	Rob O'Dwyer
Insufficient future capital investment programmes	High	Med	April 2015			
Acceleration of replacement period	Med	Low	April 2015 onwards	Rob O'Dwyer		Rob O'Dwyer

Increase in minimum statutory requirements	Low	Low	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Unable to deliver savings and maintain statutory compliance	Low	Low	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Unable to guarantee saving until year end following completion of all emergency works	Med	High	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Exceptionally poor winter	Med	High	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer

JPU						
Loss of experienced staff from JPU	Medium	Medium	14 Onwards	Rob O'Dwyer	Identify where deficiencies sit and look for alternative solution via in-house, collaborative or consultancy provision	Scott James
Loss of critical food procurement skills from JPU	High	High	14 Onwards	Rob O'Dwyer	Escalate issue within Welsh Purchasing Consortium and request that WPC Food Category Group meet to make alternative recommendations.	Scot James

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Property Services Staffing				
Inability to implement restructure within agreed timeframe	High	Rob O'Dwyer		Rob O'Dwyer
Current resources have been decreased over the last 5 years in order to deliver greater VFM	High	Rob O'Dwyer		Rob O'Dwyer
Maintenance Budget Reduction				
Budget currently deficient to deliver adequate cyclical and reactive	High	Rob O'Dwyer		Rob O'Dwyer

maintenance programmes				
JPU				
Insufficient budget is provided to effectively bolster the Council's procurement function	High	Rob O'Dwyer	Welsh Government Procurement Health Check will look to ensure that the function is adequately resourced and this will form part of their recommendations.	Rob O'Dwyer

Financial Information

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

Property Services Staffing

Property Servicing Staffing Restructure will deliver a net £55K saving.

This will delivered via a reduction in Agency and Consultancy resources and more fixed term contracts

Maintenance Budget Reduction

The MCC Corporate Building Maintenance Budget (CBM) under PO50 will be reduced by £30,000.

The budget reduction will be managed by: -

1. Reduction in painting spend
2. Reduction in not critical reactive maintenance spend
3. Reduction in non-statutory H&S works

JPU

The current annual cost for MCC to support the JPU is £77,668. Similar contributions are also made by Torfaen County Borough Council and Newport City Council.

Due to a change of staffing it was decided by all JPU authorities that the current arrangement would be scaled back. The revised annual contribution next year will be £17,204 each for Monmouthshire, Torfaen and Newport. This funding will manage all 3 authorities' commitment to the WPC (Welsh Purchasing Consortium)

The total anticipated saving next year is therefore £60,464. £20,000 of this will be offered up as an efficiency saving and the remaining £40,464,000 will be used to fund additional MCC procurement services.

It is anticipated that the funding will be used to address the issues raised by the recent completion of the WG Procurement Health Check. This will comprise: -

1. Appoint procurement trainee to undertake Chartered Institute of Purchasing & Supply (CIPS) – Salary £23,000-£25,000 + employee on costs. Chartered Institute of Purchasing & Supply training via Value Wales cohort will cost £150 per module for 15 modules. It is reasonable to assume that candidates will sit 5 modules per academic year at a total cost of £750 + £400 examination fees = £1,150
2. Utilise budget to provide core procurement training 1) contract management 2) Developing contracts 3) Effective Negotiation 4) Supply Chain Risk. Previous workshops via PMMS cost approximately £1,500 per event, which catered for 10-15 trainees in house. Potential to utilise Value Wales training framework that is currently out to tender.

Constraints

Property Services Staffing

- HR Policies
- Mandate process
- Cabinet approval

Maintenance Budgets

- Minimum H&S requirements
- Statutory compliance

JPU

- Resource required to deliver our obligation to the WPC

Assumptions

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

Property Services Staffing

- Current internal work level projections remain as planned

- Current external client income projections remain as planned
- No other restructure proposals impact on this one

Maintenance Budget

- Weather conditions will be consistent with averages for the last 5 years
- Building Regulations will remain as projected
- H&S Regulations will remain as projected
- Tender process will remain in line with BCIS projections
- Cost and Price inflation will remain as projected by the BCIS

JPU

- The remaining resource available within the JPU will continue to be available to deliver our WPC commitments
- Newport and Torfaen will continue to be part of the collaborative agreement

Proposal Capability

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

Property Services Staffing

- Implementation of staffing restructure undertaken with existing PS resources

Maintenance Budget

- Implementation of staffing restructure undertaken with existing PS resource

JPU

- Implementation of new MCC resources to be undertaken with existing PS resource.
 - Implementation of new JPU arrangements to be undertaken with existing Torfaen, Newport and Monmouthshire resources.
-
- 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.

Monmouthshire County Council
Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Property Services Staffing		Responsible Officer: Rob O’Dwyer	
Proposal number: PS 01			
Division: R&C		Date: 20/11/13	
Service area: Property Services			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

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

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

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



Signed - R M O'Dwyer

Dated – 20/11/13

Additional Comments:

The mandate will address resource requirements for the next 3 years based on forecast revenue and capital programmes.

Monmouthshire County Council
Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Property Maintenance		Responsible Officer: Rob O’Dwyer	
Proposal number: PS 02			
Division: R&C		Date: 20/11/13	
Service area: Property Services			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

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

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

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



Signed - R M O'Dwyer

Dated – 20/11/13

Additional Comments:

The mandate will reduce the maintenance budget expenditure for 2014/15.

Monmouthshire County Council
Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Joint Procurement Unit		Responsible Officer: Rob O’Dwyer	
Proposal number: PS 03			
Division: R&C		Date: 20/11/13	
Service area: Property Services			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

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

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

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



Signed - R M O'Dwyer

Dated – 20/11/13

Additional Comments:

The mandate will reduce MCC's JPU contribution and invest in more appropriate internal Procurement resource.

28. Proposal Mandate – R&C management and administration staffing structures(including developing ‘green space’ concept)

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	24/09/13	Draft	R&C	

Approval

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

Distribution List

Name	Organisation	Job title / Dept
R&C Leadership Team	MCC	

Business need

Reduce management and administrative structures to reduce staff establishment costs

Making best use of available staff resources and in the 'green space' context to seek support from other organisations and volunteers to support the service within the county and accessing external funding.

Outcomes

Fewer managers are employed, in some instances on greater pay to reflect wider range of service responsibilities.
Systems are streamlined to remove staff demand as far as possible

Improved management of green spaces by better use of reducing staff resources supplemented by volunteers/other organisations and external funding, along with maintenance at reduced costs

Proposal Vision

New structures are developed and consultation entered into with staff and unions, scrutinised prior to cabinet approval
Community organisations become much more involved in the management of open spaces and they move from being 'looked after' to 'activity based' – in other words they are put to use e.g. biodiversity, food production and recreation.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Reduced staffing costs	Total Directorate staff budget £25.8M	£500k	£100k – 14/15, £200k – 15/16 £200k – 16/17		Kellie Beirne/ Roger Hoggins
Better structural alignments to whole		£80k	£40k in 14/15 £40k in 15/16		Roger Hoggins Matthew Lewis

place and service synergies such as 'Green space'					

Non - Financial Benefits

Those that remain are given wider and greater responsibility with increased challenges – enhanced expertise and experience makes employees more valuable and they get enhanced career opportunities.

Greater community engagement and involvement in diversification of our open spaces whilst also meeting 'green' objectives.

Dis-benefits

Job losses

Costs associated with redundancies

Additional pressure upon those remaining to sustain services through diminishing budgets

Less resource to respond to unrealistic public expectations through service changes (outside of greenspace initiative)

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
Map future needs and priorities	Director's annual report	13/14-onwards		Kellie Beirne
Agree new structural alignments and	Business case	By end of 13/14		

changes with key stakeholders – staff, unions				
Seek cabinet approval	Cabinet report	By end of 13/14		
Equality Impact Assessment	ongoing	By end of 13/14		
Develop options to how best use countryside and other staff for green space concept	Staff consultation, new structures and responsibilities	By end of 13/14		Matthew Lewis
Develop community involvement	Extra resource and better use of open spaces	During 2014		Matthew Lewis
Research external funding	Additional funding highlighted and applied for	By summer 2014		Matthew Lewis

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
Potential job losses within senior management structures	high	high	14 onwards	R&C leadership	Comply with Employee protection Policy	Kellie Beirne
Reduce capacity/experience with	high	high	14 onwards	R&C leadership	Setting minimum service standards	Kellie Beirne

which to deliver						
Staff morale	high	high	14 onwards	R&C leadership	On-going development and training Involving all	Kellie Beirne

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Timescales	high	Kellie Beirne	Ensure all work is completed and ready to go for full year benefit	Kellie Beirne
Ensuring staff that remain are trained and equipped to take on additional responsibilities	high	Kellie Beirne	Involve people development services at earliest opportunities	Kellie Beirne

Financial Information

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

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

Constraints

Time and capacity to complete, manage and monitor

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.

29. Proposal Mandate – CEO Efficiencies and Staff Restructuring - £595k

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	16/09/13	Draft	Joy Robson/ Moyna Wilkinson	
2	11/11/13	Draft	Joy Robson	More detail for Select
3	14/11/13	Draft	Moyna Wilkinson	More detail for Select consideration

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

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

- On line services need to continue to be developed and promoted to reduce the need for more expensive channels of service delivery eg council tax and business rates.
- Only decision making committees to be supported (unless by exemption)
- Refocus of work at an area level to align with whole place approaches

Services covered:

Finance
Democracy and Elections
Partnerships and engagement
Customer services
Employee services

Outcomes

Outcome is a reduction in number of posts in the section by up 15 posts some of these will be vacant but not all. Whilst the impact on service delivery will be minimised it cannot be ruled out. Reduced number of member committee meetings would reduce the need for staff to service these meetings. There is a risk that performance may reduce and capacity for service development may also be reduced including our work with partners . The aim is to integrate and align processes which presently operate separately and will benefit from being linked .There is also the intention of directly benefiting from an increased use of digital platforms.

Proposal Vision

Staff are working at full capacity on the work that matters to their customers and waste is eliminated. Customers are able to self serve 24/7 through a much improved website and Evenues facilities are available.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Finance- efficiency savings	Net budget £1.9 million	£160k(8.4%)	2014/15		Joy Robson
Democracy and Elections – efficiency savings	Net Budget £1,970k	£100k(5%)	2014/15		Tracey Harry
Partnerships and engagement – efficiency savings	Net Budget £717k	£175k (24%)	2014/15		Will McClean
Customer Access – efficiency savings	Net Budget £1,127k	£100k (9%)	2014/15		Tim Macdermott
Employees services – efficiency savings	Net Budget £1,224k	£60k (5%)	2014/15		Sian Hayward

Non - Financial Benefits

Reduced need to impact on priority frontline services to make budget savings
Improved ability for some citizens to access the council

Dis-benefits

Dis-benefits include:

- potential reduction in performance eg collection rates for Council tax and business rates, benefit processing times and backlogs increase

- disinvestment in financial support services at a time when the Council requires more robust financial support e.g. working up business cases and evaluating new ways of working
- potential reduction in capacity to develop services
- coverage of member meetings will be diminished
- demand upon employee services will increase in times of restructures, redundancies and cutbacks, and if web self-service doesn't achieve its full potential for automation there will be a resource issue.

High level equality Impact assessment – the effect is on staff, however it is difficult to assess equality impact without knowing the restructures that will take place

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
Review of management accountancy function	Revised structure and competencies, to better support the organisation and focus on ensuring the change agenda is delivered in a sustainable way. Potential impact is 3 posts that are currently vacant. £100k saving identified, but part to mitigate a staffing budget pressure in current year so net saving is £78k	Savings in place by 1 st April 2014	Staff time	M Howcroft
Implementation of E-revenues	New online facilities for council tax and business rates, this should relieve staff of some of the more standard queries.	Business case agreed by ICT Board on 15 th Oct 2013, with final approval to go to Cabinet in Dec 2013. Implementation will be in place for new financial year	£13k implementation costs to be funded from the IT budget	R Donovan

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Review of revenues, exchequer and systems	Review has included scope to reduce contract costs for cash collection, financial system support, debt collection and a reduction in licence costs – savings £39k. This has limited the impact on the need to make savings through restructure proposals to £43k, equivalent to 2 FTEs	Savings in place by 1 st April 2014	Possible redundancy costs	R Donovan
Implementation of Web self-service for employees and managers. Restructure of the externally funded Social Services training function.	<p>Web self-service is a module of the integrated HR and payroll system that allows managers to input employee data (e.g. sickness, overtime etc) direct into the system via the web. Direct input will enable real time information to be available for sickness and other reporting purposes and will also enable efficiency savings within the Employee Services team with a saving of £49k with a reduction of two posts in 2015/16. For 2014/15 we will make compensatory savings where employees have requested reduced working hours and through savings in supplies and services on licence rationalisation.</p> <p>As a result of a changing in funding of the Social Services training function a restructure has been undertaken with a vacant trainee post being deleted from the structure saving £11,000</p>	<p>Implementation of the web self-service module will be during November & December 2013 and staff training will take place from January 2014 onwards. Once the system is running smoothly we will be able to realise the staff savings.</p> <p>Restructure of the externally funded Social Services training unit along with the deletion of a vacant trainee post from the core service.</p>	Staff time and training input for managers	S Hayward

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Restructure of Partnership and Engagement team and other functions	As a consequence of the retirement of the Deputy Chief Executive , there will be a re-alignment of a number of functions including the partnership and engagement team. At this stage it is envisaged that up to 3 posts will go but the brief of the restructure has widened and will also include Whole Place initiatives .	Outline proposal December 2013 with Implementation from April 2014.	Staff time	W McClean
Restructure of member services including elections, scrutiny, democratic services plus leader and chairman support	Member services presently operates in a traditional fashion with little flexibility across functions and limited scope for officer development and progression . The proposed restructure aims to deliver a more integrated ,efficient flexible service that supports and delivers these range of services. £100 K will be achieved through a combination of the restructure and streamlining budgets. Vacant posts have been held open to minimise job losses . At this stage the loss of one other post is predicted .	Outline proposal by December 2013 for inclusion in budget proposal with implementation date of 1/4/2014	Staff time including support from HR	T Harry
Customer access	Review of service delivery Revised structure anticipated reflective of following reductions 2.5 posts reduced in establishment 65k Reduced working hours 20k Efficiency savings 15k	Savings in place by 1 st April 2014	Staff time	T MacDermott

Quick Wins

Restructures should be undertaken as soon as possible so that savings are accrued from the start of the financial year.

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
Potential disruption and distraction of support services when they are needed to support the rest of the organisation	High	medium	In the next 6 months	Heads of service as identified above	Use best practice methods for implementing 'change'.	All managers
SRS support/ICT requirements cannot be implemented in the timescales	High	High	In next 6 months	SRS manager	Work closely with SRS staff to ensure work is programmed and delivered	Finance manager
Ability to refine accountancy service from scorekeeper to that of a business partner and provide timely information potentially affected by reducing staffing by 20%	High	High	In next 6 months	Assistant Head of Finance – Corporate Accountancy and Business Support	Closer, more direct relationship, with devolved accountancy functions to provide flexibility and extra capacity to address peaks in workflow	Assistant Head of Finance – Corporate Accountancy and Business Support

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Potential deterioration of bad debt position for Council Tax and business rates	High	High	In next 6 months	Assistant Head of Finance – Revenues, Systems & Exchequer	Close monitoring and reporting of debt position	Revenues manager

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:

Costs are identified in the proposed activity table above.

Constraints

Many of the services performed by the Revenues team are statutory in nature and so does restrict how the team operates on a day to day basis.

The need to ensure sound financial management and reporting in an increasingly changing environment does not diminish as resources get tighter.

Assumptions

Our citizens will want to and be able to manage their accounts on line and pay by electronic means, such as direct debit.

Staff have the expertise to solve problems on the financial systems and collect debt without recourse to 3rd parties.

Proposal Capability

The success of the financial savings target will only be achieved through the continued development of our staff and by close working with our customers

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.

30. BUSINESS CASE – RC ONE STOP SHOPS AND LIBRARIES

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
	18/11/2013		Tim Macdermott/Ann Jones	

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

- There is an increasing use of web/email and telephone contact to the local authority (known as channel shift) and the council has to maintain responses through these channels. However, the council is also committed to preserving face to face contact for residents. Consequently, it needs to consider the range of resources and services that deliver such contact and review the potential efficiencies of a more integrated approach. As an element of this, there is an opportunity to look at how our buildings are used to increase efficiencies and economies of scale whilst saving on potential revenue costs and creating potential leasing streams for the buildings. There is also potential to investigate further building rationalisation and developing a business model for bringing income in to the authority as an outcome of the current staff innovation and idea generation work.
- The officer proposal is to work in partnership with the Town teams and other voluntary and statutory organisations to work towards the development of a “hub” to improve services to our customers. We will further investigate applying this approach to other service outlets by investigating various models for provision such as volunteers and community interest companies.
- The proposed vision is that these “hubs” become well known in the community and that there is a “recognised” place to go if you need help/support/information (not only on council services) where you will be treated with dignity/respect and receive a prompt service. To redesign these services we need to look at customers’ journey as well as what customers need to live a good life. The models may be different for each Town and the proposals may change based on the outcomes of the staffs’ innovation and idea generation work.
- Please note that the restructure and associated savings has nothing to do with the staffs’ on-going innovation and idea generation work.
- Summary of the recommended Solution – including
 - Hub buildings to be investigated across the authority.
 - Benefits to be realised, savings and costs – approx. £150k for a high level management review and £30k income/efficiency savings from the innovation and idea generation work.
 - Significant risks, issues, constraints and assumptions – require the completion of the innovation and idea generation work
 - Results of Equality Impact Assessment - attached

Detailed Business Case

Vision

The proposed vision is to investigate all possible models for the development of “hubs” and that the models need to embrace the outcome that they will become well known in the community and that there is a “recognised” place to go if you need help/support/information (not only on council services) where you will be treated with dignity/respect and receive a prompt service. We need to make the customer journey as simple as possible. We need to ensure that “no-one gets left further behind” and this ties in with the single integrated plan and our three key objectives. Creating the “hub” would also broaden the services on offer thus linking with the whole place/Your County Your Way work.

Outcomes

The outcome would be the development of preferred models (which may be different i.e. one model does not fit all) and that the public recognise that there is a service hub they would visit for help and support. Increase in footfall figures could be measured along with customer satisfaction and transaction resolution at first point of contact for services such as housing benefits. Statistics could also be gathered on the impact of the “hub” on whole place.

The Future State

To investigate the preferred model for a “hub” in the principle towns one in each of the four designated areas of the County with the potential of developing further service points throughout the County.

Current state and gap analysis

There is potential to look at our current assets in different ways based on the results of our engagement exercise. Chepstow one stop shop and Library is one example of the multi usage of buildings. There is potential for developing outreach community hubs by working in partnership with interested local bodies following a mutualised/community interest company/social enterprise model. One size does not fit all. The model could be different in each location and this requires further investigation.

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process			
Organisation structures	There are two senior managers who currently run Libraries, Museums arts and one stop shops, Office Services, web team and Registrars	There needs to be a high level restructure to ensure that sustainable management structures are in place for the future.	The restructure and the income generation work needs to meet the mandate target of £180k
Technology/infrastructure	New telephony software will be required along with new customer tracking software and payment hardware and software.	The results of a consultancy/SRS report on the appropriate telephony software to take forward will be reported back to Strong Communities Select along with the model for the Library one stop mergers. This could be different in each of the Towns. To be able to track customer enquiries to their resolution we need to change our current software. Investigating chip and pin payments and safe locker storage for library books and further automation of self-issue and return units currently only available in Monmouth and Chepstow.	Dependent on information provided by the SRS and the outcomes of the innovation and idea generation work which could have a fundamental bearing on service models going forward This is part of another mandate and part of the innovation and idea generation work
Information and data	Incoming telephone statistics for the one stop shops are critical for the development of the contact centre. This cannot	New software and a political decision required	The contact centre model is being discussed with staff along with the preferred models for a contact centre

	<p>currently be provided. Develop Face to face/telephones and web categories to manage channel shift.</p> <p>There are a range of Welsh Government library standards and performance indicators which includes customer satisfaction levels and local community expectations for the service.</p> <p>The development of automated services at the libraries. Who uses them and levels of customer satisfaction</p>	<p>On-going but waiting for final channel costs from finance</p> <p>Consultation work with local communities to establish views beyond those obtained from library customers</p> <p>Investigating new automated services</p>	<p>Development of eforms on the web will be critical to ensure that we can measure accurately customers who change their channel preferences to cheaper channels</p> <p>Staff and customer comments are being fed in to the Welsh Government consultation exercise to make improvements</p> <p>Costs</p>
--	--	--	--

Options Appraisal

There are several options to this mandate and the previous mandate which has led arguably to misinterpretation. It is difficult to be wholly accurate when investigations are on-going and decisions have not been made yet on certain business models. At the same time, Officers are

aware of the necessary speed required to push on with the business cases and potential efficiencies/cost savings. There is a positive piece of work being undertaken in the Libraries and the one stop shops whereby staff are fully engaged on identifying and trialling service improvements. Therefore, the details in this mandate may fundamentally change.

Option 1

This is about the high level management restructure and investigating the development of community “hubs”

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>The high level re-structure will save approx. 70 to 80% of the savings required. Staffs' innovation and idea generation work will identify the remaining amount of savings</i>	<i>Libraries net Budget £1273K and one stop shop net budget £1028K</i>	<i>£180k</i>	<i>£180k</i>	£130k	£x	£x
Non financial benefits	Current performance	Target performance				
The work on the preferred models for the potential development of “hubs” is still on-going	<i>Separate services in separate buildings</i>	<i>As per first column. The preferred models will have to be defined/agreed and implemented. Costs associated with the preferred models can</i>				

		<i>be worked on at a later date with the target for savings 2015/16</i>				
Cost	Total Current service Budgets	Revised costs				
Potential redundancy costs	£2,301,000	Not available at present				

Dis-benefits

The high level restructure could place more pressure on staff and may lead to a weaker relationship with Welsh Government. However, it will protect the front line staff. It is imperative that roles and responsibilities are determined with clarity when the restructure has been finalised.

The Welsh Government Library Quality 4th Framework April 2011 to March 2014 highlights the following:
 Welsh Public library standard number 8(1) states that library authorities shall ensure that total staffing establishment levels should not fall below 0.37 per 1000 resident population. Monmouthshire's actual performance as at March 31st 2013 is 0.34. Paragraph 8(2) - Library authorities shall ensure that at least 23% of total staff shall be formally qualified in Library and Information Studies Science. Monmouthshire's current figure is 20.3. Paragraph 8(3) – library authorities shall ensure that the designated operational manager of library services shall be the holder of recognised professional qualifications in librarianship or information science or information management.

Key Risks and Issues

Constraints

High level restructure will follow the corporate consultation process e.g. Unions and staff

Assumptions

The mandate might need to change as a result of the staffs' innovation and idea generation work.

Evaluation and comparison of options

- The high level restructure should be complete by the end of the financial year 2013/2014.
- Overall level of cashable savings will be £180k although there could be additional savings arising out of the innovation and idea generating work.
- Overall cost or upfront investment required – none for the restructure. There may be some investment required for the staffs' innovation and idea generation work.
- Fit with future state – yes.
- Organisation capability and capacity to deliver – We can deliver the restructure, although it must be noted that a decrease in staff will impact on the capacity to deliver and working practices will fundamentally have to change.
- Services may not comply with statutory responsibilities.
- Complexity – the initial report to Strong Communities select and the further mandate has raised many concerns with Town and community councils and staff. There are many friends of/user groups associated with the one stop shops and the libraries. The process will require a further report to be presented to Strong Communities select.
- There are many established examples of models for “hubs”e.g. Denbighshire, Caerphilly, Cornwall Council, Bodmin, Hayle, Launceston, Redruth and St. Ives
- Degree of stakeholder support – mixed. Some for and some against.

Option 2

This option is with reference to investigating different models for provision of Gilwern and Usk Libraries to make them sustainable for the future.

Gilwern representatives are looking at a new community model for the service and are working hand in hand with the authority to make this achievable.

Dialogue is still on-going with the Save Usk Library group.

In the original mandate the wording was “Usk Library closing the service point £57k. There is potential for redesign of this service taking in to consideration the savings that need to be met”. The authors of the report would like to apologise for any misunderstandings associated with the wording. The authority would prefer to work to a sustainable model of provision rather than closing the libraries.

Cost-Benefit Analysis

Work is on-going for Gilwern and Usk.

Dis-benefits

Just closing the service in Gilwern and Usk will remove a service from a rural area.

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
High level management restructure	High	High	By end March 2014	Tim Macdermott/Ann Jones	Change working practices as a consequence and requires discussions with Welsh Government.	Tim Macdermott/Ann Jones
Investigating and developing models for the	High	High	To be decided and	Tim Macdermott/Ann	Change working practices	Tim Macdermott/Ann

"hub"			dependent on the outcome of staffs' innovation and idea generation work	Jones		Jones
Investigate new sustainable models for Gilwern and Usk library	Medium	High (dependent on model)	Gilwern model progressing dialogue continuing with Usk	Tim Macdermott/Ann Jones	Business cases/help/support	Tim Macdermott/Ann Jones

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
High level management restructure	high	TM/AJ	Progress restructure, although this could change dependent on the staffs' innovation and idea generation work	TM/AJ
Investigate new models for the "hub" understanding that one size does not fit all	high	TM/AJ	Await outcomes of political decisions and staff innovation and idea generation work	TM/AJ
Investigate new sustainable models for Gilwern and Usk library	high	TM/AJ	Gilwern model progressing Dialogue continuing with the Save Usk Library group	TM/AJ

Constraints

To develop a different sustainable model for Gilwern. Carry on dialogue with the Save Usk Library Group.

Assumptions

The mandate might need to change as a result of the innovation and idea generation work.

At this current moment in time, a full “option appraisal” for different sustainable models for Usk library has not taken place.

Evaluation and comparison of options – Gilwern Library

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

- Timescale – Gilwern – move to a new sustainable model by 30th March 2014
- Overall level of cashable and no cashable savings – to be determined
- Overall cost or upfront investment required – to be determined
- Fits with future state
- Organisation capability and capacity to deliver – good exercise for the authority to work hand in hand with the community council at pace to deliver within the timescale
- Working with Welsh Government to investigate compliance with legislation
- Complexity – working with the Community Council and Adult education
- Degree of business change, including behaviour change – it will help to engender a spirit of enablement within the authority and develop true partnership working
- Leading edge solution
- Degree of stakeholder support – support from the community council and elected members

Evaluation and comparison of options – Usk Library

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

- Timescale – discussions on-going
- Overall level of cashable and no cashable savings – to be determined
- Overall cost or upfront investment required – to be determined
- Dependent on outcomes of discussions
- Organisation capability and capacity to deliver – good exercise for the authority to work hand in hand with the Save Usk Library Group
- Working with Welsh Government to investigate compliance with legislation
- Complexity – working with Save Usk Library Group, Adult education and the Roger Edwards Trust
- Degree of business change, including behaviour change – it will help to engender a spirit of enablement within the authority and develop true partnership working
- Leading edge solution
- Degree of stakeholder support – Currently there is a lack of support for changing the model of delivery.

Recommendation

1. To proceed with a high level management restructure, acknowledging associated stated risks, to achieve the required savings and to include the outcomes of staff's innovation and idea generating work.

2. To proceed with investigations in to the different potential models for the development of “hubs” within the County.
3. To proceed with the Gilwern Library sustainable model for the future.
4. To continue dialogue with the Save Usk Library Group.

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 high level management restructure will need to be completed by the 30th March 2014. A project plan will be completed indicating consultation requirements. The work on a sustainable library model for Gilwern will be completed by the new financial year. Dialogue with the Save Usk Library Group will continue.
- Stakeholders involved and plan for engagement through implementation – For the high level management restructure arrangements will be made internally. For Gilwern Library we are working with elected members and the community council. For Usk Library we are maintaining open dialogue with the Save Usk Library group.
- Authorisation route – Project plans for each element of the mandate and feedback to the appropriate select committee will be arranged.

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.

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

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

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

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer Ann Jones/Tim Macdermott		Please give a brief description of the aims proposed policy or service reconfiguration Usk Library/Gilwern Library – Consider a new model of service provision/ potential for closure	
Name Libraries and One Stop Shops		Date 12/11/2013	
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	

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>A lack of access to a local service by the above groups</i>	➤ Discuss and revise the service model
➤	➤
➤	➤
➤	➤

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 have carried out a community engagement exercise and we have met with the Save Usk Library group three times to discuss a way forward. There is/was a public meeting on Thursday 14th November 2013. The current situation is that the group want to maintain the service exactly as it is and are not prepared to engage in a full option appraisal to look at other buildings and the potential for investigating new sustainable models.

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:
Usk Library and Gilwern Library	Chief Executives/Regeneration and Culture	Libraries and Customer Access team
Policy author / service lead	Name of assessor	Date of assessment:
Tim Macdermott/Ann Jones	Tim Macdermott/Ann Jones	12 th November 2013

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)

Dependent on further negotiations but the aim of the local authority is to work hand in hand with the community to investigate other models of provision to ensure Usk library is sustainable for the future. However, there is potential to close the library

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

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

Three meetings have been held with representatives of the Save Usk Library group and a full engagement exercise on budget options took place on 28th October 2013. A further meeting with the Save Usk Library group (at the time of writing the report) will take place on the 14th November 2013.

Several meetings have been held with the community and elected members with reference to Gilwern Library

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.

Library user (anonymised) data and financial costs

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

The council is interested in creating a sustainable Usk/Gilwern Library model for the future and looking to develop this with the save usk library group and Gilwern representatives.

Gilwern are moving to a new sustainable model with the support of Monmouthshire county council

Currently SUL wants the service to remain exactly as it is.

7. Final stage – What was decided?

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

Awaiting the outcome of the public meeting on the 14th November 2013 for Usk Library

The move to the new sustainable model for Gilwern is on-going

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

Awaiting the outcome of the public meeting on the 14th November 2013

The move to the new sustainable model for Gilwern is on-going

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

Awaiting the outcome of the public meeting on the 14th November 2013

The move to the new sustainable model for Gilwern is on-going

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

Forthcoming document consideration

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

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

Name: Alan Burkitt – Democracy and Performance. Tel: 01633 644010.

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

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

Appendix A

The “Sustainability Challenge”

Name of the Officer Tim Macdermott/Ann Jones		Please give a brief description of the aims proposed policy or service reconfiguration Investigate new sustainable models for Gilwern and Usk Libraries	
Name Regeneration and Culture/Chief Executives		Date 13 th November 2013	
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 voluntary work			x
Targets socially excluded			x
Help reduce crime and fear		x	

of crime			
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		x	

awareness of local businesses			
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)
➤ <i>If the Library is closed all of the positive impacts will become negative impacts</i>	➤ To work hand in hand with the Community to investigate and develop sustainable models for the future
➤	➤
➤	➤
➤	➤

The next steps

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

This is dependent on whether we develop a sustainable library model

- 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:

This is dependent on whether we develop a sustainable library model

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

31. UPDATED MANDATE – CEO ICT PROPOSAL

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
1.0	21/11/13	Draft	Matt Lewis	Created
1.1	11/12/13	Draft	M. Howcroft for Matt Lewis	Addition of £50k rental saving to buildings

Approval

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

Distribution List

Name	Organisation	Job title / Dept

Business need

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. The benefits described in the table below are made possible because we are able to use experts within the SRS who were not previously available to Monmouthshire, for example in the area of database consolidation, to drive down the cost of licensing. This highlights the way in which the SRS is applying its learning from one organisation to another, we are just completing the Gwent Police consolidation and Torfaen and Monmouthshire will be done at the same time.

Outcomes

The outcomes are:

- An optimised estate with options for incubation / industry partnership facilities
- Application consolidation through the use of experts and learning within the SRS
- Repurposing staff into roles that deliver high value returns into the organisation
- Utilising spare equipment across the organisations rather than paying for contracts / buying new equipment
- Delivering income from the SRS trading arm utilising spare capacity

Proposal Vision

This 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.

Benefits

Describe the measurable improvements that the proposal will achieve.

Total estimated mandate saving: £299,900

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Hold open vacant roles</i>	£45,000	£0 (Saving £45k)	2014/15		Matt Lewis
<i>Rental saving</i>		£50k	2014/15		
<i>Gain more value for money from Microsoft Enterprise Agreement</i>	£355,000	£232,000 (Saving £123k)	2014/15		Matt Lewis
<i>Cancel contracts made redundant by work over the last twelve months</i>	£19,000	£0 (Saving £19k)	2014/15		Matt Lewis
<i>Reduce cleaning costs</i>	£10,000	£5,000 (Saving £5k)	2014/15		Matt Lewis
<i>Reduce the training budget</i>	£30,000	£15,000 (Saving £15k)	2014/15		Matt Lewis
<i>Increase the income into CCTV by charging for actual usage</i>	£25,000	Additional income of £25k	2014/15		Matt Lewis
<i>Use spares to support end of life phone system</i>	£17,900	£0 (Saving £17,900)	2014/15		Matt Lewis

Non - Financial Benefits

N/A

Dis-benefits

Upgrades to Microsoft Project and Microsoft Visio licenses would need to be procured by the relative projects at the time of need.

Additional training will need to come from project costs and will need to be carried out just in time rather than in advance.

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
Enterprise Agreement evaluation	A reformatted Enterprise Agreement with Microsoft.	Dec 31 st 2013	£0	Matt Lewis
Value for money Enterprise Agreement	Negotiations already taken place	Dec 31 st 2013	£0	Matt Lewis
Evaluate contract spend	An agreed list of required contracts	Complete	£0	Matt Lewis
Increase CCTV income	Charge for usage where it currently exists and win new customers	April 1 st 2014	£0	Matt Lewis

Quick Wins

Contracts are already cancelled and work has started on consolidating the database clusters.

We have opted out of the Enterprise Agreement and will renegotiate the new contract before December 31st 2013.

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
We are unable to receive the cost of the CCTV service from areas that currently receive it for free	Medium	High	6-12 months	Matt Lewis	Switch off services if no funding is provided to avoid cost	Matt Lewis

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:

The opportunities exceed the target placed upon the SRS.

The current set of opportunities total £249,900 and if provided with the permission to make them happen the SRS can achieve them.

There are no capital costs involved in implementing these.

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.

31. EQIA – CEO ICT

Appendix The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Matt Lewis		Please give a brief description of the aims proposed policy or service reconfiguration This proposal seeks to evaluate the effect of the SRS savings opportunities in 2014-15.	
Name of the Division or service area Council wide		Date “Challenge” form completed 2 nd December 2013	
Protected 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	

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:

N/A

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

N/A

Signed

Matt Lewis

Designation: SRS COO

2nd December 2013



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:
This proposal seeks to evaluate the SRS savings in 2014-15.	Chief Executives Office	SRS
Policy author / service lead	Name of assessor	Date of assessment:
Matt Lewis		2nd December 2013

1. Have you completed the Equality Challenge form?

Yes

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

Reduce the cost of ICT in Monmouthshire

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

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

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

<p>Budget setting process 2014-15</p> <p>Mandate Consultation</p>

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

<p>ICT contract lists</p> <p>Staff personnel data</p>

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

7. Final stage – What was decided?

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

The savings mandate was taken to Economy and Select and clarification has been sought on who receives any services without funding them. All other items remain the same.

• **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**

Appendix

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Matt Lewis		Please give a brief description of the aims proposed policy or service reconfiguration This proposal seeks to evaluate the effect of SRS savings in 2014-15.	
Name of the Division or service area Council wide		Date “Challenge” form completed 2 nd December	
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	

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

N/A

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

N/A

32. JAG REPORT – CEO ADDITIONAL PAYMENTS



SUBJECT: Budget Mandate proposal – additional hours reduction

MEETING: JAG

DATE: 18th November 2013

1. PURPOSE:

To consult with unions on the proposed budget mandate to reduce the payment of additional hours and other related staff budgets.

2. RECOMMENDATIONS:

That JAG discuss the proposals

3. KEY ISSUES:

At the JAG meeting of 23rd September JAG were presented with the Equal Pay audit. Appendix 5 of the audit identified £3.8 million of additional payment to employees.

Employees receive basic contractual payments for undertaking their work, and payments are made in addition to this basic pay for overtime, standby, weekend enhancements, basic additional hours and honoraria. Many of these payments are necessary and contractual for people working on weekend and bank holidays or as remuneration for working in special conditions. As part of the job evaluation and single status agreements some of these payments were revised and agreed with trades unions and staff. It is not proposed to alter these agreements.

Some investigative work has been undertaken to identify areas where service review and efficiencies can lead to a reduction in additional payments to make a saving without incurring a detriment to service provision.

The saving does not apply to the operation of agreed T&C but will require activity from managers to bear down on the use of additional hours, honoraria, agency staff etc. and justify the requirement. The savings target is **£380 K**. The budget mandate that has been to cabinet is attached.

Proposals include –

1. Reduce use of Agency staff. To date we know that the use of agency staff for some roles prove cheaper by this method, but the vast majority are more expensive which could be justified if there is only a need for specific skills for a time limited period but the process needs to be considerably tightened up / justified and replaced with other models e.g. to have a pool of bank staff.

32. JAG REPORT – CEO ADDITIONAL PAYMENTS

2. Reduction in use of overtime and additional hours. This does not apply to the operation of agreed T&C but will require activity from managers to bear down on the use of additional hours etc. and justify the requirement.
3. Reduce sickness in those areas where replacement staff have to be provided e.g. social care and operations in R&C T. This will reduce the amount of overtime required.
4. Reduce the amount of honoraria payments, putting a cap on the period they are paid for and instead speeding up restructures / recruitment in order to make more permanent arrangements.
5. Reduction of Budget which pays for “Courses ,Conferences & Seminars”
6. Reduce the service advertising budget for vacant posts as there are fewer job adverts required other than on the website.
7. Remove the specific 2 additional days at Easter and Xmas and let staff take them as part of their annual leave hence reducing overtime claims where staff need to be replaced and the time is counted as a Bank Holiday.

4. AUTHOR: Sian Hayward – Programme Manager & Interim Employee services Manager

5. CONTACT DETAILS:

Tel: 07971 893998, 01633 644309

E-mail: sianhayward@monmouthshire.gov.uk

32. EQIA – CEO ADDITIONAL PAYMENTS

M.C.C. Financial Savings “Equality Challenge” 2013/2014

Savings Proposal: Review additional payments		Responsible Officer: Sian Hayward	
Proposal number: <u>32</u>			
Division CEO		Date 4 th November 2013	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
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

➤ **SEX** Male Highway staff losing overtime, Tool allowance payments etc

➤ **Disability** Mental Health issues must be dealt with sensitively and by the book in terms of sickness issues

➤

➤

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

Signed Sián Hayward

Dated 4th November 2013

Additional Comments

MCC spends 540k on overtime and standby allowances equating to more than single status bonuses. Reducing the budget by 10% equates to 60k. This will indirectly impact males, particularly in male dominated departments such as Highways.

The National Living Wage will have a positive impact on the lowest paid workforce.

Front line services need to replace members of staff when absent through sickness costing the Authority a significant amount. Staff member will receive 7 days sick pay (regardless of length of absence) which is renewed every 13 weeks.

Staff may receive a honorarium for carrying out additional duties and providing professional development opportunities. In some cases, individuals have been paid an honorarium for several years. The Employment Law states that after two years, the employee is considered permanent in that role. Occasionally individuals contracts go under the radar from HR.

Any proposal that abides by the Employment Law can be justified.

Changing terms and conditions of employment will be a Union matter e.g tool allowance.

MCC has not subscribed to the Working Time directive.

A conversation needs to take place with Union regarding roadman hours. This will be a very sensitive issue.

Need to clarify which Union represents Road men and invite them to JAG

There is currently no system within the Council to deal with mental health issues. Bradford Scale is a tool but question its effectiveness. Long term sickness affects the team and puts pressure on managers to support individual during medium to long term. Supporting employees with mental health issues is very costly and time consuming. Could employees work from home to remove some of the stress? Not always possible, depends on their line of work and length of time.

At the Wales HR directors network, there are plans to start a strategic case work network across the country. This could highlight any good and bad practice.

Monmouthshire has a low levels of JNC staff in relation to the number of population in comparison to Blaenau Gwent being the largest..

Sickness and stress management needs to be addressed across the Authority.

Sickness is recorded on web based payroll system.

Every vacancy to be assessed in terms on outcomes.



REPORT

Agenda Item 4(iii)

SUBJECT: Taking Forward Service Transformation in Adult Social Care and Health

MEETING: Cabinet

DATE: 2nd October 2013

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To obtain approval for investment in Local Area Co-ordination and Small Local Enterprises (Micro Enterprises) for a two-year learning phase as part of the next stage of service transformation for Adult Social Care and Health.

2. RECOMMENDATIONS:

2.1 To approve investment in Local Area Co-ordination and Small Local Enterprises for an initial two-year learning phase, as part of the next stage of service transformation for Adult Social Care and Health.

2.2 That Abergavenny and Caldicot are identified as the two learning sites for the initial two-year phase.

2.3 To request specific earmarked reserve funding amounting to £372,000 over the two-year learning phase.

2.4 To approve the creation of four fixed-term posts for the two-year learning phase, noting that posts remain subject to job evaluation. That delegated authority is given to the Chief Officer, Social Care and Health, to ensure that robust and effective learning and evaluation frameworks are put in place to monitor progress and to adapt the approach based on evidence captured.

2.5 That terminology, particularly Local Area Co-ordination and micro-enterprise is addressed and locally acceptable descriptions for the approaches are agreed

3. KEY ISSUES:

3.1 In the face of diminishing public resources and with the resultant financial and service pressures brought about by a growing elderly population, requires a repositioning and reshaping of provision to ensure future affordability and sustainability. By 2030 it is predicted that in Monmouthshire the number of people aged 65 or over will have increased by 49% while the number of people aged over 85 by 121%, significantly ahead of the Wales average.

3.2 The Chief Officer for Social Care & Health's Annual Report is aligned with the Social Services and Wellbeing (Wales) Bill and sets out the role of social services to enhance wellbeing and support people to draw on their strengths and that of the communities in which they live.

3.3 To deliver on the above there is a need for the Authority to adopt a range of approaches which will:

- Divert people from statutory services
- Prevent or reduce people's dependence upon statutory services
- Provide real choice and control for people regarding the support and services which best enable them to live their lives and meet their health and support needs
- Develop robust communities through increased connection and support

3.4 Local Area Co-ordination and Small Local Enterprises (commonly referred to as Micro Enterprises) are two proven methodologies that the Authority proposes to utilise to achieve these outcomes.

3.5 Local Area Co-ordination is an approach that originated in Western Australia and has been implemented in parts of England and Scotland. The approach is based on establishing local coordinators within communities who work with people who may otherwise require social services. By engaging early on, building on strengths and helping people to build local connections they help people find their own lasting solutions.

- 3.6 As a result of analysis of relevant 2011 census data and local ward data the initial learning phase for Local Area Co-ordination will look to appoint and embed a local co-ordinator within each of Abergavenny and Caldicot to work with people who may otherwise require long term traditional services.
- 3.7 It is further proposed to use an established Community Interest Company, Community Catalysts, experienced in developing local enterprise to establish small local enterprises as alternatives to existing service provision over the next 24 months.
- 3.8 Small local enterprises are new small businesses (from 1 to 5 people) which can provide support, generate employment and offer a more person-centred way of providing services to meet individual needs and aspirations. The benefits of developing small local enterprises are that they provide an important route into local employment, especially for disabled and older people, and help to build social capital. People have true choice and control in the support they purchase to help them live “a good life”.
- 3.9 Progress during the learning phase will be overseen by the Local Area Co-ordination Leadership Group, made up of key representatives for health and other public sector partners, with further monitoring and challenge being made through Social Care & Health DMT and the Centre for Innovation.

4. REASONS:

- 4.1 *Changing Practice Changing Lives* was one of three key themes that featured in the Chief Officer for Social Care & Health’s Annual Report presented to Council on 25th July 2013. *Changing Practice Changing Lives* will help us to build on individual and family strengths, help people to have a stronger voice, choice and more control and support meaningful and valued contribution to local community life.
- 4.2 By working in an integrated way with community partners and through earlier intervention we will be able to build the systems, relationships and resources to support people in their communities to live lives of meaning and dignity.
- 4.3 The investment in Local Area Co-ordination and Small Local Enterprises (Micro Enterprises) for a two-year learning phase represents the next stage of service transformation for Adult Social Care and Health and is wholly aligned with *Changing Practice Changing Lives*. Furthermore, and beyond the primary need for the vulnerable to maintain their independence in and be supported by our communities, it is anticipated that the approach being taken will allow the Authority to mitigate in part the financial pressures being brought about by a growing elderly population in the County.

4.4 Progress during the learning phase will be monitored by the Local Area Co-ordination Leadership Group, made up of key representatives from health and other public sector partners, with further monitoring and challenge being made through Social Care & Health directorate management team and the Centre for Innovation.

5. RESOURCE IMPLICATIONS:

5.1 The Authority has already committed £70,000 towards the Changing Practice Changing Lives Lead and support from Inclusive Neighbourhoods who have supported other authorities who are piloting similar approaches. Focus to date has been on progressing the scoping, feasibility assessments, planning and development of the approach and will subsequently include the production of the full evaluation and learning framework ahead of the recruitment of required posts. These costs have been met by funding secured through NESTA as part of the Authority’s Creative Councils programme.

5.2 The net investment required in 2013/14 and through the two-year learning phase is as follows:

Financial Year	2013/14	2014/15	2015/16 (9 months)
Investment	£113,250	£240,625	£160,125
Funding	£113,250	£28,750	£0
Net Investment	£0	£211,875	£160,125

5.3 Based on the modeling undertaken the avoidance of future costs that are anticipated to be realized, via early intervention and prevention of formal contact with statutory services, are summarised below.

Financial Year	2013-14	2014-15	2015-16	2016-17	2017-18
Cost Avoidance	£22k – £44k	£123k - £246k	£260k - £520k	£380k - £760k	£441k - £882k

5.4 The cost avoidance has been modelled based on prudent assumptions, using a low level average care package that would otherwise have resulted. It can be seen that the investment is anticipated to pay back within the two year-learning period with significant additional gains if the learning phase is extended further as shown above.

- 5.5 The initial learning phase for Local Area Co-ordination will run for a period of two years, following the recruitment and appointment of a Local Area Coordinator in each of the two learning sites. It is anticipated that appointments will be in place during January 2014. The same two-year period of investment is proposed for the development of the framework that supports Small Local Enterprises.
- 5.6 It is requested that the investment of £372,000 for the initial learning phase is funded from earmarked reserves after which any decision to continue or expand will need to be managed within existing budgets and through funding secured from other partners who will benefit. To not invest as recommended will inevitably lead to much more significant financial pressures falling on the Authority's adult social care budget.
- 5.7 In total the investment will result in the creation of 4 fixed term positions for the initial two-year learning phase. Job Descriptions are appended and are subject to job evaluation. The posts have been included at the top of the respective pay bands with on-costs and are included in the net investment shown above.

6. SUSTAINABLE DEVELOPMENT IMPLICATIONS:

- 6.1 The equality impact assessment and sustainability checklist is appended (appendix I to the outline strategic business case). All impacts have been assessed as positive.
- 6.2 The actual impacts from this report's recommendations will be reviewed on an ongoing basis and criteria for monitoring and review will include a range of measures with targeted outcomes. These are appended to the outline strategic business case (appendix G).

7. CONSULTEES:

- 7.1 In order to gain a better understanding of the key issues an Ageing Well Engagement Study was carried out. Members from the Partnership and Engagement Team in consultation with a range of partners agreed the outline format and delivery of the study. Our partners subsequently met and held conversations with older people across Monmouthshire using the same guidance and framework to support a conversation rather than conduct a question and answer interview.

- 7.2 Our partners held conversations with people over 50 years old living in Abergavenny and Caldicot. The purpose of each conversation was to understand how people live their life, what matters to them, what they value and how they use their local community.
- 7.3 The key themes that have emerged from the engagement study are the importance of activity and community connection and the impact of these on wellbeing. The results clearly supported the implementation of the approaches proposed in this report.
- 7.4 Service transformation presentations have been delivered to elected members, during which the issue of nomenclature was raised, particularly that Local Area Co-ordination when referred to as LAC may be confused with Looked After Children. For the sake of clarity, the term has been retained for the consultation and decision making process and will be reviewed prior to communicating more broadly with local communities. The term micro enterprise was similarly raised and has subsequently been amended to small local enterprises.

Formal consultation:

Senior Leadership Team
All Cabinet Members
Adult Select Committee
Head of Legal Services
Head of Finance
Strategic Personnel Officer

BACKGROUND PAPERS:

Outline Strategic Business Case
Annual Report of the Director of Social Service 2013
Social Services and Wellbeing (Wales) bill

8. AUTHOR:

Peter Davies – Head of Innovation
Nicki Needle – Changing Practice, Changing Lives Lead

9. CONTACT DETAILS:

Tel: (01633) 644294

Email: peterdavies@monmouthshire.gov.uk

Tel: (07825) 431387

Email: nicolaneedle@monmouthshire.gov.uk



Changing Practice, Changing Lives

**Outline Strategic Business Case
for the implementation of Local Area Co-ordination
and Small Local Enterprises**

CONTENTS PAGE

<u>Section</u>	<u>Description</u>	<u>Page</u>
1.	Executive Summary	1
2.	Strategic Context	8
3.	Current Situation	10
4.	Options Appraisal	14
5.	Case for Investment	16
6.	Engagement with our Local Communities	18
7.	Learning and Evaluation Framework	19
8.	Risk Assessment and Management	20
9.	Recommendation	20

Appendices

A	Case Studies
B	Risk Register
C	Supporting Financial Data and Key Assumptions
D	Implementation Plan
E	Ageing Well Engagement Study – Overview
F	Ageing Well Engagement Study – Encoding Framework
G	Key Outcomes and Measures
H	Local Area Co-ordination Leadership Group Membership
I	Draft Role Profiles
J	Equality Impact and Sustainable Development Assessment

1. Executive Summary:

1.1 Why should we care?

Public services are at the centre of Welsh community life, they support children and families, people with disabilities and those who are older frail to live safe and meaningful lives.

The Social Services and Wellbeing (Wales) Bill makes clear the intention to provide services that enhance wellbeing, with a new definition of people in need and a focus on families and communities.

We believe by concentrating on what matters to people and focusing on assets and strengths we will be able to work alongside individuals and their families to find imaginative solutions to the situations they face.

In his Annual Report 2013, the Director of Social Services set out 3 key themes – Changing Practice Changing Lives, Safeguarding People and Working With and Through Others; which will drive our actions for the year ahead. The key theme of Changing Practice, Changing Lives incorporates a range of elements which will help us achieve our purpose of Helping People Live Their Own Lives.

1.2 What is the problem we are trying to solve?

Public services are encountering huge pressures brought about by demographic changes, together with the increasing needs and expectations of individuals in the face of diminishing public resources.

Monmouthshire has a rising older population with a prediction that by 2030 the number of people aged 65 or over will have increased by 49% while the number of people aged over 85 by 121%, ahead of the Welsh average. In addition to this we are seeing greater complexity of need of people being referred over time.

This clearly highlights that times ahead are tough and our responses are limited. A more traditional response would lead to retrenchment which waited for people to fall into crisis until their vulnerability, need or dependency was sufficient to be “fixed” with services.

Modelling undertaken highlights that the impact on community based services is significantly beyond the existing 2013/14 budget, with increases of between £3.9m to £9.5m by 2030/31 based on an increase in caseload numbers of between 407 (25.4%) and 940 (57.6%).

Furthermore, it is estimated that of the adult population in Monmouthshire the number of people who have been identified as either coping¹ or could go either way² (i.e. those potentially on their way into traditional service provision) will increase by 2,394 (from 3,411 to 5,805) and by 714 (from 1466 to 2180) respectively between 2012 and 2030.

Our belief remains that we reposition and reshape existing provision in order that people are supported in and by communities, by drawing on their strengths and the communities in which they live.

1.3 What are the options?

Options that are available to the authority to manage the significant forward pressures being encountered by public services comprise:

- Option 1: Increasing service provision and funding in line with future projections
- Option 2: Managing demand by raising eligibility thresholds
- Option 3: Reducing demand by supporting more people in their communities

Options 1 and 2 are not sustainable, affordable or aligned with the future direction of our services. In terms of the human cost, option 1 will lead to people remaining isolated and disconnected within their local communities as passive recipients of care services.

Option 2 will result in people waiting in negativity until falling into crisis. If we attempt to manage demand by raising eligibility we will be faced with rapidly increasing unmet need. This option would simply see us storing up costly problems for the future.

Option 3 involves investment in the initial two-year implementation of an approach called Local Area Co-ordination in Abergavenny and Caldicot, along with further investment that supports the development of small local enterprises within communities. The impact of Local Area Co-ordination will be further enhanced by strategic commitment to Asset Based Community Development. This combination of interventions would look to support people in need in our communities, notably those who are coping or could go either way, such that they are managed within communities rather than falling into services.

¹ Based upon population aged 18 and over for 2012 and those who are unable to manage at least one self-care activity but are not yet known to social services

² Obtained from www.daffodilcymru.org.uk version 3.0, those who have been referred to Social Services but are not in receipt of a care plan

1.4 Proposed solution

It is recommended that investment is made in developing option 3.

Local area co-ordination is an approach that originated in Western Australia and has been implemented in parts of England and Scotland. The initial learning phase for Local Area Co-ordination will look to appoint and embed a local co-ordinator within each of Abergavenny and Caldicot to work with people who may otherwise require long term traditional services. Through early engagement and by building on strengths and developing local connections, Local Area Co-ordination will help people to find their own lasting solutions to the issues they face. The benefits of Local Area Co-ordination are that people will be supported to stay strong, build personal, local and community solutions as an alternative to services and that welcoming, inclusive and mutually supportive communities will be developed. As a single, local accessible point of contact for people and communities, we envisage that Local Area Co-ordination will become the new 'front end' of services, and will simplify (and better connect) the system for local people.

It is further proposed to use an established Community Interest Company, *Community Catalysts*, experienced in developing local enterprise to establish small local enterprises as alternatives to existing service provision over the next 24 months. The benefits of developing small local enterprises are that they provide an important route into local employment, especially for disabled and older people, and help to build social capital. People have true choice and control in the support they purchase to help them live "a good life".

A selection of compelling case study examples are included in appendix A that provide some examples of where Local Area Co-ordination and small local enterprises have resulted in people leading better lives whilst avoiding costs that would otherwise fall to public services.

1.5 The case for investment

The requested investment and the associated avoidance of future costs realised via early intervention and prevention of formal contact with statutory services are summarised below:

a) Net Investment

Financial Year	2013/14	2014/15	2015/16 (9 mth)
Investment	£113,250	£240,625	£160,125
Funding	£113.250	£28,750	£0
Net Investment	£0	£211,875	£160,125

The investment will result in the creation of 4 fixed term positions for the term of the learning phase.

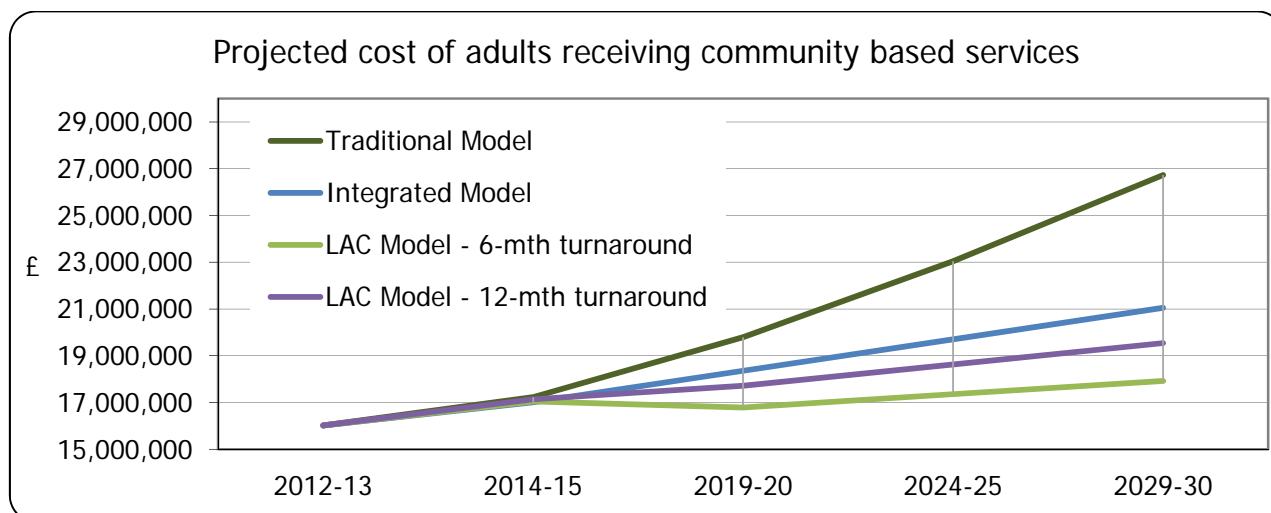
b) Cost Avoidance

Financial Year	2013-14	2014-15	2015-16	2016-17	2017-18
Cost Avoidance	£22k - £44k	£123k - £246k	£260k - £520k	£380k - £760k	£441k - £882k

The cost avoidance has been modelled based on prudent assumptions, using a low level average care package that would otherwise have resulted. Supporting financial data and key assumptions are included for your information at appendix C.

The range of cost avoidance illustrated is based on whether an individual is managed into the community within either 6 months or 12 months. It can be seen that Local Area Co-ordination is anticipated to pay back within the two year-learning period with significant additional gains if the learning phase is extended further as shown above.

In order to show a meaningful comparison of Local Area Co-ordination against the estimated cost of adults receiving community based services the modelling and cost avoidance figures have been extended. Based on a successful learning phase this assumes that two further Local Area Co-ordinators are recruited in 2016-17, making four in total covering the County. Using the same assumptions as above the following graphical representation illustrates how Local Area Co-ordination might reduce the pressures forecasts to fall on to community care budgets in future.



With small local enterprises the positive impact is included in the cost avoidance assumptions above. However, further savings can result from day care savings outweighing costs of supporting small local enterprises, though this is dependent on day care contracts being able to be exited over time.

It is requested that the initial learning phase is funded from earmarked reserves after which any decision to continue or expand will need to be managed within existing budgets and through funding secured from other partners who will benefit. To not take positive action as recommended would lead to a subsequent pressure being put forward to be funded that significantly exceeds the level of investment requested.

1.6 Timescales

It is proposed that the initial learning phase for Local Area Co-ordination runs for a period of two years following the recruitment and appointment of a Local Area Co-ordinator in each of the two learning sites. It is anticipated that appointments will be in place for January 2014.

With regards to small local enterprises the investment in support will span a period of two years, after which time the approach needs to become self-sustainable within the County.

The implementation plan is attached per appendix D.

1.7 Evaluation and measurement

An extensive engagement study has been completed, the information from which clearly highlights the importance of activity and community connection and the impact of these on wellbeing. This supports the implementation of the approaches proposed in this business case.

A comprehensive learning and evaluation framework is currently being developed. The evaluation framework will look to ensure that robust mechanisms are established to capture and evidence outcomes, including outcomes impacting on partner agencies that are supporting the initial pilot. The learning framework will ensure that we adapt our approach through robust effective and on-going review.

1.8 Risk assessment

An assessment of the key risks has been undertaken for both Local Area Coordination and small local enterprises.

The most notable risks for Local Area Co-ordination result from the approach being established, community networks being developed and a long-term sustainable business model being identified. In terms of small local enterprises the core risks centre on the longevity and sustainability of developing initiatives.

The Authority is confident that suitable risk mitigation is in place to address notable risks. However, governance arrangements will be overseen by the Local Area Co-ordination Leadership Group, the membership of which is included in appendix H, with further monitoring and challenge being made through Social Care & Health DMT and the Centre for Innovation.

Further information is provided in the Risk Register (appendix B).

1.9 Our credentials for success

Since 1996, Monmouthshire County Council has looked to develop collaborative ways through which to deliver aspects of core business. Examples of social care and health integration include joint health and social care commissioning, occupational therapy services and Monnow Vale.

In 2008 we introduced short term assessment and reablement (START) teams comprising health and social care professionals who support people to regain confidence, mobility and health. We embedded this approach via the Gwent Frailty Programme (launched in 2011).

The outcomes of the above investment for both individuals and the local authority have been very positive.

Most recently with our care management and assessment systems we have used an approach called “Systems Thinking” where we have re-examined our processes and practice from the basis of “what matters to the people we work with”. Alongside the many things that have changed as a result, the data and evidence gathered has shown us that if we are to effectively prevent crises, the front end of our service needs to move further into communities.

1.10 Conclusion

The recommended approach looks to recalibrate our relationships with individuals and communities. In this way we will ensure resources are available at the right time, in the right place whilst making best use of existing gifts, skills and talents.

By using these approaches we will:

- promote and protect physical and mental health, wellbeing and independence instead of waiting for people to fall into crises
- ensure informal solutions and social support are the first resolution not the last
- work alongside local communities to use and develop assets and build reciprocity and resilience
- release capacity and simplify the service system by greater integration at an individual and community level

We believe this will not only improve the wellbeing of a wider range of Monmouthshire’s citizens but make the greatest impact upon service and cost pressures.

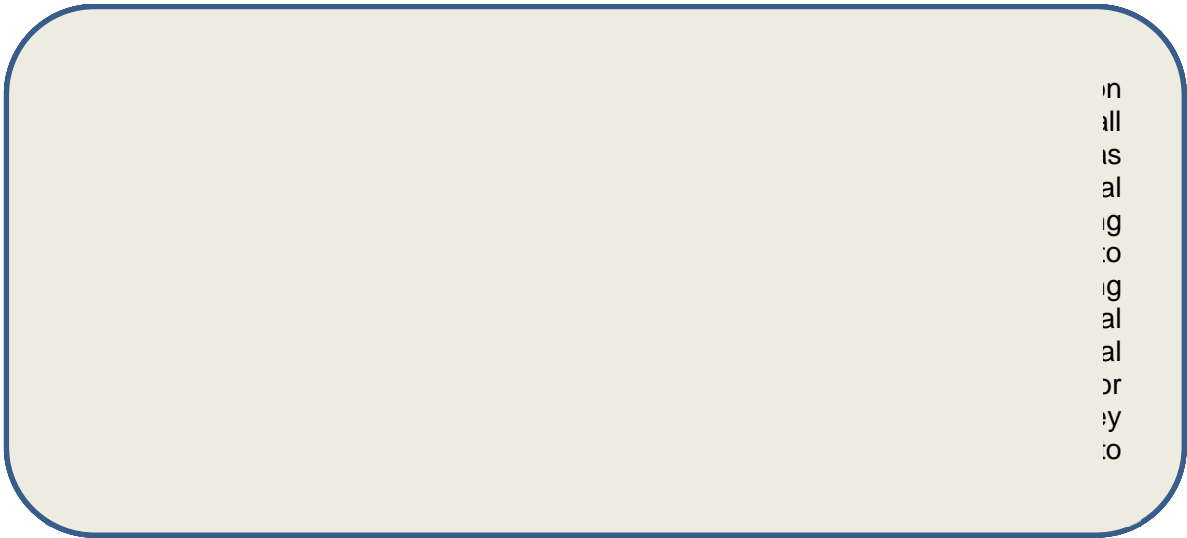
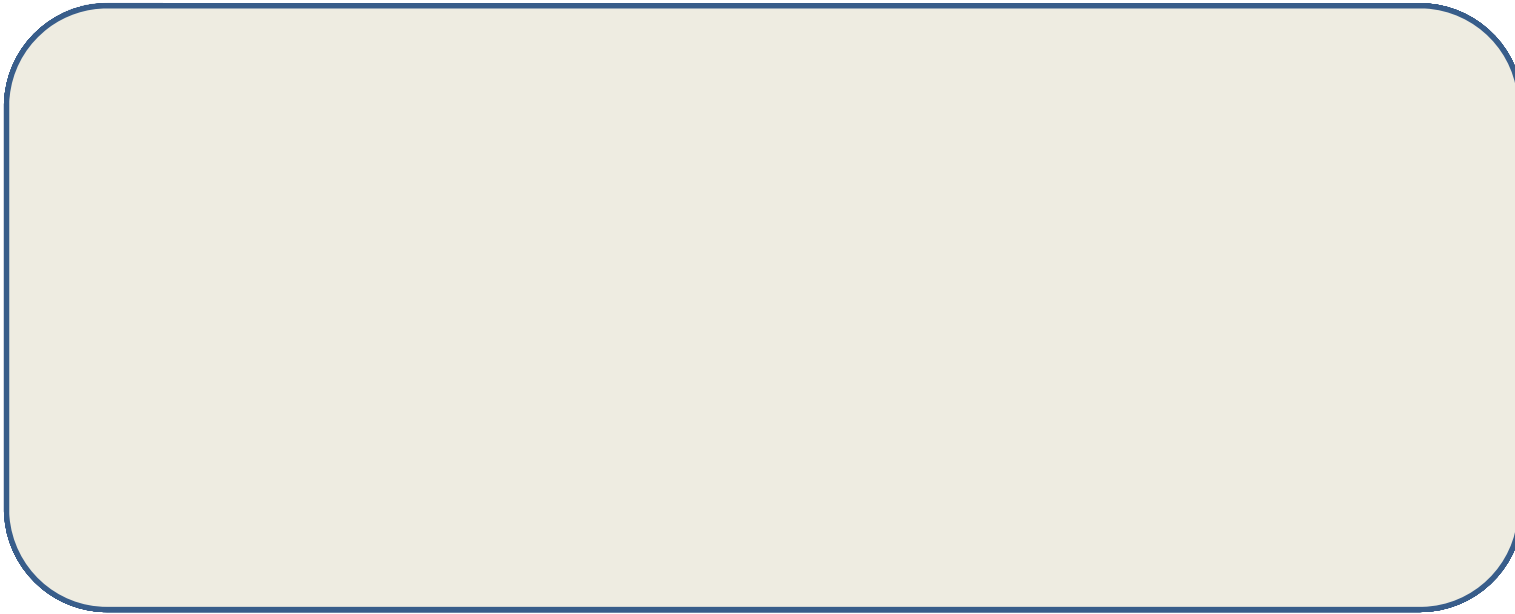
Implementation and success of the initial learning phase will be closely monitored by the Leadership Group that has been established and that has representation from key partner agencies in Health, Police and Housing.

On the basis that robust evidence concludes that the implementation is successful, this will create opportunities to assess whether the approach should be rolled out more widely and to negotiate joint funding solutions with partner agencies.

2. Strategic Context:

- 2.1 Public services are at the centre of Welsh public life, they support children and families, people with disabilities and those who are older frail to live safe and meaningful lives.
- 2.2 However, these services are encountering huge pressures brought about by demographic changes, together with the increasing needs and expectations of individuals in the face of diminishing public resources.
- 2.3 Times are tough and our responses limited:
- Retrenchment, waiting for people to fall into crisis until their vulnerability, need or dependency is sufficient to be “fixed” with services
 - Repositioning and reshaping existing provision in order to support people to draw on their strengths and that of the communities in which they live
- 2.4 The Social Services and Wellbeing (Wales) Bill makes clear the intention to provide services that enhance wellbeing, with a new definition of people in need and a focus on families and communities.
- 2.5 It highlights the role of public services in building on individual and family strengths, helping people to have a stronger voice, choice and more control and supporting meaningful and valued contribution to local community life.
- 2.6 The Bill requires local government to ensure sustainability by working in an integrated way and to deliver more early intervention. There is also a clear expectation that arrangements for future provision will be based upon an understanding of the dimension and shape of the population in their areas.
- 2.7 We believe by concentrating on what matters to people and focusing on assets and strengths we will be able to work alongside individuals and their families to find imaginative solutions to the situations they face.
- 2.8 In his Annual Report 2013, the Director of Social Services set out 3 key themes Changing Practice Changing Lives, Safeguarding People and Working With and Through Others; which will drive our actions for the year ahead. The key theme of Changing Practice, Changing Lives incorporates a range of elements which will help us achieve our purpose of “Helping People Live Their Own Lives”. These are set out in the diagram below.
- 2.9 This business case identifies how we intend to use two of these approaches; Local Area Co-ordination and small local enterprises to build the capacity and resilience needed in our communities to support people to live lives of meaning and dignity.

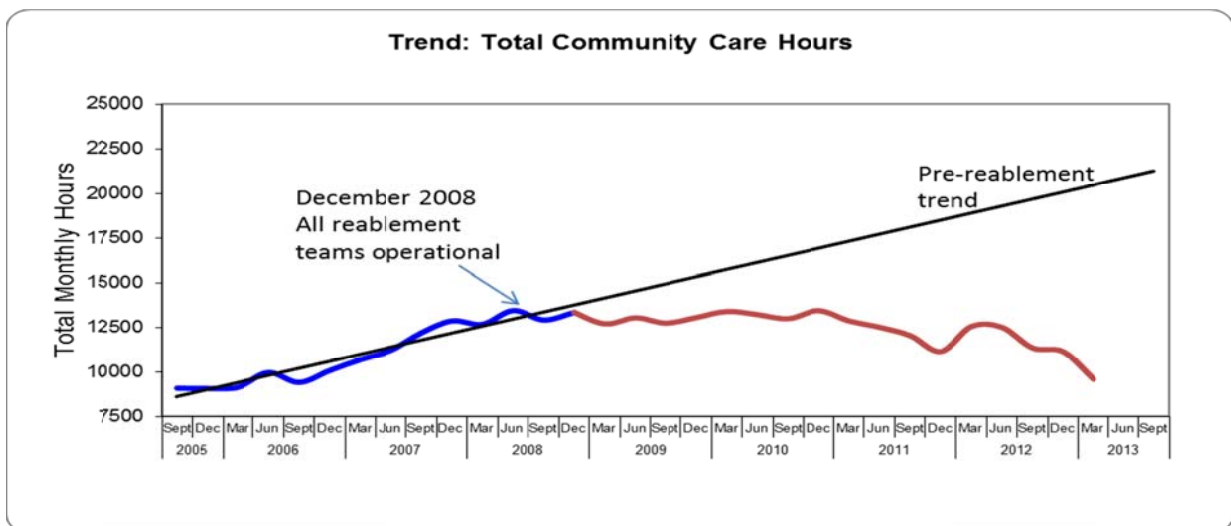
In Summary:



in
all
is
al
ig
:o
ig
al
or
y
:o

3. Current Situation

- 3.1 Since 1996, Monmouthshire County Council has looked to develop collaborative ways through which to deliver aspects of core business. Examples of social care and health integration include joint health and social care commissioning, occupational therapy services and Monnow Vale.
- 3.2 In 2008 we introduced short term assessment and reablement (START) teams comprising health and social care professionals who support people to regain confidence, mobility and health. We embedded this approach via the Gwent Frailty Programme (launched in 2011).
- 3.3 The outcomes of this investment for both individuals and the local authority are very positive. Prior to the introduction of START/Frailty, the total number of community care hours we needed to provide to support people to live in their own homes was on a steep upwards trend (as shown in the diagram below).



- 3.4 Of the 2300 people supported by START teams since December 2008 57% have needed no longer term care or support at the end of involvement. One in four people were still fully independent after two and a half yearsⁱ.
- 3.5 Of those who do require on-going support, the size of longer term care packages is typically much lower than the average.
- 3.6 Although much has been achieved the integration of services bought into sharp focus, parts of our care management and assessment “system” that needed addressing.
- 3.7 We found we often concentrated on the wrong things and tended to over-engineer solutions which in turn created dependency.

- 3.8 By using an approach called Systems Thinking we re-examined our processes and practice from the basis of “what matters to the people we work with”.
- 3.9 Many things changed as a result:
- People contacting us now ring straight through to the integrated team and speak to someone who can help them there and then
 - Conversations are focussed on “what matters” rather than “what’s wrong” and “how we can work together to find solutions”
 - We have discarded the deficit model of unified assessment and involved front line practitioners in designing new asset/strengths based assessment and support planning tools
 - We have developed a bespoke IT system to support our new ways of working
- 3.10 Throughout this work we have gathered data to help us understand our demand and develop the best possible response. We have learned that the majority (approximately 90%) of people contacting the integrated teams are already known to us and are in the system. Opportunities to hold a “what matters” conversation at this point are not as we had originally thought.
- 3.11 On the basis of this, if we are to effectively prevent crises, the front end of our service needs to move further into communities where we are better placed to engage earlier in preventative ways. Moreover in order to prevent people being pulled into longer term support there needs to be a range of alternative opportunities to traditional services at all points of the care management and assessment pathway.
- 3.12 The need for us to anticipate, manage and reduce demand is intensified by the significant consequences of living in an ageing society.
- 3.13 Wales has a rising older population with a prediction that by 2030 the number of people aged 65 or over will have increased by 40%ⁱⁱ while the number of people aged over 85 by 90%.
- 3.14 In Monmouthshire the situation is more marked with an expected increase of **49% of those aged over 65 (6,690 people)** and **121% over 85 years (3,110 people)**ⁱⁱⁱ.
- 3.15 In addition to this we are seeing greater complexity of need of people being referred over time, in 2008/09 70% of people were assessed with substantial or critical risk to their independence, by 2012 that figure had risen to 89%.

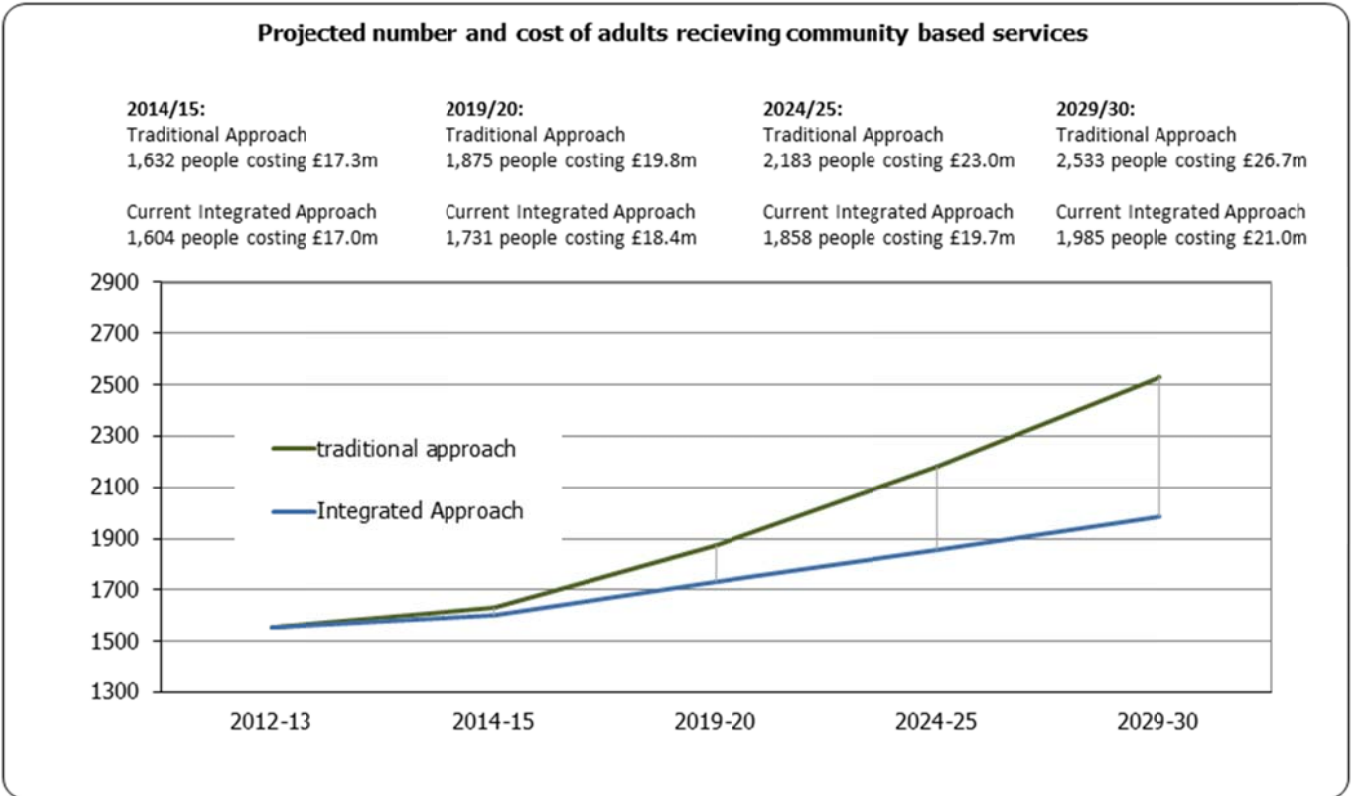
3.16 The graph below illustrates the number of people it is projected will require community care services by 2030:

1) if a traditional model of support is employed

This is based on data projections for Monmouthshire within Daffodil Cymru, a website developed for Welsh Government by Oxford Brookes University to project the demand for health and care services in different communities. It is based on traditional care services and can be thought of as the worst case scenario presented.

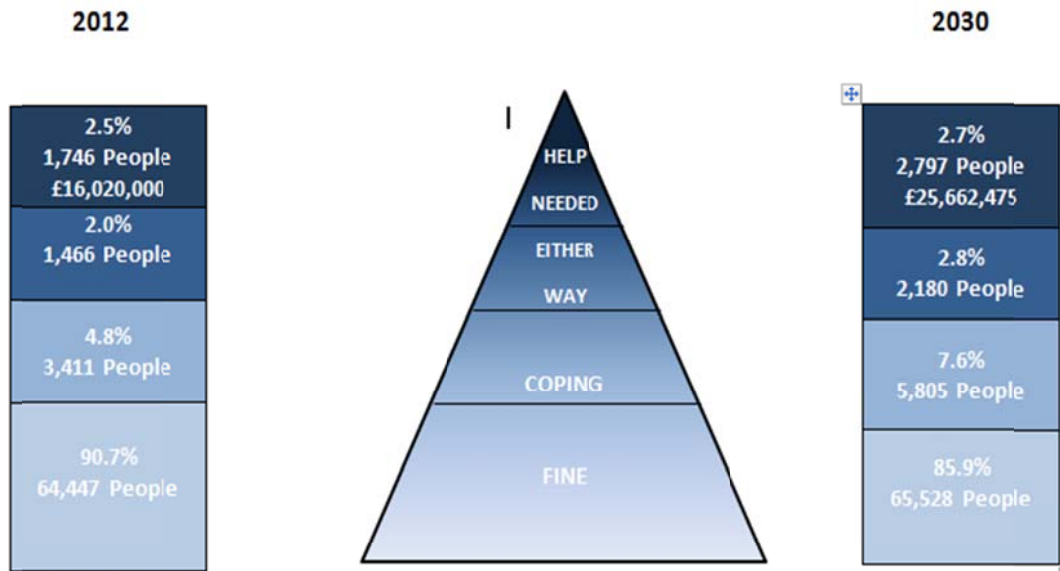
2) If our current integrated approach is sustained

This uses information from Monmouthshire's own Swift database. It is not a peer reviewed academic model and is unlikely to be as robust as national projections shown in Scenario 1. It does however recognise the impact that integrated working has had on longer term care packages and assumes that reductions can be sustained.



3.17 Further analysis shows that of the 71,070 adults in Monmouthshire^{iv} we estimate that:

- 2.5% - 1,746 **are in receipt of a service** (Daffodil projections)
- 2.0% - 1,466 people **could go either way** – people included here have been referred to social care and health but are not in receipt of a care plan
- 4.8% - 3,411 people are **coping** – people included here have reported being unable to manage at least one self-care activity but are not yet known to social care and health
- 90.7 % - 64,447 people are **fine**



3.18 By 2030 the number of people who are “**coping**” or “**could go either way**” rise to 5,805, and 2,180 respectively.

3.19 It is these people we aim to engage with earlier and by utilising a range of approaches we will help to build connections, opportunities and solutions.

4. Options Appraisal:

Option 1	Increase service provision and funding in line with projections
<p>This option is not aligned with the future direction of our services as outlined in the <i>current situation</i> overview nor is it compatible with the medium term financial plan – put simply it is neither affordable nor sustainable as the figures on the graph above illustrate.</p> <p>Traditional services will continue to be the mainstay of provision increasing year on year as the population ages and needs become more complex</p> <p>This option presents no opportunities to release or increase capacity e.g. freeing up staff time or resources indeed it has the potential to undermine existing community infrastructure e.g. by divesting money currently spent on leisure services, libraries etc.</p> <p>The human cost of this option is that people will remain isolated and disconnected within their local communities as passive recipients of care services</p> <p>When considering the risks associated with this option - both the likelihood and impact of pressures (service and financial) are judged to be high</p>	
Option 2	Manage demand by raising eligibility thresholds
<p>As with option 1 this is not aligned with the future direction of our services or Welsh Government as laid out in the Social Services Wellbeing (Wales), nor is it compatible with the medium term financial plan. If we attempt to manage demand by raising eligibility we will be faced with rapidly increasing unmet need.</p> <p>The human cost of option 2 is that people will wait in negativity until falling into crisis whereby it is likely more rapid, intensive and therefore costly support will be required</p> <p>Any initial cost or capacity benefits to this option i.e. working within allocated budget would be outweighed in the medium term by the high risk of managing more complex needs when people do require services – by using this approach we are simply storing up problems for the future</p> <p>When considering the risks associated with this option - both the likelihood and impact of pressures (service and financial) are judged to be high</p>	

Option 3	Reduce demand via Local Area Co-ordination and small local enterprises
<p>This option is aligned with the future direction of our services and is compatible with the medium term financial plan</p> <p>The benefits of this option are:</p> <ul style="list-style-type: none"> • Individuals will be diverted from statutory services • Individuals at risk of becoming dependent on services will be supported to develop local networks and connections • People already in receipt of statutory services will be supported to reduce dependence through no cost/lower cost solutions • People have real choice and control re: the support and services which best enable them to live their lives and meet their health and support needs • People are supported to stay strong, safe and connected • Valued and helpful relationships are nurtured – loneliness and isolation are reduced • Welcoming and mutually inclusive communities are developed • Personal, flexible and accountable opportunities for support are established 	

In selecting initial learning sites for the implementation of Local Area Co-ordination the following data was considered:

2011 Census data % of population by ward identified who:

- Were over 75
- Felt daily activities limited
- Considered themselves in bad health

Local data held by ward identified:

- % of individuals contacting social services
- % of total contacts to social services
- % people receiving services
- % where services provided

As a result of the analysis of this data, Abergavenny & Caldicot were proposed as the two learning sites by the Local Area Co-ordination Leadership Group.

5. Case for Investment

5.1 The requested investment and the associated avoidance of future costs realised via early intervention and prevention of formal contact with statutory services are summarised below:

a) Net Investment

Financial Year	2013/14	2014/15	2015/16 (9 mth)
Investment	£113,250	£240,625	£160,125
Funding	£113.250	£28,750	£0
Net Investment	£0	£211,875	£160,125

The funding comprises funding from NESTA as part of the Creative Council's programme (£70,000 in 2013/14), an allocation of transition and Supporting People funding.

The investment will result in the creation of 4 fixed term positions for the term of the learning phase. These posts are summarised below for information:

- Changing Practice Changing Lives Lead – Band K - £42,032 per annum
- 2 x Local Area Co-ordinators – Band I - £34,894 per annum
- Small Local Enterprises Support Co-ordinator – Band I - £34,894 per annum

All posts remain subject to job evaluation. The figures quoted are gross pay at the top of the band. On-costs will also be payable in relation to employers national insurance and superannuation costs.

Draft role profiles are attached at appendix I these will be monitored and adapted as per the learning and evaluation frameworks (please refer to section 7)

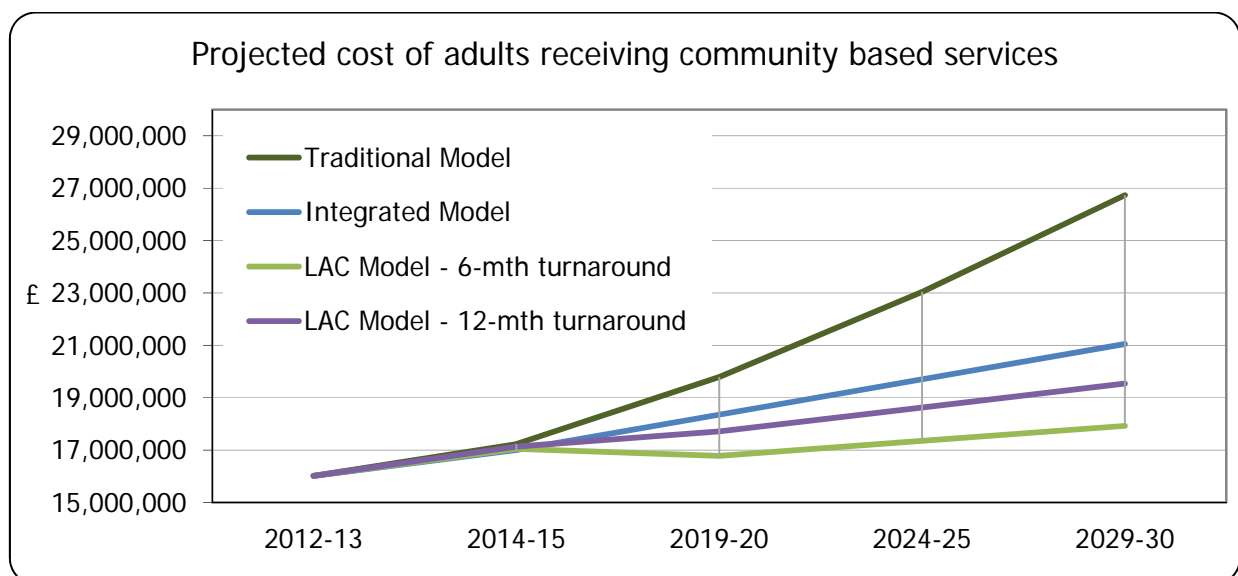
b) Cost Avoidance

Financial Year	2013-14	2014-15	2015-16	2016-17	2017-18
Cost Avoidance	£22k - £44k	£123k - £246k	£260k - £520k	£380k - £760k	£441k - £882k

5.2 In terms of Local Area Co-ordination we anticipate each Local Area Co-ordinator will be supporting 39 people in year 1 rising to 60 people in year 2, of which an estimated third would be prevented from having formal contact with statutory services. The cost avoidance has been modelled based on prudent assumptions and using a low level average care package that would otherwise have resulted.

5.3 The range of cost avoidance illustrated is based on whether it is assumed that an individual is managed into the community within either 6 months or 12 months. It can be seen that Local Area Co-ordination is anticipated to pay back within the two year-learning period with significant additional gains if the learning phase was extended further as shown above.

5.4 In order to show a meaningful comparison of Local Area Co-ordination against the estimated cost of adults receiving community based services the modelling and cost avoidance figures have been extended to assume that based on a successful learning phase that two further Local Area Co-ordinators are recruited in 2016-17 making four in total covering the County. Using the same assumptions as above the following graphical representation illustrates how Local Area Co-ordination might reduce the pressures forecasts to fall on to community care budgets in future.



5.5 With small local enterprises the positive impact is included in the cost avoidance assumptions above. However, further savings can result from day care savings outweighing costs of supporting small local enterprises, though this is dependent on day care contracts being able to be exited over time.

5.6 It is requested that the initial learning phase is funded from earmarked reserves for after which any decision to continue or expand will need to be managed within existing budgets and through funding secured from other partners who will benefit. To not take positive action as recommended would lead to a subsequent pressure being put forward to be funded that significantly exceeds the level of investment requested.

6. Engagement with our Local Communities

- 6.1 In order to gain a better understanding of the key issues an Ageing Well Engagement Study was carried out. Members from the Partnership and Engagement Team in consultation with a range of partners agreed the outline format and delivery of the study.
- 6.2 Our partners subsequently met and held conversations with older people across Monmouthshire using the same guidance and framework to support a conversation rather than conduct a question and answer interview.
- 6.3 Our partners held conversations with people over 50 years old living in Abergavenny and Caldicot. The purpose of each conversation was to understand how people live their life, what matters to them, what they value and how they use their local community.
- 6.4 It was essential to listen to people in order to understand, the difficulties and barriers experienced, and how it is possible to live a good life. To support the process we used the following engagement question:
- “How do older people in Monmouthshire age well, a people’s perspective?”***
- 6.5 The purpose, approach and analysis of this study are included at Appendices E and F. The 3 key themes emerging from the conversations are summarised below:

1. Community Connection

People described the importance of friendship, companionship and support. Participation and involvement in local activities and networks provided the purpose and structure to live a more enjoyable and fulfilled life.

“I have a good life. My brother and his family are good to me and I like my neighbours. I like work at the food co-op and I like helping people. I like where I live. I have good friends. I go to Buffaloes and Gateway and People First. I like to help other people. As long as you have your health you are OK. I mustn’t grumble but I can’t walk very well”.

Mr D 50+

2. Good Health and Wellbeing

People told us that the experience of good health and wellbeing was essential in maintaining a life with purpose and meaning. This was seen as the most crucial

component to independence, the ability to connect to their community, and take part in activities they enjoy.

“The only thing that would make life harder was if my health deteriorated and I wasn’t able to be independent. There are things I loved to do in the past which I can’t do now because of my health, things like swimming, baking and gardening. I can’t go swimming because of my back and I can’t bake because of my hands and standing for long periods. My health is a major factor in continuing to do other things”.

Mrs B 50+

3. Doing What Matters

People told us that they want to live a life they value. There was a lot of variation in the conversations as to what this included which confirms our person centred, solution focussed approach

“Being able to be mobile and being able to look after myself, doing little jobs and a bit of gardening. Going to market on a Tuesday and seeing old friends for a good chat. I like to read the newspaper to find out what’s going on. These are the things that matter to me. I live alone and it can get a bit lonely”.

Mr JA 90+

- 6.6 Information gathered via the Ageing Well Engagement Study clearly highlights the importance of activity and community connection and the impact of these on wellbeing. This clearly supports the implementation of the approaches proposed in this business case.

7. Learning and Evaluation Framework

- 7.1 A comprehensive learning and evaluation framework is currently being developed. Draft outcomes and measures are including for information in appendix G.
- 7.2 The evaluation framework will look to ensure that robust mechanisms are established to capture and evidence outcomes, including outcomes impacting on partner agencies that are supporting the initial pilot. The Authority is currently drawing on support from the University of Swansea and is developing further ties with other academic research expertise in the United Kingdom.

7.3 The learning framework will ensure that we adapt our approach through robust effective and on-going review. The Authority will be drawing on external expertise being accessed via the Authority's Creative Councils programme with NESTA to develop the learning framework.

8. Risk Assessment and Management

8.1 An assessment of the key risks has been undertaken for both Local Area Co-ordination and small local enterprises.

8.2 The most notable risks for Local Area Co-ordination result from the approach being established, community networks being developed and a long-term sustainable business model being identified. In terms of small local enterprises the core risks centre on the longevity and sustainability of developing enterprises.

8.3 The Authority is confident that suitable risk mitigation is in place to address notable risks. Governance arrangements for local-area co-ordination will be overseen by the Local Area Co-ordination Leadership Group, the membership of which is included in appendix H. Further monitoring and challenge will be made through Social Care & Health DMT and the Centre for Innovation.

8.4 Further information is provided in the Risk Register (appendix B).

9. Recommendation

9.1 Clearly the proposed solution is to use the approaches outlined in option 3 to recalibrate our relationships with individuals and communities. In this way we will ensure resources are available at the right time, in the right place whilst making best use of existing gifts, skills and talents

9.2 By using these approaches we will:

- Promote and protect physical and mental health, wellbeing and independence instead of waiting for people to fall into crises
- Ensure informal solutions and social support are the first resolution not the last
- Work alongside local communities to use and develop assets and build reciprocity and resilience
- Release capacity and simplify the service system by greater integration at an individual and community level

9.3 We believe this will not only improve the wellbeing of a wider range of Monmouthshire's citizens but make the greatest impact upon service and cost pressures.

Appendix A: Case Studies - Local Area Co-ordination

J is a 72 year old widow. Following the death of her husband numerous referrals and requests were made to Adult Social Care resulting in assessments and equipment provision. Concerns were raised about J's lifestyle and a range of other services become involved. This experience had a significant impact on J's confidence resulting in increasing dependence on original worker and withdrawal from community networks.

Local Area Co-ordination was one of the services J was referred to and the local co-ordinator met with J and spent time getting to know the things she wanted from life and the things that worried her. J talked about the fact that she felt very lonely and so together she and the Local Area Co-ordinator drew up a plan of action to address this. J now attends a 'knit and natter' session in the local library and has been introduced to a neighbour who shares her passion for antiques. J worked with the Local Area Co-ordinator to think about her house and together they agreed actions which would make her home more secure and comfortable, J called on her friends and neighbours to make some of this happen. The Local Area Co-ordinator still calls in on J every month and J reports feeling more able to cope, knowing that the Local Area Co-ordinator is on hand should she need support.

At the point the Local Area Co-ordinator met J she was in discussions about moving into supported accommodation, after six months this is no longer seen as being appropriate.

Estimated saving £28,000

Adapted and reproduced with kind permission of Derby City Council

Mr J is the main carer for both his wife, who has early onset dementia and his daughter who has a learning disability. Mr J himself was about to have a knee replaced and was clearly exhausted by the amount of care he was providing. Mr J was introduced to his Local Area Co-ordinator via an event to support carers of individuals affected by changes to service provision; as the day service his daughter had been attending for the previous 40 years was about to close.

Together Mr J and the Local Area Co-ordinator prioritised the actions that needed undertaking which included the compilation of a support plan and sourcing alternative daily activities. The Local Area Co-ordinator introduced Mr J to another carer who has written a support plan for her son, together they are writing a description of how his daughter would like to spend her time. Through conversations with the Local Area Co-ordinator, Mr J has begun to consider types of support that will enable his daughter to develop a presence in her local community as opposed to attending segregated services out of the area.

In addition, the co-ordinator has introduced Mr J to a local person willing to get his garden into shape.

Whilst there are a number of outstanding issues to resolve, Mr J reports feeling far more in control of his life through the intervention of Local Area Co-ordination.

Estimated saving £66,000

Adapted and reproduced with kind permission of Derby City Council

Case Studies – small local enterprises

Enterprise 1 was inspired by an experience J and her mum had in 2008 when they came face to face with a pedal-powered smoothie bar at a local festival. J aged 16 at the time, had wanted a part-time job in a restaurant or café like many of her friends, but her learning disabilities meant this was not so easy to achieve.

Using £1,800 successfully gained from the Youth Opportunity Fund, J and her mum purchased a smoothie bike and set up Enterprise 1 as a community interest company (of which J is a Director).

Enterprise 1 works with young adults aged 16-24 with learning disabilities to develop independence, work readiness and social skills by providing opportunities and individual support to run six smoothie bikes at community events around the country.

Enterprise 1 now has three paid workers, including people with a learning disability and a team of disabled and non-disabled volunteers who do everything from chop fruit to sort out issues re: health and safety.

Estimated savings £9,282

(J = £4862 + 2 other employees £4420)

Adapted and reproduced with kind permission of Community Catalysts

Enterprise 2, is run by two men with a learning disability A and T (and is supported by Mencap)

Initially both men volunteered at a local community project and whilst working at a composting site one week they noticed that there were thousands of plastic plant pots left behind the sheds once members of the public had deposited their green waste. These pots were often sent to the local tip and ended up in landfill as other people using the site didn't want them

A and T now take the discarded plant pots, they wash, dry and repackage them using environmentally friendly products and then sell the pots back to garden centres and other local outlets

The enterprise has attracted some corporate sponsorship from Ecover and others and in September 2012 A and T started making enough from the business to start paying themselves a wage

Estimated savings £3,900

Adapted and reproduced with kind permission of Community Catalysts

Appendix B – Risk Register

Local Area Co-ordination		
Key Risks:	Likelihood:	Mitigation:
Local area co-ordination seen as belonging to the local authority	Medium	<ul style="list-style-type: none"> • Involvement of Local Area Co-ordination leadership group in development, implementation, monitoring and evaluation • Development and delivery of communication strategy
Unable to appoint Local Area Co-ordinators	Medium	<ul style="list-style-type: none"> • Learning from pilot sites in other areas • Community involvement in recruitment • Communication strategy – recruitment opportunities
Appointment of the wrong people	Medium	<ul style="list-style-type: none"> • Robust supervision and caseload management • Fixed Term Contracts with probationary periods
Insufficient demand	Low	<ul style="list-style-type: none"> • Learning from pilot sites in other areas • Communication strategy – raising awareness of provision with partners e.g. GP's
Excess demand	High	<ul style="list-style-type: none"> • Community presence of co-ordinators • Learning from pilot sites in other areas • Robust supervision and caseload management • Communication strategy – clarity of purpose
Lack of community network and support for Asset Based Community Development or delay in development	Medium	<ul style="list-style-type: none"> • Local Area Co-ordinators will in part support the development of community networks. • The Authority's wider approach to community engagement will subsequently lead to asset mapping being undertaken in communities and support being provided to enable the development of community support networks.
Creation of long term, sustainable business model for extension and further roll out of Local Area Co-ordination	Medium	<ul style="list-style-type: none"> • Demonstrating benefits to Health and other partners through robust evidence and evaluation, leading to negotiated integrated long term funding solution • Repatriation of resource based on evidence from Local Area Co-ordination and wider service transformation
Impact of public sector reform	High	<ul style="list-style-type: none"> • Continued storytelling with key influences e.g. WG

Small Local Enterprises:		
Key Risks:	Likelihood:	Mitigation:
Difficulties in identifying and engaging local enterprise/entrepreneurs	Low	<ul style="list-style-type: none"> • Utilise the experience of a specialist provider to create an environment where ideas can be turned into legal and sustainable enterprise • Establish local expertise through a support co-ordinator who will continue to assist existing and developing enterprise following the initial learning phase
Growing regulatory, legislative and other barriers	Medium	
Unsustainable business models	Medium	
Creation of long term sustainable solutions	Medium	

Appendix C – Supporting Financial Data and Key Assumptions

a) Net Investment

The investment required for the two-year learning phase spanning 2013-14 to 2015-16 is as follows:

Financial Year	2013-14	2014-15	2015-16 (9 months)
Investment	<ul style="list-style-type: none"> • Inclusive Neighbourhoods' Support (£20k) • Evaluation of Local Area Co-ordination and line management of Local Area Co-ordinators (£50k) • Employment costs of Local Area Co-ordinators (£24.5k) • Community Catalyst's and support agency costs (£18.75k) <p>Total £113,250</p>	<ul style="list-style-type: none"> • Inclusive Neighbourhoods' Support (£20k) • Employment costs of Local Area Co-ordinators (£98k) • Evaluation of Local Area Co-ordination and line management of Local Area Co-ordinators (£50k) • Community Catalyst's and support agency costs (£72.625k) <p>Total £240,625</p>	<ul style="list-style-type: none"> • Employment costs of Local Area Co-ordinators (£73.5k) • Evaluation of Local Area Co-ordination and line management of Local Area Co-ordinators (£37.5k) • Community Catalyst's and support agency costs (£49.125k) <p>Total £160,125</p>
Less: Funding	<p>NESTA Funding (£70k) Transition funding (£43.25k)</p> <p>Total £113,250</p>	<p>Supporting People Grant (£20k) Transition funding (£8.75k)</p> <p>Total £28,750</p>	<p>Total £0</p>
Net Investment	Total £0	Total £211,875	Total £160,125

In 2013-14, and prior to Local Area- Co-ordinators taking up, the focus has been on progressing the scoping, feasibility assessments, planning and development of the approach and will subsequently include the production of the full evaluation and learning framework ahead of the recruitment of required posts. All such costs have been met from funding secured through NESTA's Creative Council's Programme.

b) Cost Avoidance

Financial Year	2013-14	2014-15	2015-16	2016-17	2017-18
Cost Avoidance	£22k - £44k	£123k - £246k	£260k - £520k	£380k - £760k	£441k - £882k

Key Assumptions:

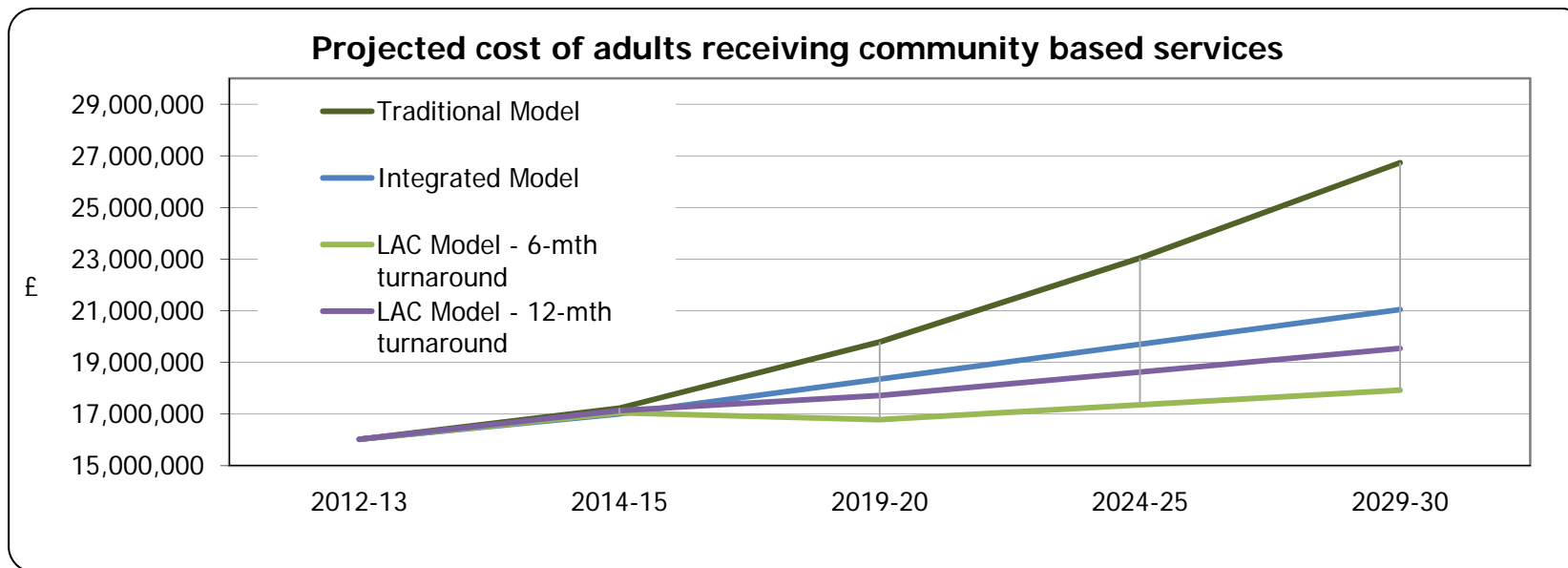
The key assumptions used to determine the range of estimates cost avoidance figures above are:

- Two-year learning phase to run from the point at which Local Area Co-ordinators commence their posts, assumed to be 1st January 2014.
- Each of the two Local Area Co-ordinators are estimated to operate at 65% capacity in the first year, rising to 100% capacity from year 2 onwards.
- Based on data supplied from other Local Area Co-ordination pilots, the average caseload at 100% capacity at any one time is anticipated to be 60 comprised of:
 - Individuals who will be provided information and signposted
 - Individuals who will be provided information advocacy, advice and options; and
 - Individuals who can be supported in the community who would otherwise require medium to long term care and support – if these individuals are managed successfully into the community via Local Area Co-ordination then costs that would otherwise fall on to community care budget will be avoided
- It is assumed that a 1/3 of the average caseload will fall across the 3 categories above, resulting in an average caseload of 20 individuals being managed into the community.
- That it takes 6 months (high end of range) or 12 months (low end of range) to successfully manage an individual back into the community.
- That the cost avoidance resulting from individuals being managed into the community equates to the cost of an average low level care package of £3,419 (comprising 3.5 home care hours per week @ £13.50 per hour + 5 x community meals per week @ £3.70 per meal)
- After a period of 3 years that 75% of the original case load managed out and supported by communities will enter adult social care on the average weekly care package.

- The above cost avoidance figures are based on the learning phase continuing for a further period of 3 years, 5 years in total.

It should be noted that no allowance is taken into account in the modelling for any additional savings that result from existing social care clients, notably those who are open to review, being successfully managed back out into communities. Furthermore, no net savings are modelled for the impact of small local enterprises.

In order to show a meaningful comparison of Local Area Co-ordination against the estimated cost of adults receiving community based services the modelling and cost avoidance figures have been extended to assume that based on a successful learning phase that two further Local Area Co-ordinators are recruited in 2016-17 making four in total covering the County. Using the same assumptions as above the following graphical representation illustrates how Local Area Co-ordination might reduce the pressures forecasts to fall on to community care budgets in future.



Please note this document is updated regularly to denote completed tasks, amend existing tasks and add new tasks as and when necessary

Monmouthshire County Council

Local Area Coordination

Implementation Plan

Local Area Co-ordination Leadership Group

Name	Organisation	Phone	Email	Initial
Simon Burch	Monmouthshire County Council	07837033418	simonburch@monmouthshire.gov.uk	SB
Nicki Needle	Monmouthshire County Council	07825431387	nicolaneedle@monmouthshire.gov.uk	NN
Julie Boothroyd	Monmouthshire County Council	07778336613	julieboothroyd@monmouthshire.gov.uk	JB
Ailsa MacBean	Monmouthshire County Council	07776452870	ailsamacbean@monmouthshire.gov.uk	AM
Eve Parkinson	Monmouthshire County Council	07854673356	Eve.Parkinson@wales.nhs.uk	EP
Peter Davies	Monmouthshire County Council	07768466632	peterdavies@monmouthshire.gov.uk	PD
Will McLean	Monmouthshire County Council	07834435934	willmclean@monmouthshire.gov.uk	WM
Bronwen John	Aneurin Bevan Health Board	07770382058	Bronwen.John@wales.nhs.uk	BJ
Steve McDonagh	Aneurin Bevan Health Board	07813762287	Steve.McDonagh2@wales.nhs.uk	SM
Glenda Genner	GAVO	01291 672352	Glenda.genner@gavowales.org.uk	GG
David Morris	Monmouthshire Housing Association		David.Morris@monmouthshirehousing.co.uk	DM
Joanne Kirrane	Melin Homes	01495 745910	joanne.kirrane@melinhomes.co.uk	JK
Joanne Bull	Heddlu Gwent Police	01495 745555	joanne.bull@gwent.pnn.police.uk	JB
Virginia Morgan	Public Health Wales	01495 325431	virginia.morgan@wales.nhs.uk	VM
Ralph Broad	Inclusive Neighbourhoods	07927056164	Ralph@inclusiveneighbourhoods.co.uk	RB

	ACTIVITY	LEADS	2013	COMMENT
1.1	Date for first leadership group meeting		Monday 18 th February	
1.2	Lead person for coordinating meetings		Nicki Needle	
1.3	Chair		Simon Burch	
1.4	Leadership group members		Simon Burch Nicki Needle Julie Boothroyd Ailsa Macbean Eve Parkinson Peter Davies Will McLean Bronwen John Glenda Genner David Morris Joanne Kirrane Joanne Bull Virginia Morgan Ralph Broad	
1.5	Frequency of meetings		Monthly	
1.6	Leadership group accountability and contribution		Pledges received from Group members	Pledges rather than terms of reference agreed at first leadership group meeting
2.1	Draft & agree initial implementation Plan Draft & agree LAC Framework	RB/NN	Agreed at Leadership Group Meeting 9 th May Agreed at Leadership Group Meeting 9 th May	To be updated for monthly meetings Updated in line with the Annual Report of Director of Social Services 2013 – 13 th August
2.2	Agree access to LAC		Within Framework	
2.3	Propose 2 localities for Phase 1		Agreed at Leadership Group Meeting 9 th May	Consideration given re: size of sites and rationale for selection e.g. reflective demography, potential to build social capitol, existing connections etc
2.3 cntd	Consider rationales for localities phases 2 & 3		To be agreed following Initial Learning Phase	To coalesce with Your County Your Way and Single Integrated Plan
2.4	Identify initial, medium term and long term line management for Local Area Coordinators		As above	
2.5	Develop & maintain links with Eddie Bartnik re: Australia systems & processes		Via RB - visit planned for November 2013	

2.6	Develop & maintain links with other LAC areas – Cumbria, Middlesbrough, Derby City & Thurrock <ul style="list-style-type: none"> • <i>Implementation approaches</i> • <i>Keeping track</i> • <i>Getting started</i> • <i>Overcoming obstacles</i> • <i>Differences, strengths/weaknesses</i> • <i>Outcomes and Measures</i> 		Via RB and Bob Rhodes and emergent LAC network/newsletter	NN and Gary Thomas - Initial meeting with Neil Woodhead (Derby) and Tania Sitch (Thurrock) 12 th July 2013 On-going connection between LAC Leadership Group members and counterparts in other LAC Sites
3.1	Presentation to Leadership Group		At 1 st meeting 18 th February 2013 and thereafter at monthly meetings	
3.2	Presentation to Elected members		September 3 rd 4 th 2013 October 2nd 2013	
3.3	Presentation to Senior Leadership Team (MCC)		Tuesday 9 th April 2013	
3.4	Presentation to Health and Well-Being Board		Extended Neighbourhood Care Network Meeting Tuesday 11 th June 2013	
3.5	Presentation to GP Consortia		TBA via BJ and both Neighbourhood Care Network Leads	
3.6	Presentation to Housing		JK Melin member of leadership group DM MHA Melin member of leadership group NN and DM – 5 th June 2013 NN, DM + SLT MHA 9 th July 2013	
3.7	Presentation to Social Care Teams		LAC methodology accepted as outcome of wider scale systems review (dedicated work-stream in Vanguard work-plan) - 6 weekly updates for staff via “Doing it Differently Dong it Better”	
3.8	Presentation to Health Teams		As above – at operational level teams are integrated (health and social care)	27 th June – Public Health Wales NN meeting with VM member of leadership group and Jane Lazelles

3.9	Presentation to Corporate Communications Team		At communications workshop Thursday 11 th April 2013	Working alongside Jessica Roberts to develop communications strategy
3.10	Presentation to Local Community Meetings/Neighborhood Boards (inc local citizens)		Ageing Well Engagement carried out in local communities (Abergavenny and Caldicot) July – September 2013	Please see NESTA Grant agreement for further detail
3.10 cont	Presentation to Local Community Meetings/Neighbourhood Boards (inc local citizens)			Comprehensive communications programme to be carried out with local communities Abergavenny/Caldicot upon agreement of business case 9 th October 2013
3.11	Presentation to Partnership Board <ul style="list-style-type: none"> • <i>Disabilities</i> • <i>Older People</i> 		TBA via WM	
3.12	LAC leaflet			Draft briefing notes discussed at leadership group July 2013
3.13	LAC Council Web Page		As above/below	
3.14	Regular updates to Council Newsletter – <i>keep people informed of developments, outcomes, issues arising, access to information & resources (link with web page)</i>		Blog, Video Diary and Yammer Once pilot sites operational	
3.15	Develop Communication Strategy		Ongoing following meeting on 11 th April 2013	Showreel development currently underway
4.1	Build links with and contributions from Health Services		Via BJ and Neighborhood Care Network	
4.2	Build links with and contributions from Mental Health Services		As above – pathway planning – integration with dementia services	NN to take forwards with Claire Morgan
4.3	Build links with and contributions from Older People Services		Continued prioritization within Vanguard work stream	Now linked to older persons officer Bridgette Barnett through Ageing Well Engagement
4.4	Build links with and contributions from Children and Education Services – <i>establish “cradle to grave” approach to 32 maximize long term individual, family, community & transformation benefits</i>		NN, Vanessa Glen and Sarah McGuinness -	NNi to work with Vanessa re: “our story so far” overview of systems work
4.5	Identify links with Monmouthshire and Wales Central Government		Meeting with WG Policy Officers 19 th March 2013	? Pilot site for rolling out new framework aka Social Care and Wellbeing (Wales) Bill LAC work to be showcase of visit by Eddie Bartnik

				November 2013
4.6	Identify and influence potential national partners		As above, Association of Directors of Social Services, All Wales Adult Service Heads - Also via NESTA	
4.7	Identify regional opportunities for shared learning – <i>promote cross regional learning, development, problem solving, consistency in implementation & evaluation</i>		As above and via Neighborhood Care Network	
Activity 5.1 – 7.5 not able to be developed or completed until agreement to proceed - 9 th October 2013				
5.1	Agree job descriptions/person specification for LAC manager and LACs			
5.2	Agree pay scale for LAC manager and LACs			
5.3	Design recruitment process <ul style="list-style-type: none"> • <i>Advert</i> • <i>Inclusion processes</i> • <i>Interview questions & process</i> • <i>Evaluation criteria</i> 			
5.4	Book short listing, interview dates & venue			
5.5	Recruit LAC line manager			
6.1	Establish clear 2-3 week induction schedule			
6.2	Identify & confirm dates for internal & LAC specific induction & training			
6.3	Agree training & induction content e.g. <ul style="list-style-type: none"> • <i>Intro to LAC</i> • <i>Meeting with/shadowing specialist teams</i> • <i>Safeguarding</i> • <i>Community mapping</i> • <i>Community building</i> • <i>Developing relationships</i> • <i>Person centeredness</i> 			
6.4	Community mapping – <i>identify existing assets and resources in each area & gaps in resources/services</i>			

6.4 cntd	Develop local community profiles – <i>people, partners, networks, existing resources, gaps, issues</i>			
6.5	Plan for initial start up, access, managing uptake			
6.6	Identify & build connections with key local community partners, organisations & citizens			
6.7	Develop local partnerships <ul style="list-style-type: none"> • <i>Micro enterprises</i> • <i>Community catalysts</i> • <i>Time banks</i> • <i>Local people and families</i> • <i>Local council officials</i> • <i>Local specialist services</i> • <i>Local schools</i> • <i>Local community facilities</i> 		Meeting with Community Catalysts (SB, JB NN 6 th June 2013) Ongoing discussions (NN and PD) re: integration with county innovation/service transformation agenda	Opportunity to present vision for integrated ABCD and Changing Practice Changing Lives developments within business case
7.1	Establish supervision and appraisal frameworks			
7.2	Planned, regular mentoring & support meetings first 12 months			
7.3	Develop links with other LACs in region (or nationally in first instance) – <i>planned opportunities for sharing information, experiences, learning, peer support</i>			
7.4	Performance related monitoring, support & feedback			
7.5	Develop partnerships with regional partnerships – <i>potential for peer support, efficiencies (shared learning, shared induction, training, development, evaluation)</i> <ul style="list-style-type: none"> • <i>Cumbria</i> • <i>Middleborough</i> • <i>Derbyshire</i> • <i>Thurrock</i> 			

8.1	Establish outcome and measures framework		Specific outcomes to be developed with LAC Leadership Group Members Monthly project plan reports to Leadership Group – NN	
8.2	Prepare and agree learning and evaluation framework		Meeting with NN PD and Nick Andrews Swansea University 12 th August 2013 – links also to Martin Webber York University connecting people study	Please see NESTA Grant agreement for further detail
8.3	Agree evaluation timescales, funding, collecting base line and on-going data		As above	
8.4	Establish data recording/storage method – <ul style="list-style-type: none"> • <i>direct information as link with future policy/strategy development</i> • <i>Contact with people</i> • <i>Core issues arising – gaps and obstacles</i> • <i>Actions taken</i> • <i>Partnerships developed</i> • <i>Community initiatives</i> • <i>New resources</i> • <i>Impact on existing services</i> • <i>Efficiencies</i> 		NN, Gary Thomas, Steve Beard	
8.5	Plan and evaluate direct consultation with individuals, families and communities			
8.6	Shared agreement (between LAC and families) Paper and IT		Developing - June 2013 NN, RB Gary Thomas and Steve Beard	
8.7	Identify key desired outcomes for ongoing monitoring and feedback		As above	
	Activity 9.1 – 10.5 not able to be developed or completed until agreement to proceed - 9 th October 2013			
9.1	Resource mapping – Understand how/ where money/resources are used – <i>roles, outcomes, potential duplication across Monmouthshire Council & in individual areas</i>		Via Single Implementation Plan, Your County Your Way and ongoing discussions re: MCC innovation and service	

			ransformation	
9.2	LAC as new “Front End” – <i>outline current structures/systems & entry points for people/families/community. Consider how this shift will require re shaping of existing system</i>		Via Our Story So Far (Adult and Children + Families Services) Via Changing Practice Changing Lives Whole Service Transformation and Neighbourhood Care Networks	
9.3	Outline if/how structures will change through implementation of LAC e.g. <ul style="list-style-type: none"> • <i>FACS/Eligibility Criteria</i> • <i>Levels of need & required paperwork</i> • <i>First point of contact</i> • <i>Role of care management/SW</i> • <i>Access to funding</i> • <i>Access to specialist services</i> • <i>Roles of specialist services/professionals</i> • <i>Direct funding</i> • <i>Assessment</i> 		Key theme of Changing Practice Changing Lives in Directors Annual Report 2013	
9.4	Clarify strategic direction & objectives & how LAC aims to fit within these		Key theme of Changing Practice Changing Lives in Directors Annual Report 2013	
9.5	Identify community & statutory networks & links within each one <ul style="list-style-type: none"> • <i>Children/education</i> • <i>Social services</i> • <i>Health</i> • <i>Local community groups etc</i> 		Via Neighborhood Care Networks and Single Integrated Plan Networks	
9.6	Consider LAC roles/boundaries in comparison to other roles		Key Theme Changing Practice, Changing Lives	
9.7	Plan inclusion of LACs in formal meetings/consultation			
9.8	Confirm agreements/protocols with partners/stakeholders e.g. Safeguarding			
9.9	Develop coordinated approach with: <ul style="list-style-type: none"> • <i>Systems change – new front end</i> • <i>Service reform</i> 		Key theme Changing Practice, Changing Lives	

	<ul style="list-style-type: none"> • Resource mapping • Asset mapping • ULO work stream • Commissioning work stream • Health & Well-Being agenda • Assessment agenda • Other reform areas 			
10.1	Laptops			
10.2	Transport			
10.3	IT Support			
10.4	Accessible, local premises			
10.5	<ul style="list-style-type: none"> • Funding small package tied/untied funding • Confirm amounts • Confirm reporting/safeguarding processes • Set review timescale & framework 			

Completed
Ongoing
Target date not reached

Appendix E – Ageing Well Engagement Study

Our Approach

Members from the Partnership and Engagement Team in consultation with a range of partners agreed the outline format and delivery of the Ageing Well Engagement Study. Our partners then met and held conversations with older people across Monmouthshire using the same guidance and framework questions, to support a conversation.

Methodology

Our partners held conversations with people over 50, living in Abergavenny and Caldicot. The purpose of each conversation was to understand how people live their life, what matters to them, what they value and how they use their local community. It was essential to listen to people in order to understand, the difficulties and barriers experienced, and how people live a life they value. To support the process we used the following engagement question:

How do older people in Monmouthshire age well, a people's perspective?

The result of each conversation was collected in the form of a transcript which describes the relevant key issues and experience of older people. These transcripts were generated from an in-depth conversation with an individual or focus group that were typically 1 to 2 hours long. The principles of active listening were deployed, using a set of questions to support and guide the discussion where appropriate. Conversations did not follow a traditional question and answer interview technique, with people encouraged to talk about their life.

Analysis

The result of each conversation generated a text without structure in the form of a narrative or story. Thematic data analysis was used to identify the key themes. Thematic data analysis is one of the most commonly used methods of analysing qualitative text and requires the use of a structured encoding framework (see Appendix F). This allows categorisation of each transcript in a structured meaningful way. The frequency (how many times it is said), co-occurrence (significant events that happen at the same time) and sequence (events that trigger other events in life) is also considered. A theme represents a level of patterned response or meaning from the data. A theme is different from a code. The required sample size for effective thematic data analysis depends on reaching saturation point, the point at the repetition of codes identify key themes. The 28 transcripts in Abergavenny and 16 transcripts in Caldicot were sufficient to reach this saturation.

Appendix F – Ageing Well Thematic Data Analysis Encoding Framework

	Codes	Brief Description
1	Family Support	Supported by husband, wife, partner or other close family member.
2	Close Friendships	Regular contact with people they call friends, and often do things and activities together.
3	Neighbourhood Support	People have support from people in their local community.
4	Shared Interests	People meet other people with common interests (not necessarily as friends)
5	Social Participation	People join other people in the pursuit of a common activity.
6	Impact of Activities	Positive impact on people's wellbeing is gained through activities: a) Physical b) Faith c) Clubs, societies d) Going out
7	Impact of Poor Health	People see deterioration in health & wellbeing as something that impacts on ageing well.
8	Enjoy Good Health	People enjoy good physical, mental and emotional health and well-being
9	Lack of Opportunity	People feel there is a lack of opportunity in their local community to live a more fulfilled life.
10	Loss of Identity	People lose their worth and value in life through loss.
11	Isolation	People feel lonely.
12	Accessibility	People's views on the how easy it is to access their local community using transport : a) Good b) Poor c) Able to drive and have access to a car b) Ability to source a range of alternative modes of transport.
13	Poor Access to Services	People experience difficulty in accessing services.
14	Feeling Unsafe	People feel unsafe in their local community with a fear of a) Young people b) Crime & ASB
15	Feeling Safe	People feel safe in their local community.
16	Living Independently	People live independently in a place of their choice (with or without support).
17	Housing	People access appropriate and affordable housing.
18	Employment	People have opportunities for paid and unpaid employment.
19	Learning	People are engaged in lifelong learning activity.
20	Finance	People feel that money is an essential component of ageing well.
21	Access to Advice & Information	a) People have good access to advice & information b) People have poor access to advice & information
22	Sharing Skills & Knowledge	People are prepared and able to share skills and knowledge with other people in their community.
23	Intergenerational Relationships	a) Positive experience b) Negative experience

Appendix G – Key Outcomes and Measures

Quality of Life Outcomes	Measurement
<p>People are in control of their lives</p> <p>People have a greater sense of well being</p> <p>People are supported to identify, use and develop their social capital</p> <p>People live the life of their choosing within their local community</p>	<p>%age of people who feel more in control of their lives</p> <p>%age of people who feel more confident</p> <p>%age of people who feel more able to share gifts and skills</p> <p>%age of people who feel part of the community</p> <p>Number of individuals supported to actively engage in their local community</p> <p>Number of community connections (Individual or Family) established by Local Area Co-ordination</p>
Process Outcomes	Measurement
<p>People are well informed about resources in their community</p> <p>People are empowered to find their own solutions</p> <p>People are supported to develop non-traditional, person centred support</p>	<p>%age of people who have received information which has helped them make decisions</p> <p>%age of people who feel they know more about community resources</p> <p>Number of small local enterprises established</p> <p>Number of people supported through small local enterprises</p> <p>Number of people employed through small local enterprises</p>

Appendix H: Local Area Co-ordination Leadership Group Membership

Name	Organisation	Email
Simon Burch	Monmouthshire County Council	simonburch@monmouthshire.gov.uk;
Nicki Needle	Monmouthshire County Council	nicolaneedle@monmouthshire.gov.uk
Julie Boothroyd	Monmouthshire County Council	julieboothroyd@monmouthshire.gov.uk
Ailsa MacBean	Monmouthshire County Council	ailsamacbean@monmouthshire.gov.uk
Eve Parkinson	Monmouthshire County Council	Eve.Parkinson@wales.nhs.uk
Peter Davies	Monmouthshire County Council	peterdavies@monmouthshire.gov.uk
Will McLean	Monmouthshire County Council	willmclean@monmouthshire.gov.uk
Bronwen John	Aneurin Bevan Health Board	Bronwen.John@wales.nhs.uk
Steve McDonagh	Aneurin Bevan Health Board	Steve.McDonagh2@wales.nhs.uk
Glenda Genner	GAVO	Glenda.genner@gavowales.org.uk
David Morris	Monmouthshire Housing Association	<u>David.Morris@monmouthshirehousing.co.uk</u>
Joanne Kirrane	Melin Homes	joanne.kirrane@melinhomes.co.uk
Joanne Bull	Heddlu Gwent Police	joanne.bull@gwent.pnn.police.uk
Virginia Morgan	Public Health Wales	virginamorgan@wales.nhs.uk
Ralph Broad	Inclusive Neighbourhoods	Ralph@inclusiveneighbourhoods.co.uk

Appendix I - Job Roles

MONMOUTHSHIRE COUNTY COUNCIL SOCIAL CARE AND HEALTH ROLE PROFILE

ROLE: Changing Practice, Changing Lives Lead
POST NO:
SECTION: Social Care and Health
GRADE: Band K
LOCATION: TBA

RESPONSIBLE TO: Simon Burch, Chief Officer.

Context

Within SCH we are undertaking a major programme of practice and process transformation in order to ensure that we have affordable and sustainable responses which:

- Support individuals and families in living their own life within their community;
- Focus on assets and strengths, not just needs and deficits;
- Are based on conversations about “what matters” to the individual and how we can support them to achieve this;
- People find it easy to access support and can speak to those with the necessary expertise to assist them;
- Recognise that currently people are accessing statutory services due to a lack of community connectivity and resilience. Those people should be able to identify solutions earlier on so they can continue to live fulfilled lives within their community networks

To achieve this we are focusing on a number of elements including:

- How we operate our social services “front door” for those who may require statutory support (eg systems work);
- What needs to be in place in communities to support people to find their own solutions and connections (eg Local Area Coordination);
- How we build more resilient communities (eg Asset Based Community Development
- How we develop new models of employment, training and support which enable people to take a full part in and contribute to their community (eg Micro-enterprises).

Much work is already underway and we now need to accelerate this.

The Purpose of the Role

To coordinate the programme of work described above and in particular to deliver a Local Area Coordination approach across two areas of Monmouthshire in order to develop the right model for Monmouthshire and evaluate its impact.

Manager's Expectation of the Role

As Chief Officer, I am passionate about how we support people to live their own lives in their local communities. Already there is excellent work being driven at all levels and I need a person who really believes in "asset-based" and community focused approaches, who appreciates the urgency of transforming our relationship with our communities and who is ready to experiment, evaluate and innovate.

Here's what I am looking for from this role:

- I want you to be comfortable in communicating with a wide range of people and be open to new ideas and challenges. This applies equally to our management relationship and I want you to be honest and constructive about challenges, opportunities and frustrations.
- I want you to network widely and look for other links and opportunities. I also want you to constantly relate the learning back to the individual so the ability to move from the specific to the big picture and back is important.
- It is very important that we can evidence the impact of our new ways of working. So I need you to establish a baseline of what is happening now and put measures in place so we can measure our success.
- I need you to programme manage this area of work which includes setting challenging but achievable objectives and managing people, processes and resources to deliver this.
- You will need to be resilient, able to manage conflict and complexity and assertive in managing and asserting your own needs
- You will be required to communicate effectively through reports, presentations and face to face. This will include local people, colleagues and partners, politicians and senior officials.
- You will need to keep yourself well briefed on the fast moving policy and political context in Wales especially with regard to the Social Services and Wellbeing Bill and Sustainable Social Services.

Here's what we can provide you with

- A culture and colleagues which will support you in leading these changes;
- A strong and dynamic team;
- Opportunities to take part in the Your County, Your Way initiative and influence at a whole authority level;
- Regular supervision;
- The chance to influence change at an All-Wales level.

What else you need to know.....Monmouthshire's Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

Person Specification

How will I know if you are the right person for the role? As the successful candidate you will have demonstrated:

REQUIREMENTS	WEIGHTING	HOW TESTED
1. EDUCATION/QUALIFICATION/KNOWLEDGE		
1.1 Relevant Professional qualification.	High	Application Form
1.3 Knowledge of the operation and functions of a social services department.	High	Application Form
1.4 Knowledge of the legislative background of working in Health and Social Care.	High	Application Form Interview
1.5 Familiarity in IT systems	Medium	Application Form
1.6 Current Driving Licence	High	Application Form
1.7 Knowledge of the needs of all people we provide support to in a social care and health context.	High	Application Form Interview
2. EXPERIENCE		
2.1 3 years' experience at Team Manager level or equivalent Within the public or voluntary sector.	High	Application Form Interview
2.2 Experience of having developed productive partnerships with colleagues in Health.	High	Application Form Interview
2.3 Experience of project management approaches, including examples of completing projects and delivering outcomes.	High	Application Form Interview
2.4 Experience of managing a budget in a work related setting, including analysis, review, projection and of building up budgets for project development	High	Application Form Interview

2.5 Experience of all aspects of staff management including supervision, appraisal, development.	High	Application Form Interview
2.6 Experience of service development processes, including strategy development.	High	Application Form Interview
3. COMMUNICATION / INTERPERSONAL SKILLS		
3.1 Proven skills at communicating with and involving service users and carers including utilisation of a range of methods.	High	Application Form Interview
3.2 Ability to prepare and present reports and briefings for a range of audiences.	High	Application Form Interview
3.3 Ability and experience of chairing meetings.	High	Application Form Interview
3.4 Ability to understand and work within a health context and with other partners in order to integrate services.	High	Interview
3.5 Ability to take an overview of service delivery and both recommend and implement change as required.	High	Application Form Interview
3.6 Ability to deal with situations in which there is conflict or challenge and to achieve a successful resolution.	High	Application Form Interview
3.7 Proven capacity to motivate staff.	High	Application Form Interview
4. APTITUDE AND SKILLS		
4.1 Experience of having contributed to or led on the development of plans or strategies.	High	Application Form Interview
4.2 Commitment to ensuring that performance management information, both formal and informal is collected, analysed and utilised to improve service delivery.	High	Application Form Interview
4.3 Demonstrate evidence of a commitment to delivering high quality services.	Medium	Application Form Interview
4.4 Demonstrate ability to develop policies and procedures and ensure their compliance.	Medium	Application Form Interview
4.5 Evidence an ability to work on own initiative and to organise workloads for self and others.	High	Interview
5. EQUAL OPPORTUNITIES		
Able to demonstrate a clear understanding of equal opportunities principles and practice and a commitment to their effective implementation in a Social & Housing Services context. (senior mgt level)	High	Application Form Interview
6. SPECIAL CIRCUMSTANCES		
Appointment to this post will be subject to an Enhanced Disclosure Check with the Criminal Records Bureau.		

**MONMOUTHSHIRE COUNTY COUNCIL
SOCIAL CARE AND HEALTH
ROLE PROFILE**

ROLE: Local Area Co-ordinator
POST NO:
SECTION : Social Care and Health Directorate
GRADE: Band I
LOCATION: Abergavenny or Caldicot

RESPONSIBLE TO: Changing Practice Changing Lives Lead

Context

Within Social Care and Health we are undertaking a major programme of practice and process transformation in order to ensure that we have affordable and sustainable responses which:

- Support individuals and families in living their own life within their community;
- Focus on assets and strengths, not just needs and deficits;
- Are based on conversations about “what matters” to the individual and how we can support them to achieve this;
- People find it easy to access support and can speak to those with the necessary expertise to assist them;
- Recognise that currently people are accessing statutory services due to a lack of community connectivity and resilience. Those people should be able to identify solutions earlier on so they can continue to live fulfilled lives within their community networks

To achieve this we are focusing on a number of elements including:

- How we operate our social services “front door” for those who may require statutory support
- What needs to be in place in communities to support people to find their own solutions and connections
- How we build more resilient communities
- How we develop new models of employment, training and support which enable people to take a full part in and contribute to their community

The Purpose of the Role

As local area co-ordinator you will:

- Work with people to plan, organise and access a range of practical and personalised supports and services which enhance their participation in, and contribution to their local community.

- Assist and support individuals of all ages, their families and carers to help them identify their own strengths and needs and control the required resources to the extent that they desire to get there.
- Build strong partnerships with communities, agencies and services to develop and increase their capacity to include and meet the needs of individuals their families and carers
- Contribute to the on-going development of local area co-ordination in Monmouthshire Including the monitoring of quality and outcomes

Manager's Expectation of the Role

Across Monmouthshire we are transforming the way we connect people and places - helping people to create their own practical solutions within communities that are inclusive and supportive.

I am looking for an exceptional individual who combine a passion for their local community, with a commitment to working alongside people in very practical ways – always looking for local solutions through the networks and resources that they know within the community.

I want you to:

- Be committed to enhancing the lives of all people.
- Have excellent communication and negotiation skills to build and nurture relationships at a personal, community and service level
- Be committed to building inclusive communities and promoting equity and fairness of opportunity

Here's what we can provide you with

- A culture and colleagues which will support you in developing local area co-ordination
- Regular supervision
- Opportunities to take part in the Your County, Your Way initiative and influence at a whole authority level
- The chance to influence change at an All-Wales level

What else you need to know.....Monmouthshire's Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

Person Specification

How will I know if you are the right person for the role? As the successful candidate you will have demonstrated:-

REQUIREMENTS	Weighting	How Tested
1. EDUCATION/QUALIFICATION KNOWLEDGE		
1.1 Relevant qualification in community development, housing, health or social care	High	Application Form
1.2 Knowledge of the local and national policy context across services for vulnerable people*	High	Application Form Interview
1.3 Knowledge of issues facing people who may be vulnerable to inequality, isolation and or exclusion	High	Application Form Interview
1.4 Knowledge of safeguarding legislation and practice	Medium	Application Form Interview
1.5 Knowledge of capacity issues and the Mental Capacity Act	Medium	Application Form Interview
1.6 Knowledge of the local area and existing community resources	Medium	Application Form Interview
2. SKILLS/ABILITIES		
2.1 Good communication and negotiation skills to build and nurture relationships and partnerships with a range of people at a personal and community level	High	Application Form Interview
2.2 Ability to identify opportunities and gaps in local communities and work to develop more welcoming and inclusive communities	High	Application Form Interview
2.3 Ability to constructively challenge existing processes and practice	High	Application Form Interview
2.4 Ability to set goals and manage a variety of tasks and competing priorities	High	Application Form Interview

2.5 Ability to record and present complex issues in a clear and concise manner both verbally and in writing	High	Application Form Interview
2.6 Ability to influence change at individual, family, community and systems levels	High	Application Form Interview
2.7 Ability to analyse issues and reach creative solutions with people	High	Application Form Interview
2.8 Competent use of IT systems and understanding of how information may be gathered and used to influence service development	High	Application Form Interview
3. EXPERIENCE		
3.1 Experience of working with a degree of autonomy, analysing issues and reaching creative solutions	High	Application Form Interview
3.2 Experience in managing and or supporting change	High	Application Form Interview
3.3 An understanding of and experience in supporting people to plan for the future	High	Application Form Interview
3.4 Experience of building partnerships with individuals, families and communities	High	Application Form Interview
3.5 An understanding of and practical experience in advocacy	High	Application Form Interview
4. OTHER REQUIREMENTS		
4.1 Initiative, motivation and determination to make things happen	High	Application Form Interview
4.2 Commitment to continuing personal and professional development	High	Application Form Interview
4.3 Ability to maintain confidentiality of information relating to individuals, families and members of the community	High	Application Form Interview
4.4 Ability to work flexible hours if required	High	Application Form
4.5 Ability to travel throughout the locality		Application Form
4.6 At the discretion of the manager, such activities that may be required from time to time and consistent with the job role		

5. EQUAL OPPORTUNITIES		
5.1 Ability to demonstrate a clear understanding of equal opportunities principles and practice and an active commitment implementation in a community context	High	Application Form Interview
5.2 Proven commitment to enhancing the lives of all people and to fairness and equity in our communities	High	Application Form Interview
6. SPECIAL CIRCUMSTANCES		
Appointment to this post will be subject to an Enhanced Disclosure Check with the Criminal Records Bureau		

* Throughout this document the term vulnerable has been used to denote those people for whom Local Area Co-ordination will be accessible

This term has been applied in its widest sense and includes many factors including disability, mental health needs, frailty, rural isolation, lack of support networks and so on

It is also important to note that a person's vulnerability may be transient e.g. brought about by life events, short term ill health or a recent change in circumstances

<u>Overview of Key Responsibilities</u>
Coordination (60%)
To build and maintain effective working relationships with individuals, their families, and local communities.
To assist vulnerable people to identify their good life and where appropriate develop a plan to pursue aspirations and goals
To support and promote opportunities for involvement and participation of vulnerable people in a variety of ways including within community groups, cross public services initiatives and in influencing policy and decision-making at a variety of levels.
To support access to accurate, timely and relevant information and assist individuals, families and communities to access information through a variety of means.

To assist individuals and families to develop and utilise personal and local community networks to develop practical solutions to meet goals and aspirations
--

To assist individuals and families to access funding as appropriate.
To build effective partnerships and working relationships with community and statutory services, including GPs, community organisations, health, housing, children and family services
Community Development and Capacity Building (20%)
To develop and maintain a clear understanding of local community strengths, resources, connections, gaps and opportunities.
To develop partnerships with individuals, families, local organisations and the broader community in order to promote more opportunities for contribution and build a more inclusive community.
Administration and Information Management (15%)
To ensure local area co-ordination activity is recorded and that information is stored and shared in accordance with data protection and confidentiality policy and good practice.
Professional Development and Supervision (5%)
To take delegated responsibility for specific projects, developments and initiatives
To participate in an approved supervision and performance development process and undertake training and development related to the position.

**MONMOUTHSHIRE COUNTY COUNCIL
SOCIAL CARE AND HEALTH
ROLE PROFILE**

ROLE: Small Local Enterprise Support Co-ordinator
POST NO:
SECTION : Social Care and Health Directorate
GRADE: Band I
LOCATION: TBC

RESPONSIBLE TO: Changing Practice, Changing Lives Lead

Context

Within Social Care and Health we are undertaking a major programme of practice and process transformation in order to ensure that we have affordable and sustainable responses which:

- Support individuals and families in living their own life within their community;
- Focus on assets and strengths, not just needs and deficits;
- Are based on conversations about “what matters” to the individual and how we can support them to achieve this;
- People find it easy to access support and can speak to those with the necessary expertise to assist them;
- Recognise that currently people are accessing statutory services due to a lack of community connectivity and resilience. Those people should be able to identify opportunities for developing small local enterprises so they can continue to live fulfilled lives within their community networks

To achieve this we are focusing on a number of elements including:

- How we operate our social services “front door” for those who may require statutory support
- What needs to be in place in communities to support people to find their own solutions and connections
- How we build more resilient communities
- How we develop new models of employment, training and support which enable people to take a full part in and contribute to their community

The Purpose of the Role

As small local enterprise support co-ordinator you will be responsible for developing and coordinating the small local enterprise programme across Monmouthshire, identifying and developing effective working relationships with programme partners and promoting the work of the programme

Manager's Expectation of the Role

Across Monmouthshire we are transforming the way we connect people and places - helping people to create their own practical solutions within communities that are inclusive and supportive.

I am looking for an exceptional individual who combine a passion for their local community, with a commitment to working alongside people in very practical ways – always looking for local solutions through the networks and resources that they know within the community.

I want you to:

- Be committed to enhancing the lives of all people.
- Have excellent communication and negotiation skills to build and nurture relationships at a personal, community and service level
- Be committed to building inclusive communities and promoting equity and fairness of opportunity

Here's what we can provide you with

- A culture and colleagues which will support you in developing small local enterprise
- Regular supervision
- Opportunities to take part in the Your County, Your Way initiative and influence at a whole authority level
- The chance to influence change at an All-Wales level

What else you need to know.....Monmouthshire's Values are:

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.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

Person Specification

How will I know if you are the right person for the role? As the successful candidate you will have demonstrated:-

REQUIREMENTS	Weighting	How Tested
1. EDUCATION/QUALIFICATION KNOWLEDGE		
1.1 Relevant qualification in community development, housing, health or social care	Medium	Application Form
1.2 Recognised management qualification	Medium	Application Form Interview
1.3 Sound knowledge of small enterprise and support services	High	Application Form Interview
1.4 Knowledge of community development issues	High	Application Form Interview
1.5 Knowledge of welfare benefits	Medium	Application Form Interview
1.6 Knowledge of the regulatory and legislative framework within which small enterprise and support services operate including employment and housing legislation	High	Application Form Interview
1.7 Sound understanding of the learning and qualification requirements of social care and housing support providers	Medium	Application Form Interview
2. SKILLS/ABILITIES		
2.1 Excellent verbal and written communication skills including report writing and recording	High	Application Form Interview
2.2 Competent IT and computer skills including the use of word processing, internet and e mail	Medium	Application Form Interview
2.3 Skills and confidence to market and promote the small enterprise and support services concept and programme	High	Interview
2.4 Ability to set personal work targets and work on own initiative to meet them	High	Application Form Interview
2.5 Ability to work effectively with and relate to other people	High	Application Form Interview
3. EXPERIENCE		
3.1 Experience in establishing and developing innovative programmes or services	High	Application Form Interview
3.2 Experience of establishing and managing a small business	Medium	Application Form Interview
3.3 Experience (paid or unpaid) in the provision of advice or information services to members of the public	High	Application Form Interview

3.4 Experience of delivering adult social care/support and or supported housing services	High	Application Form Interview
3.5 Experience in mediation, negotiation and conflict resolution	Medium	Application Form Interview
3.6 Experience of employing and managing staff	Medium	Application Form Interview

4. OTHER REQUIREMENTS		
4.1 Initiative, motivation and determination to make things happen	High	Application Form Interview
4.2 Energy and enthusiasm for small enterprise and support services and for the programme	High	Application Form Interview
4.3 Commitment to continuing personal and professional development	High	Application Form Interview
4.4 Able to maintain confidentiality of information relating to individuals, families and members of the community	High	Application Form Interview
4.5 Ability to travel throughout the locality	High	Application Form
4.6 At the discretion of the manager, such activities that may be required from time to time and consistent with the job role		
5. EQUAL OPPORTUNITIES		
5.1 Ability to demonstrate a clear understanding of equal opportunities principles and practice and an active commitment implementation in a community context	High	Application Form Interview
5.2 Proven commitment to enhancing the lives of all people and to fairness and equity in our communities	High	Application Form Interview
6. SPECIAL CIRCUMSTANCES		
Appointment to this post will be subject to an Enhanced Disclosure Check with the Criminal Records Bureau		

<u>Overview of Key Responsibilities</u>
Developing and coordinating the small enterprise and support services programme
<p>This will include:</p> <ul style="list-style-type: none"> • Developing and implementing the policies and procedures underpinning the operation of the programme • Working with key agencies to identify and engage current providers of social care and support services in the programme

- Establishing and supporting stakeholder groups of providers and people using small enterprise, social care and support services
- Assessing the support requirements of members and developing agreed strategies and responses to meet identified needs
- Providing ongoing support to members, including face to face contact, telephone, e mail, signposting, information provision and facilitated peer group support
- Developing and implementing agreed strategies to encourage community members to establish small local enterprises in response to the requirements of individuals needing support.
- Working with the programme leadership group to establish an annual plan for the programme.
- Working to meet targets defined in the annual plan
- Working towards continual quality improvement

Identifying and developing effective working relationships with programme partners

This will include:

- Working with the programme leadership group to identify partners key to the success of the programme
- Establishing effective working links with identified partners
- Working to ensure the continued effectiveness of established links
- Identifying and engaging agreed new partners in the light of programme development

Promoting the work of the programme and of small local enterprise providers

This will include:

- Planning and implementing promotional activity designed to create a positive view of the concept of small local enterprises and to recruit members to the programme.
- Actively working with local services, organisations and housing providers in the local authority, private and voluntary sectors.
- Producing and distributing promotional material designed to promote the programme
- Addressing groups including service providers, community groups and potential members to promote the work of small local enterprise, social care and support services and programme.

Effective Administration

This will include

- Keeping clear and accurate records
- Maintaining the programme's administrative and recording systems and ensuring complete confidentiality of all records and information.

- Ensuring a confidential database of applicants to and members of the programme is set up and maintained
- Producing and circulating programme statistics on a regular basis.
- Contributing to the evaluation of the programme

Working Practice

The post holder will be expected to:

- Work in a way which is consistent with the philosophy and values of Monmouthshire County Council
- Work in a way that promotes equality of opportunity and meets high standards of anti-discriminatory practice
- Operate at all times in a way that is consistent with Monmouthshire's legal responsibilities including health and safety legislation and guidance.
- Actively participate in learning and self-development

Appendix J

EQUALITY IMPACT ASSESSMENT SCREENING FORM

Name of policy, procedure, function or proposed action	Directorate:	Department:
Taking Forwards Service Transformation in Social Care and Health	Social Care and Health	Adult Services
Policy author / service lead	Name of assessor	Date of assessment:
Nicki Needle	Nicki Needle	12 th September 2013

1 Purpose of Policy, procedure, function or proposed action

To request Cabinet approve the attached Outline Strategic Business Case for the implementation of Local Area Co-ordination and Small Local Enterprises.

2 Are there any people or groups of people with protected characteristics that this policy/service is likely to affect in a **negative** way? Please tick appropriate boxes below and move on to question/s **4** and/or **5** below

Or does the policy/service have a **neutral or positive (good)** effect? Please tick appropriate boxes below and move on to question **3** below.

Negative Neutral Positive

Negative Neutral Positive

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

- 3** If you have assessed that the impact is either **neutral or positive** could you please give some detail below to justify/evidence this. Once you have done this there is **no requirement to carry on completing this part of the form**. Please move on to complete the **Sustainable Development checklist** on page **9**

Through the strengths based approach of Local Area Co-ordination and the development of small local enterprises we will help vulnerable* people to articulate and achieve their vision of a good life, stay strong safe and connected and to develop valued and helpful relationships. We will also help local communities to become more welcoming and inclusive.

*This term has been applied in its widest sense and includes many factors including disability, mental health issues, frailty, rural isolation, lack of support networks and so on. It is also important to note that a person's vulnerability may be transient e.g. bought about by life events, short term ill health or a recent change in circumstances

SUSTAINABLE DEVELOPMENT CHECKLIST

PEOPLE IN MONMOUTHSHIRE BENEFIT FROM AN ENVIRONMENT THAT IS DIVERSE, VIBRANT AND SUSTAINABLE					
Elements	Contribution			Evidence	Ideas for Improvement
What contribution does this make to:	-	0	+		
Reduce, reuse and recycle waste and water		X			
Reduce carbon dioxide emissions by increasing energy efficiency or use of renewable energy		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			
Reduce car and road freight mileage, and encourage public transport, walking and cycling			X	By connecting people locally to support and activities we anticipate a reduction in the need for people to travel to services or for carers to travel within the county to provide services	
Have a positive impact on people and places in other countries		X			

PEOPLE IN MONMOUTHSHIRE LIVE HEALTHY AND FULFILLED LIVES

Elements	Contribution			Evidence	Ideas for Improvement
What contribution does this make to:	-	0	+		
Ensure that more people have access to healthy food			X	By asking what matters and by helping people envisage a good life, we anticipate that individuals will want to improve these aspects of their lives. The role of the local area co-ordinator will be to support people to achieve this	
Improve housing quality and provision			X		
Reduce ill health			X		
Improve facilities and choice of health care provision			X		
Encourage physical activity			X		
Promote independence			x		

PEOPLE IN MONMOUTHSHIRE LIVE SAFELY AND ARE PROTECTED FROM HARM

Elements	Contribution			Evidence	Ideas for Improvement
What contribution does this make to:	-	0	+		
Encourage community participation/action			X	All of these elements are included in the role profile of the local area co-ordinator and or the small local enterprise support co-ordinator	
Targets socially excluded			X		
Help reduce crime and fear of crime			X		
Improve access to local facilities for all local people, regardless of age, gender, ability etc.			X		

PEOPLE IN MONMOUTHSHIRE BENEFIT FROM EDUCATION, TRAINING AND SKILLS DEVELOPMENT

Elements	Contribution			Evidence
What contribution does this make to:	-	0	+	
Improve access to education and training			X	All of these elements are included in the role profile of the local area co-ordinator and/or small local enterprise support co-ordinator
Value and support voluntary work			X	
Increase and improve access to leisure and recreation facilities			X	
Increase and improve access to cultural facilities			X	

PEOPLE IN MONMOUTHSHIRE BENEFIT FROM AN ECONOMY WHICH IS PROSPEROUS AND SUPPORTS ENTERPRISE AND SUSTAINABLE GROWTH

Elements	Contribution				Ideas for Improvement
What contribution does this make to:	-	0	+		
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	Included in the role of the small enterprise support co-ordinator	

Preserve and enhance local identity and culture		X			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x			

ⁱ “The Impact of Reablement on Long Term Packages of Care” Study to track first cohort of service users who used received reablement between January and March 2009.

ⁱⁱ Population aged 65 and over, by age, projected to 2030. Obtained from www.daffodilcymru.org.uk version 3.0 [Accessed 4/7/2013]

ⁱⁱⁱ Daffodil Cymru (ibid)

^{iv} Based upon population aged 18 and over for 2012 and those who are unable to manage at least one self-care activity but are not yet known to us (Coping), obtained from www.daffodilcymru.org.uk version 3.0, those already receiving a service (Help needed), and those who have been referred to Social Services but are not in receipt of a care plan (Either Way).

34. UPDATED MANDATE – SCH ADULT SOCIAL CARE TRANSFORMATION

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	26.09.13	Draft	Peter Davies	Adult Social Care Service Transformation

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Simon Burch	Monmouthshire County Council	Chief Officer, Social Care & Health
Julie Boothroyd	Monmouthshire County Council	Head of Adult Services, SCH

Business need

Use this section to set out the business drivers that have created the need for this proposal. This will include how the proposal contributes to the organisations strategic objectives and fits with other initiatives.

This proposal has been developed as a means of achieving savings targets over the next three financial years, informed by existing strategic objectives for the development of integrated health and social care services. The proposal will offer a suite of redesign initiatives which will afford opportunities for incremental or full scale delivery options.

Mandates have been separately submitted for proposals that will impact on the adult social care budget in 2014/15. This mandate takes a longer term view and represents an all-encompassing review of Community Care, Direct Care and Commissioning. It supplements the excellent work that has already taken place and that is due to take place through new initiatives such as Local Area Co-ordination.

The Authority faces unprecedented financial challenges and significant budgets exist across these service areas. This wide ranging service review will look at the existing models of service delivery and look at further longer-term options for integration, streamlining or re-provision.

This review will also provide a platform upon which to continue the refocusing of integrated resources at Mardy Park to deliver community centric, enabling and integrated responses to support the most vulnerable older people. All of the initiatives within this suite have the potential to directly impact on extremely vulnerable service users and MCC's workforce. The further development of this proposal will necessitate a considered and conscientious approach.

The key strategic linkages can be found in previous reports to Cabinet and the Adult Social Care Commissioning Plan which is currently in an early draft form and it is essential that our suite of initiatives are accurately aligned to our objectives.

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. Specify if there are any time constraints.

The service review will as a minimum look to assess scope for further whole systems integration, radical efficiency, contract review and renegotiation and alternative service delivery models. The review looks to set challenging savings targets across 2015/16, 2016/17 and 2017/18.

The proposal will also include the delivery of the next phase of the Mardy Park transformational programme, resulting in the further development of it as a Health and Social Care hub, expanding upon the current range of services delivered through the Integrated Services Teams and interfaced with the emerging Local Area Coordination drive.

Proposal Vision

Describe 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.

To maintain and where feasible to improve the current high standard of care to adult social care clients through models of service delivery that are radically more cost effective.

In Mardy Park specifically there is a vibrant and dynamic hub offering a range of integrated responses to support the most vulnerable older people to remain within their communities, affording future resilience and cost effectiveness.

Benefits

Describe the measurable improvements that the proposal will achieve.

The total budget for Adult Social Services amounts to £28.6m, comprising budgets for Community Care (£19.5m), Adult Services and Direct Care (£7.2m) and Commissioning (£1.9m). The targeted saving amounts to £1.428m.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
Budget saving target			2015/16		Simon Burch
Budget saving target		£728k saving	2016/17		Simon Burch
Budget saving target		£700k saving	2017/18		Simon Burch

Non - Financial Benefits

Describe other benefits that will arise from this proposal e.g. positive impact on PIs

The opportunity to critically appraise the services delivered through Mardy Park and to refocus to ensure greater alignment to strategic direction and emerging commissioning priorities.

Other non-financial benefits to be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Dis-benefits

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 high level equality Impact assessment (use forms for Cabinet report to do assessment)

The Mardy Park development has built upon an existing direction of travel where the need for service refocus has been identified.

As undoubtedly our proposals will affect those groups of people with protected characteristics, we must ensure we have a strong rationale for any proposal to be made.

Given the needs of the individuals in receipt of the services concerned an equality impact assessment is critical and will be initially completed as part of the first phase of the service review and reported in an updated project mandate.

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.

This wide ranging service review supplements other programmes of work currently in progress. The review is due to commence imminently. The scope of the project and the targeted areas of focus will first need to be determined through appropriate engagement and review of supporting data and evidence. It is paramount that a robust evaluation of the service is carried out, in terms of performance, value for money and strategic fit.

Ideas will need to be captured and proposed solutions will need to be tested before being taken forward for further rollout and implementation. An updated project mandate will need to be submitted once the first phase of the service review is completed, with the outline and detailed business case being produced as the project develops.

In Mardy Park the following activities have initially been identified:

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Analyse current operational activity and evaluate strategic alignment of services provided</i>	<i>Clarity of outcomes delivered for users and strategic alignment</i>	<i>By Feb 2014</i>	<i>Nil</i>	<i>Ceri York Colin Richings</i>
<i>Clarify service user needs, future and current and explore refocused options to meet need</i>	<i>Greater insight into need and potential refocusing options</i>	<i>By March 2014</i>	<i>Nil</i>	<i>Lisa Powell Shelley Welton</i>
<i>Develop refocused workforce structure and identify employment issues and saving amount</i>	<i>Future workforce skills and numbers</i>	<i>By June 2014</i>	<i>Nil</i>	<i>Ceri York Colin Richings</i>
<i>Initiate communication strategy</i>	<i>Clarity of purpose and direction</i>	<i>By June 2015</i>	<i>Nil</i>	<i>Julie Boothroyd</i>
<i>Implement refocused service arrangements</i>	<i>Delivery of refocused hub; affording resilience and cost effectiveness.</i>	<i>By March 2016</i>		<i>Ceri York Colin Richings</i>

In terms of the wider all-encompassing review the following initial activity is proposed:

Proposal Activity	Description/Output	Duration	Costs	Lead Person

Quick Wins

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

Where opportunities are identified early on in the service review these will be put forward for implementation. Further benefits can be achieved from initial testing and piloting of proposed solutions.

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.

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Double counting of potential savings within other SCH proposal	low	low	Now	Julie Boothroyd	Ensure absolute cohesion and communication to avoid duplication	Julie Boothroyd / Peter Davies
The level of approximated savings is more than the amount determined through the worked up proposal.	Medium	High	June 2015	Julie Boothroyd	Detailed costing's to be worked up as evaluation exercises are completed	Julie Boothroyd/ Peter Davies
Service users are negatively impacted as a result of refocusing with detrimental affect on health and well being	Medium	High	September 2015	MCC	Provision of professional support and care management	Julie Boothroyd / Peter Davies
Potential staff redundancies	Medium	Medium	June 2016	Ceri York	Manage workforce across MCC to facilitate future redeployment options	Sian Hayward
Challenges against the fairness and equity of	Medium	High	Now to implementation	MCC	Equalities Impact Assessment/dialogue with	Julie Boothroyd /

areas selected for reduction			and beyond		providers and others	Peter Davies
Reputation damaged as a result of strong community and interest groups opposition	Medium	High	From entry to public domain to implementation and beyond	MCC	Robust and effective communications strategy with open dialogue/genuine involvement	Rob Webb

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity and skills to undertake the evaluation, develop the proposal and implement	High	Julie Boothroyd	Consider availability of resources of Adult Services and Innovation Network to share the workload	Julie Boothroyd Ceri York

Financial Information

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

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

To be determined and provided in an updated project mandate once the first phase of the service review is concluded.

In terms of Mardy Park the budget within Adult Social Care is approximately worth £1.2million. The initial appraisal suggests that we could potentially reduce this sum to a maximum of approximately £620,000.

Constraints

Describes any known constraints that apply to the proposal.

There are statutory constraints that will exist that may constrain options being developed. Other constraints relate to the expected demographic pressures and increasingly complex needs of adult social care clients.

This work will require a longer timescale to complete due to complexity of the proposal under consideration. The need to understand the impact of the proposal on service users and to mitigate any detrimental effect is critical; requiring sensitivity.

There is also a constraint in terms of limited resources available to undertake such a large and complex evaluation to deliver a fully worked up proposal. Delivery of any option will also prove challenging in terms of capacity, skills and stamina.

Further constraints will be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Assumptions

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

In Mardy Park it has been assumed that there is an element of existing service delivery which is not sufficiently aligned to strategic objectives and that alternative service responses can be found within the independent sector and health replace refocused provision. When we fully evaluate the suite of options this may prove not be the case.

Further assumptions to be determined and provided in an updated project mandate once the first phase of the service review is concluded.

Proposal Capability

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

Initial resources and expertise will be identified once the first phase of the service review is concluded. In the event that internal capacity or available budget does not exist to allow the project to be progressed along the required timescales a further report will be submitted to Cabinet to request one-off funding from reserves.

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.

34. BUSINESS CASE – INITIATION DOCUMENT – SCH MARDY PARK

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	29.11.13	Draft	Ceri York Lisa Powell Colin Richings	Adult Social Care Transformation Service Review: Initial scoping and assessment to identify areas of opportunity and focus within Mardy Park

Approval

Adult Select sign off to proceed with business case		Date	10.12.13
---	--	------	----------

Distribution List

Name	Organisation	Job title / Dept
Julie Boothroyd	MCC	Head of Adult Services
Eve Parkinson	ABHB/MCC	Integrated Services Manager (North)
Lisa Powell	MCC	Team Manager
Colin Richings	MCC	Team Manager

Executive Summary

Vision for the future:

Mardy Park is a vibrant and dynamic hub offering a range of integrated social care and health responses to support the most vulnerable older people to remain within their communities; affording future resilience and cost effectiveness. The proposal when developed will focus on the delivery of the next phase of the Mardy Park transformational programme resulting in the further evolution of it as a Health and Social Care hub. It will expand upon and enhance the current range of services delivered through the Integrated Services Teams and interfaced with the emerging Community Coordination initiative.

These initiatives will need to provide a platform upon which to continue the refocusing of Mardy Park to deliver community centric, enabling and integrated responses to support the most vulnerable older people. All of the initiatives within the suite may have the potential to directly impact on extremely vulnerable service users and MCC's workforce. The further development of this proposal will necessitate a considered and conscientious approach..

The continued development of Mardy Park is firmly aligned to one of the Council's 3 key strategic priorities, protecting vulnerable people. It will positively address the three major issues facing Monmouthshire currently; money, Welsh Government reviews and changing communities. The developmental journey so far can be found in previous reports to Cabinet and the Adult Social Care Commissioning Plan which is currently in an early draft form.

Outcomes

Monmouthshire Adult Services is striving to make sure that "people are able to live their own lives", and that people are protected from harm. People approach Adult Services for support at different times in their lives and we want to deliver an approach that supports and that enables people remain in control of their lives, and in control of the solutions that best meets their vision of a good life. We want to focus on people's strengths and abilities using family/friendship networks and communities alongside services to support and enhance people to live their own lives. The next phase of Mardy Park's transformation will be set within this context. The outcomes which the detailed business case will propose will be clearly and measurably articulated.

The Future State

As previously outlined above, the exact future model of service has yet to be determined. The future transformational development will build upon the significant service developments to date which include; re-ablement services, Integrated

teams, the rehabilitation unit and much valued and high quality residential care. The new model once determined will drive the form, function, structures and other requirements.

Business Case Proposal Activity

Whilst we have undertaken an initial evaluation of potential efficiencies deliverable through refocus work, it is fair to say further work is needed. A suite of initiatives needs testing and the development of approximate savings with a firmer and more robust basis. The current value of the service is in the region of £1.2million. It is paramount that a robust evaluation of the service is carried out, in terms of performance, value for money and strategic fit. This will assist in with a view to qualifying the refocus options.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
<i>Analyse current operational activity and evaluate strategic alignment of services provided</i>	<i>Clarity of outcomes delivered for users and strategic alignment</i>	<i>April 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Clarify service user needs, future and current and explore refocused options to meet need</i>	<i>Greater insight into need and potential refocusing options</i>	<i>May 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Explore range of options for appraisal</i>	<i>Greater understanding of possible options identifying potential benefits and dis-benefits to propose recommended option</i>	<i>June 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Develop refocused workforce structure and identify employment issues and saving amount</i>	<i>Future workforce skills and numbers</i>	<i>July 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Develop fully worked up and costed business case</i>		<i>August 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Seek formal approval of</i>	<i>Clear understanding of options being</i>	<i>Sept 2014</i>		

<i>recommended option</i>	<i>proposed and mandate for further transformational change</i>			
<i>Initiate communication strategy</i>	<i>Clarity of purpose and direction</i>	<i>Oct 2014</i>	<i>TBC</i>	<i>TBC</i>
<i>Begin to Implement refocused service arrangements</i>	<i>Delivery of refocused hub ; affording resilience and cost effectiveness.</i>	<i>April 2015</i>	<i>TBC</i>	<i>TBC</i>

Current state and gap analysis

At this stage activity is being focussed on quantify and qualifying the needs of the service users which the service currently meets so that these can be understood within the context of the future needs and strategic direction .

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	To be included in full business case		
Organisation structures	To be included in full business case		
Technology/infrastructure	To be included in full business case		
Information and data	To be included in full business case		

Options Appraisal

At this stage the intention is to undertake initial scoping and assessment activity to identify areas of opportunity and focus within Mardy Park. Following this a proposal will be worked up to offer a suite of redesign initiatives affording opportunities

for incremental or full scale delivery options. Furthermore the proposal will be developed as a means of achieving efficiency targets of £600k over two financial years beginning in 15/16; informed by existing strategic objectives for the development of integrated health and social care services.

Exploring the deliverability of £600K savings will require the consideration and testing out of a range of options; the initial option areas identified for exploration are:

1. Development of older person Mental health services inc respite, day care and links with ABHB day hospital
2. Expansion of Integrated Services to include treatment, nursing and other services
3. Enhancement of assessment and re-ablement within the community and release of capacity within rehab unit
4. Stronger linkages to community and community coordination
5. Future residential care; including niche market / expensive placements.

Cost-Benefit Analysis

For inclusion within full business case when developed.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Redesign of Mardy Park and expansion of "hub".</i>	<i>Approx. £1.2million</i>	<i>To a minimum of approximately £620,000</i>			<i>End March 2017</i>	
Non financial benefits	Current performance	Target performance				
TBD	<i>TBC</i>	<i>TBC</i>				
Cost	Current costs	Revised costs				

TBD	TBC	TBC				
-----	-----	-----	--	--	--	--

Dis-benefits

Our equalities screening highlights that we must ensure that any changes affecting users, carers and staff changes minimise the impact upon those with protected characteristics. A thorough consideration will be included within the worked up business case

Key Risks and Issues

This is an initial assessment which seeks to capture potential risks at this embryonic stage, a thorough assessment will be included within the completed business case

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The level of approximated savings is more than the amount determined through the worked up proposal .	Medium	High	Sept 2014	MCC	Detailed costings to be worked up as evaluation exercises are completed	TBC
Service users are negatively impacted as a result of refocusing with detrimental affect on health and well being	Medium	High	September 2014	MCC	Provision of professional support and care management	TBC
Potential loss of staff posts	Medium	Medium	April 2016	MCC	Manage workforce across MCC to facilitate future	TBC

					redeployment options	
Challenges against the fairness and equity of areas selected for reduction	Medium	High	Now to implementation and beyond	MCC	Equalities Impact Assessment/dialogue with providers and others	TBC
Reputation damaged as a result of strong community and interest groups opposition	Medium	High	From entry to public domain to implementation and beyond	MCC	Robust and effective communications strategy with open dialogue/genuine involvement	TBC

Constraints

For consideration within business case

Assumptions

For consideration within business case

Evaluation and comparison of options

To be included within business case

Recommendation

It is recommended that a full business case is produced detailing the available options for further developing Mardy Park as a vibrant health and social care hub and delivering £600K of efficiency savings .

High level Plan for delivery

The business case will specify the detail of the implementation arranges for the preferred option which will include the level of necessary resource required to deliver the proposed service reconfiguration option.

Sign-Off

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Ceri York		Please give a brief description of the aims proposed policy or service reconfiguration Within the Adult Social Care Transformation Service Review the intention is to undertake initial scoping and assessment to identify areas of opportunity and focus for the further development of Mardy Park Resource Centre as an integrated social care and health hub.	
Name of the Division or service area Adult Social Care Direct Care		Date “Challenge” form completed 2 nd December 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact can be understood.		Potential for positive impact via increased services to support older people and those with dementia. Possible further development of Integrated Services within the community.
Disability	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact on older people with disabilities can		Potential for positive impact via increased services to support older people and those with dementia. Many of whom have disabilities .Possible further development of Integrated Services within the

	be understood.		community.
Marriage + Civil Partnership	As far as is known the a large proportion of the team based at MP are either married or in a civil partnership		Potential for further career opportunities
Pregnancy and maternity	Potentially due to age and sex of team		
Race		Not known	
Religion or Belief		Not known	
Sex (was Gender)	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.	n/a	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.
Sexual Orientation		Not known	
Transgender		Not known	
Welsh Language		Not known	

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).
➤ A possible restructuring of existing services which may impact upon existing service users.	➤ A thorough and comprehensive assessment of the needs of existing users and exploration of alternative service responses to meet need. ➤ Full engagement and involvement of users and carers
➤ Potential impact on existing staff roles and or terms and conditions of employment	➤ Clarify the impact of any options proposed and full engagement with staff team, HR and trade unions.

The next steps

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

Not at this time

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

Not at this time

Signed Ceri York **Designation** Group Manager Service Development and Commissioning **Dated** 02.12.13

Appendix A

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Ceri York		Please give a brief description of the aims proposed policy or service reconfiguration Within the Adult Social Care Transformation Service Review the intention is to undertake initial scoping and assessment to identify areas of opportunity and focus for the further development of Mardy Park Resource Centre as an integrated social care and health hub.	
Name of the Division or service area Adult Social Care Direct Care		Date “Challenge” form completed 2 nd December 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact can be understood.		Potential for positive impact via increased services to support older people and those with dementia. Possible further development of Integrated Services within the community.
Disability	Unclear at this stage but potentially. This will be more fully explored as the scoping and options appraisal work is undertaken and the impact on older people with disabilities can		Potential for positive impact via increased services to support older people and those with dementia. Many of whom have disabilities .Possible further development of Integrated Services within the

	be understood.		community.
Marriage + Civil Partnership	As far as is known the a large proportion of the team based at MP are either married or in a civil partnership		Potential for further career opportunities
Pregnancy and maternity	Potentially due to age and sex of team		
Race		Not known	
Religion or Belief		Not known	
Sex (was Gender)	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.	n/a	The majority of the team is female with 2 male staff. There is potential for impact upon either sex.
Sexual Orientation		Not known	
Transgender		Not known	
Welsh Language		Not known	

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).
--	--

➤ A possible restructuring of existing services which may impact upon existing service users.	➤ A thorough and comprehensive assessment of the needs of existing users and exploration of alternative service responses to meet need. ➤ Full engagement and involvement of users and carers
➤ Potential impact on existing staff roles and or terms and conditions of employment	➤ Clarify the impact of any options proposed and full engagement with staff team, HR and trade unions.

The next steps

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

Not at this time

- 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:

Not at this time

Signed Ceri York **Designation** Group Manager Service Development and Commissioning **Dated** 02.12.13

Outline Business Case - Children's Services, SEN & ALN Service Transformation

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
A	22/11/2013	DRAFT	MARK FOWLER	Also see previous document: <i>Proposal mandate – Children's Services, SEN & ALN Service Transformation v1 26/09/2013</i>

Approval

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

Distribution List

Name	Organisation	Job title / Dept
Simon Burch	Monmouthshire County Council	Chief Officer, Social Care & Health
Sarah McGuinness	Monmouthshire County Council	Chief Officer, Children & Young People
Tracey Jelfs	Monmouthshire County Council	Head of Children's Services (interim)

Executive Summary

This paper outlines the case for the review and transformation of Children's Services, SEN/ALN. The review will involve close collaboration between partners and stakeholders in an approach designed to raise substantially the outcomes for children. Whilst the pattern of future operation cannot be known before the review is undertaken, there is an expectation that the service will provide improved outcomes for learners, higher satisfaction levels for children and parents/carers and substantial increase in value for money.

Detailed Business Case

Vision

As indicated in the previous document *Proposal mandate – Children's Services, SEN & ALN Service Transformation v1 26/09/2013* the vision of future performance cannot be described. This will emerge as part of the review and transformation. However, it is expected that the future model of service effectively integrates and streamlines all provision, with what matters for the child and family being the core focus. This will cover the full range of services that are presently offered, including Mouton House, out-of-county placements, looked after children and other aspects of children's services and SEN/ALN provision.

Outcomes

In line with the Single Integrated Plan the key outcome is a full service offer that represents leading edge delivery for children with ALN/SEN. The focus is on raising outcomes for these young people; this is the governing value for decisions affecting operations. The final recommendations for Council will be formed in the light of these.

Specific outcomes will include:

- Improved **outcomes** for children (measures to be identified/created and specific targets set);
- Increased **learner satisfaction** levels (measured via interview/questionnaire – 20% increase in “good” by 2016);
- Increased **parental satisfaction** levels (measured via questionnaire/survey and reduction in complaints, appeals and tribunals – 20% increase in “good”; complaints reduced by 50%; appeals reduced 50%; tribunals reduced 50% by 2016);
- Increased **efficiency** (measured by cost of service – no target; benchmark comparisons – better than benchmarks across all services by 2017; value for money indicators – top quartile of comparisons by 2017).

Blue Print

The Future State

The vision of future state cannot be described except in terms of broad outcomes as described in the previous section. The vision of the future state will emerge as part of the review and transformation.

Current state and gap analysis

As indicated above, this analysis will be possible once the Mandate programme is underway. At present, SEN/ALN provision is provided via:

- Maintained schools within Monmouthshire, including one special school for boys (Mounton House);
- Maintained schools in other counties;
- Non-maintained schools.

BUDGETED EXPENDITURE 2013/2014 ALN/SEN

Total: £9M, of which:

Delegated funding to schools: £3.6M;

Placements in other LAs: £1.6M

Placements in non-maintained: £1.5M

Contingency: £0.6M

Mounton House: £1.9M

BUDGETED REVENUE 2013/4

Total: £1.1M (Mounton House placements from outside Monmouthshire)

Options Appraisal

The vision of future performance – including specific options - cannot be described at this point. The options will emerge as part of the review and transformation.

Dis-benefits

Given the needs of the individuals in receipt of the services concerned an equality impact assessment is critical. However, this cannot be completed with any detail until a range of options have been drafted. These will be identified with partners as the review progresses. Accordingly, the equality impact assessment will take place at that point.

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
National decisions re: council collaboration or reorganisation remove statutory role or oblige specific models of delivery	3	5	Feb 2013 or following	COE/CE Lead Member	Remain current of WG decisions; ensure participation by Mons personnel on all national panels; seek to influence good practice	COE/MF/Lead Member
Individual agencies/ stakeholders impede or overly influence review	3	3	Throughout process, especially at recommendation phase (see timetable)	COE/MF/lead Member	Engage all parties, including partner delivery agents and keep them informed or active participants;	COE/MF/Lead Member
Issues- current threats to the benefits						

35. Business Case_CYP and SCH Childrens Services Review of ALN Strategy

Description	Priority	Issue Owner	Action	Action Owner
Ability of delivery partners to provide within new context as it emerges	MEDIUM	COE/MF/Lead Member	Thorough analysis of present capability. Encouraging all, including school staff, Ch Serv personnel to participate in up-to-date training and engage with review.	MF/COE
Engagement of staff less directly involved, e.g. health personnel	MEDIUM	COE/MF	Engage with senior health personnel early and involve relevant health personnel in full programme	MF/COE
Delay in programme delivery because of unavailability of specialist personnel	MEDIUM	COE/MF/Lead Member	Ensure priority status of review with specialist personnel. Ensure risk distribution by building wider range of specialist personnel.	MF/COE

Constraints

The 21Century Schools programme offers both an opportunity and a constraint.

- Firstly, as an opportunity, the construction of new school buildings offers a vehicle for renewing this provision, creating new delivery models for these children and making cost savings.
- Secondly, as a constraint, the design of buildings may inhibit the new models which may be discovered during the review.

Assumptions

Whilst the provision for Children's Services, SEN/ALN is effective overall, there are perceived overlaps and inconsistencies in provision which may be evaluated and addressed via the review.

Evaluation and comparison of options

The evaluation and comparison of options will be addressed once these have been identified in the review. The evaluation will cover:

- Measurable benefits for children, parents/carers and community
- Fit with future state, strategic fit
- Organisation capability and capacity to deliver

35. Business Case_CYP and SCH Childrens Services Review of ALN Strategy

- Degree of compliance to regulation
- Overall cost or up front investment required
- Complexity e.g. number of stakeholders, organisations involved
- Degree of business change, including behaviour change
- Tried and tested vs leading edge solutions
- Degree of stakeholder support
- Timescale
- Overall level of cashable and no cashable savings

Recommendation

The recommendation will be placed before Council in the light of the overall review of options.

High level project plan for review leading to recommendations

A high level plan for the review is attached below. This outlines the plan for the review but not the implementation of the eventual option. The implementation plan cannot be foreseen until the recommended option is identified.

High Level Project Plan (vG 221113)

CH SERV, ALN/SEN Review Outline Project Plan		MONTHS								
STAGE	Action	1	2	3	4	5	6	7	8	9
1 PREPARATION	Permissions, objectives (political, professional) - obtain	■								
	Clarify with Cabinet Member; SocServ; health									
	Communicate with schools etc?									
	Other considerations, objectives, e.g. financial mandate									
	Identify collaboration options or obligations, e.g. in SEWC									
	Clarify objectives and constraints, e.g. finances, time									
	Reporting timetable - agree milestones and deadlines									
	Agree overall timetable									
2 RESEARCH	Identify available plans, actions, state of play	■								
	Review strategy documents, policies re: SEN, MH	■								
	Review current operations re: SEN, MH and impact		■							
	Review each school/cluster SEN budget and outcomes		■							
	Review appropriateness of provision		■							
	Identify comparable costs		■							
	Consider collaboration possibilities/obligations		■							
3 ENGAGE	Identify stakeholders and influencers/leaders	■								
	Engage stakeholders (service users; sponsors; providers/partners; tech experts)		■							
	Engage providers/partners (schools, agencies)		■							
	Engage users (children, parents, agencies)		■							
	Engage sponsors		■							
Engage tech experts/opinion shapers		■								
4 ANALYSE	Review via SWOT: SEN/ALN at present and MH									
	Establish group to undertake									
	Conduct reviews									
	Present analyses									

36. BUSINESS CASE – RC WASTE AND RECYLING

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
1	13 th November 2013	Draft	Rachel Jowitt/Glyn Edmunds	

Purpose

1. To outline to Strong Communities Select Committee the proposal contained in budget mandate no.36 – recycling and waste (cost neutral waste service).

Background

2. Recycling and waste is one of the few services to be delivered direct by a Council to every household every week. The range of services now provided by MCC is extensive:

Weekly

- Dry recycling – paper, glass etc
- Organics – food & garden waste (latter to be paid for)
- Nappies/Hygiene waste

Fortnightly

- Residual waste – grey bags
- Ashes – cold in a dustbin

Infrastructure

- Four Household Waste Recycling Centres
- Bring sites for paper & textiles (also some charity banks which are not associated with the MCC services)

3. Recycling and waste underwent a major service transformation in 2013-14 with the aims of increasing recycling, reducing residual waste as well as contributing savings to MCC's MTFP. A report was submitted Select Committee on 17th October outlining the initial data and impact of the changes.

The Proposals 2014-15

Increase Garden Waste Charge to £10 per permit/bag for an annual collection

4. The chargeable garden waste service was introduced in July 2013. The charge was £8 per permit/bag for that bag to be emptied weekly up until 31st March 2014. As the £8 related to $\frac{3}{4}$ of a year provision, it is proposed that a full year's charge of £10 be implemented.
5. As of Oct 2013 the chargeable garden waste service brought in £169,968k of income. This was based on 21,221 permits/bags being purchased and 12,700 (31%) of Monmouthshire residents registering.
6. It needs to be stressed that the income generation is not the only financial benefit of a chargeable garden waste service. At kerbside garden waste is mixed with food waste and has to be treated via In vessel Composting to meet stringent environmental and animal by-products regulations. This costs almost double that of open windrow, the process used to treat garden waste only. Therefore with a diversion of garden waste into HWRCs the service change is on course to meet its £200k target set in the MTFP.
7. To note:- an increase to £10 per permit would generate a further £40k income for the service.

Better Procurement – Bags

8. MCC is primarily a bag based authority and modelling has demonstrated that based on current prices and usage in 2014-15 we will spend:
 - £260,000 on food waste liners
 - £200,000 on red and purple recycling sacks
 - £80,000 on grey bags
 - £50,000 other bags (nappies, trade sacks, orange litter bags etc)
9. This is a significant cost to the authority. MCC has consistently bought and negotiated from approved procurement lists. However initial market engagement has demonstrated that MCC can save money by buying differently, committing to one supplier in a longer term partnership and also changing the specification of some of the bags.
10. We have been made aware that a number of LAs now use a product called Bi-modal for recycling bags. This is because it is significantly cheaper than the bags we currently use, without lessening the strength or performance of the bags. Another way of achieving savings is to remove the tie handles off the food waste bags and return to a straight top. Until the procurement process has been undertaken it is difficult to confirm which bags MCC will use in future, however it will be assured that the bags will be fit for purpose and if there is to be a change then communications will be designed to ensure that confidence is maintained in the bags provided.
11. It is proposed that the bag procurement will deliver £20k of savings.

Proposals 2015 and beyond

12. MCC has invested in route optimisation software to allow for more sophisticated modelling of routes, use of crews and vehicles. Due to the waste changes introduced in 2013-14 residual waste and total organic waste at kerbside has reduced and dry recycling has increased. It is believed, but not fully modelled, that efficiencies of up to 2 vehicles/crews (which amount to £125k each) could be saved. As well as simply assessing rounds, this piece of work will also model the feasibility of same day collections for every resident. Given the County wide scale of this work and the impact if it is done incorrectly (poor public reaction and engagement in the service) it is proposed that 2014-15 be used to undertake the necessary modelling and scenario planning prior to 2015-16 implementation. Within the current MTFP this would return a £250k saving.
13. Within the initial mandate there was also £40k to be saved by reducing expenditure on professional fees between 2015-2017. The department has invested in technical and project management staff to reduce expenditure on consultants and are pleased to report that so far the recycling review has been done completely in house. Any consultant support has been paid for by Welsh Government. The only fees that are currently paid to outside professionals are for route optimisation software and legal fees to support contract work. The Council's legal department are fully engaged in all waste contracts, but have acknowledged that specialist waste advice is necessary to achieve fit for purpose robust contracts. Legal fees are due to be incurred with the review of the Dragon Waste contract, procurement of organic waste as well as any other legal advice that may be required, such as contractor breach etc.
14. The heading of this mandate is "Cost Neutral Waste Service" which relates to the Recycling Review currently being undertaken. Through the Recycling Review which was recently reported to Committee Members have determined three priorities for the service:
 - Economic value of resources/recyclates are maximised
 - Communities, businesses and members of public are stimulated and supported to do more for themselves; and
 - General public is informed and engaged with the service.
15. The Review is due to report in Spring/Summer 2014 and it is therefore too early to state the scale and quantum of savings that could be achieved, if at all, with any change. The team will be undertaking comprehensive modelling as all impacts, particularly financial need to be carefully assessed and evaluated. Caution needs to be given though as a focus on income generation of the service i.e. selling our own materials, may mask the myriad of options and issues of how the material is collected, would this drive up collection costs and eat into any profit etc. These are the questions the Review will answer.

16. It also needs to be recognised that the Review's outcome could have an impact on the £250,000 for 2015-16. If the Review identifies that a change is required, for example to meet national policy and funding compliance, and the baseline of the fleet needs to be reconfigured there could be an impact on the £250,000 proposed. This will be determined with the submission of the Recycling Review in 2014.

Sustainable Development & Equality Implications

17. An initial screening assessment has been undertaken. The Equalities Officer has raised concern over the cumulative impact of increases in fees and charges and it is therefore proposed that the EQIA for garden waste be incorporated within the EQIA for the overall fees and charges report for Members.

18. In terms of SD implications, the service is all about delivering a better and more sustainable environment.

Resource Implications

19. There are no resource implications with the two proposals for 2014-15.

Conclusion

20. The budget proposals for 2014-15 equate to a £60k saving.

Appendix

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Rachel Jowitt		Please give a brief description of the aims proposed policy or service reconfiguration Remove to a cost effective recycling & waste service “cost neutral waste service”:- <ul style="list-style-type: none"> • Better procurement of bags • Increasing charge of garden waste charge 	
Name of the Division or service area Recycling & Waste		Date “Challenge” form completed 12 th November 2013	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Increase in charge - There is a concern that elderly people may have less ability to pay for the service.		
Disability	Increase in charge - There is a concern that elderly people may have less ability to pay for the service.		
Marriage + Civil Partnership		No impact is foreseen on this protected characteristic	
Pregnancy and maternity		No impact is foreseen on this protected characteristic	
Race		No impact is foreseen on this protected characteristic	
Religion or Belief		No impact is foreseen on this	

		protected characteristic	
Sex (was Gender)		No impact is foreseen on this protected characteristic	
Sexual Orientation		No impact is foreseen on this protected characteristic	
Transgender		No impact is foreseen on this protected characteristic	
Welsh Language		No impact is foreseen on this protected characteristic	

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>Affordability for protected groups</i>	➤ The proposal to increase the charge for this service needs to be evaluated within the wider context of all fees and charges set by the Authority.
➤	➤
➤	➤
➤	➤

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:

The increase in this fee needs to be equality assessed alongside all the proposed fees and charges to determine cumulative impact.

Signed

Designation

Dated

38. BUSINESS CASE – Service reductions in Public Protection division

Document Control –

Consultation version – 22nd January, 2014; & Head of Finance comments 28th January 2014

Authors: Graham Perry, David Jones

- 1 In response to the Authority’s significant financial challenges from 14/15 and beyond, many services have been asked to reconfigure service delivery to help meet the projected resource shortfall moving forward.
- 2 The Public Protection division comprises the Environmental Health, Licensing and Trading Standards teams and delivers a broad range of statutory services, most of which are under significant pressure in terms of both workload and resources. For 2014-15, the Department faces a budget cut of just over £98,000. Additional budget pressures for 14-15 include a shortfall between budgeted departmental income and projected income out-turn for 13-14 of £35,000, a reduction in UK Government (DEFRA) grant for animal health work of £21,411, plus some added cost to cover maternity leave at £3,500.
3. In total these give rise to a projected shortfall of circa £158,000 against 13-14 service levels as summarised below:

a. Departmental budget reductions corporately imposed	£89,000
b. Departmental budget reductions (mandate 32)	£4,483
c. Unfunded salary increments	£4,686
d. Departmental gap between budgeted income and projected income out-turn for 13-14	£35,000
e. Trading standards: Reduction in DEFRA grant for animal health work	£21,411
f. Additional cost to cover Animal Health maternity, April to December 2014	£3,500
TOTAL	£158,080

- 4 Significant efforts have already been made to ensure efficiency and effectiveness in service delivery and to meet on-going resource pressures. These include:
 - a) reducing direct costs wherever possible
 - b) maximising productivity through service redesign
 - c) prioritising resources according to risk with a focus on delivering outcomes

d) maximising income generation opportunities (although these are limited in a regulatory environment) and it is considered that the Environmental Health team leads the way in Wales in some areas in that regard. This has involved developing a significantly different (business-oriented) approach.

5. Proposals for managing the budget pressures summarised in paragraph 2 above include additional income-generation measures albeit with associated risks which are identified. Further measures include diminishing service levels, through a risk-based approach, with associated deletion of posts from the service. This will inevitably have negative impacts upon service delivery and these impacts are identified in this report.
6. The level of discretionary work undertaken by the department is now all but lost and, evidenced by 13-14 work programmes, is now confined to business-successful, income generation opportunities and a very limited number of functions of high public service value (such as pursuing fly-tipping investigations). The implications of further service reductions detailed in this report include an inevitable depletion or deletion of that work.
7. The following proposals will deliver the necessary budget savings as follows:

Measure	Saving	Note
Deletion of 1.5 FTE Support Officer posts	36,075	Through redeployment /redundancy process
Deletion of 0.4 FTE Technical Officer (Env Health) post	12,328	Through voluntary change in hours
Deletion of 0.6 FTE Commercial Services / EHO Post	27,254	Through deletion of vacant post
Deletion of 0.6 FTE Temporary Animal Health Officer post	21,840	Deletion of temporary post funded by DEFRA grant. Saving approximates to grant reduction.
Deletion of 0.5 FTE Fair Trading Officer (animal health) post	18,200	Through voluntary change in hours
Deletion of 0.5 FTE Trading Standards Officer post	24,974	Through deletion of vacant post
Additional income generation and efficiency measures	17,500	Subject to risk
TOTAL	158,171	

8. There are clear risks of failure to meet statutory obligations moving forward. There are already shortcomings in the Authority's ability to meet its duties although these are subject to on-going efforts to manage the risks. This report summarises the existing performance of the Authority against statutory duties and also describes the potential impact of proposals on those service levels. It is acknowledged that a further stage will be needed during 2014 to fundamentally review the Authority's service priorities for the Public Protection division.

9. As per the budget savings outlined above, the approach for 14/15 has focussed on deletion of vacated posts and voluntary changes to hours worked, to reduce potential impact on existing staff. To achieve the required 14/15 savings, however, it has been necessary to reduce the support officer pool by 1.5 FTE's, reducing from 6.3 FTE's to 4.8 FTE's. Both factors together equate to a 7.2% reduction in Public Protection posts from the 13/14 position. As a split across the 4 main service headings, including administrative support, this (as a percentage of total expenditure), means a 4.9% reduction in Public Health, 6.9% Commercial Environmental Health, 12.1% Trading Standards/Animal Health and 3.6% Licensing.

10. The proposals set out represent a risk-based approach to delivering statutory services with less resources.

Purpose

11. To determine how best to configure and deliver the service in order to meet projected budget pressures.

Vision

12. To deliver the best possible public protection services within available resources.

Outcomes

13. Public Protection services that are delivered through a managed approach and are:

evidence-based

risk-based

efficient

effective

customer-focused

outcome driven

prioritised (primarily on the basis of public health) and affordable.

14. By reducing existing expenditure budget by £158,000 in 2014/15, this will contribute to the Authority's Medium Term Financial Plan (MTFP).

Blue Print

15. a) Where possible, elimination of all non-statutory work unless income generating or delivering convincing public benefit.
b) Maximising income opportunities through an enhanced business-minded approach including invest to save (or income generate).
c) Managed approach based upon the principles set out above:
- evidence-based
 - risk-based
 - efficient
 - effective
 - customer-focused
 - outcome driven
 - prioritised (primarily on the basis of public health) and
 - affordable.

Current State and gap analysis

16. The projected resource shortfall arises primarily from cuts to budget as follows: Departmental budget reductions corporately imposed £89,000, departmental budget reductions (mandate 32) of £4,483, unfunded salary increments - £4,686, shortfall in achieving income generation target of around £35,000, a reduction in DEFRA grant funding of £21,411 and an added maternity cover cost of £3,500. These total £158,080 of pressure for 2014-15.

17. The division is a regulatory service and therefore income generation opportunities are constrained by the regulatory framework. Some functions cannot be charged for, whilst others (such as licensing fees under the Licensing Act) are set by Government. However, there are some areas of opportunity for income generation and the current approach to service delivery is very much about trying to maximise these. It is projected that during 2014-15 an additional income of £12,500 can be generated.
18. An addition to the pressures outlined above, it is important to point out that the currently projected out-turn for 2013-14 is a balanced budget. However, this has been achieved, in part, through holding open vacant posts amounting to a total salary and on-costs saving of £45,455. Whilst some costs have been incurred through 13-14 that are not anticipated to recur on an on-going basis, there is a significant risk that the above savings outlined above will not be sufficient to manage the on-going resource pressures.
19. The existing services are all under pressure and there is already some shortfall in meeting full statutory obligations. Any deterioration in service will further impact upon the ability of the Authority to meet these duties. A brief summary of existing performance against statutory obligations is given in Annex One below. It is clear that a full review of service delivery will be needed during 2014, informed by anticipated audit reports from the Food Standards Agency and the Wales Audit Office.

Proposals

20. The following proposals have been worked up with a view to addressing the financial gap projected for 2014-15:
 - a) Reduction in Technical Officers from 2 FTE to 1.6 FTE, within the Environmental health (public health) team resulting in loss of ability to deal with discretionary elements of service, in particular fly-tipping and dog-fouling. In addition there will be less capacity to respond as readily to complaints of statutory nuisances such as noise complaints.
 - b) Deletion of a 0.6 FTE post in the food team within Environmental Health (Commercial) which will impact upon the ability of the team to meet inspection targets for programmed inspections under the Food Law Code of Practice. Additionally this will further limit proactive in both health and safety and food safety interventions and on-going inability to deliver proactive work to tackle communicable disease concerns.

- c) Deletion of circa 1.5 FTE Support Officer posts (generic to the Public Protection department). This is in recognition of the shift of working practices, particularly in relation to reduced paper and agile working environments. There is a risk that further administrative burden might subsequently fall on higher paid professional officers.
- d) Deletion of a 0.5 FTE Trading Standards Officer post with a consequent decrease in ability to deliver proactive interventions, programmed inspections and ability to respond to complaints / intelligence.
- e) The loss of a 0.6 FTE Animal Health Officer is in response to the Government's (DEFRA) reduction of grant funding to the Authority, to support animal health-related work in line with national priorities. NOTE: existing post-holder to be retained to cover maternity leave of animal health colleague, which is likely to be for a 9 month period to 31.12.14.
- f) The loss of a further 0.5 FTE Fair Trading post (currently vacated). e) and f) together will impact upon team's ability to implement effective controls and potentially impact upon the effectiveness of the entire system of animal health control.
- g) Maximise income generation opportunities across the division.

Potential negative impacts

21. Potential negative impacts are an exacerbation of the issues identified in Annexe one, plus specifically in relation to the proposals:

- Cease to deliver a range of discretionary services e.g. to deal with dog fouling and littering
- Back log of complaints and deterioration in response times in relation to a range of issues, most notably in responding to statutory nuisances (such as noise), particularly at peak times and staff holiday periods
- Reduction in quality of investigative services across all teams
- Earlier escalation of formal action – resulting in increased statutory action
- Increased complaints against service for perceived lack of responsiveness or quality of service
- Potential failure to meet the programme of food inspections required by the Food Law Code of Practice.
- Lack of ability to deliver proactive public health work such as communicable disease campaigns / sampling for food safety and fraud and business improvement schemes such as Healthy Options Award.
- Elevation of licensing fees with associated backlash from businesses.

- Reduction in ability to respond proactively or reactively to trading standards matters; these frequently impact upon the most vulnerable in society.
- Potential negative impacts upon: public health, animal health & welfare, businesses and the local economy.

Key Risks and Issues

22. The key risks are reputational, legal and financial associated the distinct potential for:
- A perceived poor public service
 - A failure to meet statutory obligations
 - Action against the authority for failure to meet its duties or deliver adequate levels of response in relation to complaints.
23. These risks will need to be ameliorated by taking a managed approach adopting the principles as set out in para 14. The need for enhanced management time is a risk in itself because services which perform less well and are less responsive, etc, require considerably more management time than those that perform well. Working with the community to achieve different desired outcomes in new and innovative ways will also need to be a continuing feature moving forward.
24. Risks associated with a failure to deliver the perceived savings include:
- a) A failure to raise projected income.
 - b) A need to backfill posts caused by illness, maternity, etc.

Risks – anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Failure to meet income targets;	Medium	High	2014	PP	Ongoing monitoring of income through 14-15; Invest to save (13-14) through mobile applications and business opportunities in partnership with the private sector. A sound case to the Licensing Committee regarding fee setting.	PP

Constraints

25. Political decision needed regarding the setting of fees for licensing matters.

Recommendation

26. To adopt the proposals set out in this report.

Delivery

27. To implement the proposed arrangements for deletion of posts through the Authority's Protection of Employment Policies and Procedures without delay.

Summary Assessment of current performance against Statutory Duties.

A Environmental Health (Public Health Team)

1. The team delivers a broad range of statutory duties covering housing standards, pollution control, environmental protection, private water supplies, statutory nuisances, general public health. The team is delivering to capacity and is routinely under high pressure in a challenging field. Although generally working solely in a reactive capacity in relation to statutory duties for housing matters, essential proactive work, such as inspection of fire-risk accommodation for vulnerable people is not being progressed as it ought.
2. Essential work in relation to private water supplies has fallen behind and is unlikely to be delivered in line with statutory requirements on the Authority to risk assess all supplies by next February. A small grant of £5,000 is currently insufficient to fund this work.
3. The team continues to meet the authority's obligations for Permitted Processes under pollution control duties (and for petroleum licensing) however potential burdens associated with further air quality management requirements are unlikely to be fundable within existing resources.
4. There are approximately 2,500 potentially contaminated land sites in Monmouthshire which have been identified, mapped and risk-assessed. There is a duty for the Authority to act in accordance with statutory guidance which calls for an inspection strategy to be developed. Progress in the implementation of the strategy has halted because of a lack of funding.
5. Proactive work in the area of environmental protection has been all-but suspended in response to increasing resource pressures and reviews of the efficiency and effectiveness of interventions. However, although enforcement and education/awareness raising work is discretionary, public and member demand for action in relation to such issues is greater than ever. The investigation of Fly-tipping offences remains one of the few remaining discretionary activities. There remains an understandable expectation from elected members and the public in this discretionary area of enforcement responsibility, currently under a political spotlight because of changes to waste collection. There is little time for proactive work in this area. Dog fouling and littering are similarly placed.

6. Responding to statutory nuisances remains a major responsibility and demand is increasing. Noise nuisance remains a significant element of this.
7. The team is failing to meet its SIP targets for response time targets in each area where set (Housing 85% Target 90%; Pollution 76% Target 90%; Env Protection 88% Target 90% ; Noise 79% Target 93% ; Statutory nuisance 88% Target 90%) – first 6 mths of 13/14 analysis.
8. The potential impact of Cleansing Dept Mandate to cease delivery of a ‘free pest control service’ provided by the Authority is expected to result in a substantial increase in workload for the public health team which may not be met within the £10,000 resources proposed to be vired across as a consequence of the mandate.

B ENVIRONMENTAL HEALTH (COMMERCIAL) TEAM.

9. The team covers a range of statutory duties including food safety, food standards, health & safety at work, smoking legislation and communicable disease control.
10. Whilst largely meeting the Authority’s inspection programme for food law enforcement the resource pressures in the current financial year have given rise to a failure to meet targets for inspecting within 28 days of the scheduled date. This is being monitored carefully. Low risk premises are not currently inspected. Whilst sampling is becoming a high priority for both Europe and central government, there is an inability to keep up current sampling programme.
11. The pressure to generate income to make up shortfalls in budget impacts, in the short-term at least, on the team’s ability to meet other delivery targets. However, the ability to support businesses and improve compliance is a very positive outcome of work in this area.
12. A recent audit by the Food Standards Agency highlighted a failure to fully meet the requirements of the Food Law Code of Practice and the department awaits a final report before reporting its findings to members. In particular, the draft report identifies shortcomings in areas of supervisory/management activities, monitoring, supervision which is considered (in the view of the authors of this report) to be a direct consequence of current pressures on time and repeated cuts at management levels.

13. Health and safety at work activity has been cut-back to the point of now being an almost totally re-active service. Opportunities to impact positively on a range of occupationally related issues of ill health has been largely lost in recent years due to year on year resource cuts and workload pressures in other areas of responsibility, such as food safety.
14. The team's performance in relation to small-scale outbreaks and sporadic cases of communicable diseases is generally meeting the requirements of codes of practice. Although the workload remains quite significant, this is an area that is prioritised. However, there is already very little scope for proactive work in relation to communicable diseases. Issues of national significance, which could be the subject of proactive campaigns / awareness raising are therefore not being delivered. This includes potentially valuable work with children and young people.

C LICENSING TEAM

15. Each year the team deals with in excess of 2,000 applications per year for various licences, 300+ inspections.
16. Alcohol, Entertainment and late night refreshment licensing: Currently compliance checks of licence conditions is largely restricted to responding to complaints. There is no check of compliance in relation to Temporary Event Notices.
17. Taxi Licensing: Enforcement of the night-time trade to prevent unlicensed operators who have not had criminal checks, vehicle checks etc, is not carried out on a regular basis. Vehicle checks are not done on a regular basis and reliance is on test garages.
18. Gambling Licensing: We do not undertake proactive visits regarding enforcement of gambling in pubs and clubs, or lottery returns, to ensure fraudulently activities are not being conducted. No checks undertaken to ensure racecourse do not allow betting to be conducted by persons who are either vulnerable through drink, mentally unstable or have a gambling addiction.
19. House to House and Street Collections: No enforcement is carried out, so reliance on the information an applicant provides. There is large monetary gain in this activity and no checks are made if the money actually goes to the charity they are collecting for. There are no checks on unlicensed traders who may be dishonestly receiving good and money for private gain.

D TRADING STANDARDS AND ANIMAL HEALTH TEAM

20. Many areas of Trading Standards work are prescribed by a general duty, however that duty is now being discharged almost solely through reactive, intelligence-led or complaint led activity. These include important areas of consumer & product safety, fair trading and much weights and measures work.
22. Lack of capacity results in challenges to the level of responsiveness to door-step crime.
22. Current limited capacity has impacted on the team's ability to deliver official feed controls and the team is falling short of the requirements of the Feed Law Code of Practice.
23. In relation to animal welfare, complaints have to be prioritised and are responded to as resources allow. There is difficulty in meeting risk-based inspection levels.
24. The Authority has duties in relation to animal disease controls, which are of national significance, but with reducing external funding the team is unable to meet the requirements of a risk assessed inspection programme and this work is now delivered on the basis of priority assessment.
25. Work undertaken in relation to underage sales has moved to an intelligence based approach and proactive work in this area has fallen away.
26. Civil advice is key to ensuring people and business know their rights, 1st tier advice in the main is provided via a SLA by the CACS (Citizens Advice Consumer Service) helpline. Criminal and 2nd tier advice enquiries are referred through to be dealt with. Whilst non-statutory it provides key intelligence for directing resources effectively and efficiently as possible ensuring that rogue traders are identified and dealt with and business are advised and educated where necessary.

General.

27 The four teams work under significant pressure. The management and supervisory structure is very flat and lean. This has led to significant lack of safeguards in terms of supervision, monitoring, mentoring, performance management, financial audit, professional development, welfare support etc. The impact of high-pressured workload on staff has been significant. Opportunities for professional development along with the opportunity to engage in wider corporate roles, responsibilities or opportunities have been extremely restricted.

22.1.14

Name of the Officer completing "the Equality challenge" David H Jones, Graham Perry		Please give a brief description of the aims proposed policy or service reconfiguration The report seeks consent to proceed with a reduced staff resource to meet projected budget pressures. Focus to be on a risk-based approach for all Public Protection services, to deliver a range of statutory services, (including Environmental Health, Trading Standards and Licensing), with less resources.	
Name of the Division or service area Public Protection, (within Regulatory Services)		Date "Challenge" form completed 22/1/14	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Reduction in ability to respond fully to trading standards, general nuisance complaints, etc. can potentially impact on the more vulnerable, eg. older people.		
Disability	As above, potential negative impact on disabled persons, if less capacity to deal with complaints and requests for service.		
Marriage + Civil Partnership		Any service reduction would not impact on this protected characteristic any more than general public.	

Pregnancy and maternity		As above	
Race		As above	
Religion or Belief		As above	
Sex (was Gender)		As above	
Sexual Orientation		As above	
Transgender		As above	
Welsh Language		Any service user or business wishing to communicate through medium of Welsh – written or verbal – will continue to be offered such a service.	

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).
➤ Age – as above.	➤ Services to have a fundamental review of their priorities in 2014, which will be informed by audits by both Wales Audit Office and Food Standards Agency. Re consumer complaints, for example, Trading Standards could prioritise more vulnerable groups, eg older people. So an estate with a high elderly population could be prioritised for a 'No cold calling zone', where resources are limited.
➤ Disability – as above	As above – services can look to prioritise more vulnerable groups, including disabled persons.
➤	➤
➤	➤

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:

Services will be undertaking a fundamental review of their priorities in 2014, which will be informed by audits by both Wales Audit Office and the Food Standards Agency. Re consumer complaints, for example, Trading Standards could prioritise more vulnerable groups, eg older people. So an estate with a high elderly population could be prioritised for a 'No cold calling zone', where resources are limited. Services can also consider how to prioritise our response to complaints, with potentially a more detailed response for more vulnerable members of society.

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:
The report seeks consent to proceed with a reduced staff resource to meet projected budget pressures. Focus to be on a risk-based approach for all Public Protection services, to deliver a range of statutory services, (including Environmental Health, Trading Standards and Licensing), with less resources.	Regulatory Services, within Legal, Democratic & Regulatory Services department	Public Protection division
Policy author / service lead	Name of assessor	Date of assessment:
Graham Perry, David H Jones	David H Jones	22/1/2014

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

Yes

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

To seek approval to implement the recommendations contained in the 'Service reductions in Public Protection division' report. Proposed change is to deliver the best possible public protection services within a reduced resource, (reducing the budget by a total of £158,080 in 14/15).

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 type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or Belief	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	Sex	<input type="checkbox"/>
Marriage or civil partnership	<input type="checkbox"/>	Sexual Orientation	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	Welsh Language	<input type="checkbox"/>

4.

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

4. 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.

Annexe One uses service data from the respective teams, to provide a picture of the level of activity in each section. This could include data from specific service plans, eg MCC food safety and animal health plans. Finance data has been used to determine staff costs, the impact of departmental budget reductions, etc.

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

Services will be undertaking a fundamental review of their priorities in 2014, based on service and financial data and priorities. Future work will also be informed by audits by both Wales Audit Office and the Food Standards Agency this year.

7. Final stage – What was decided?

•No change made to proposal/s – please give details

To be determined after staff consultation, running to 19th February 2014.

•Slight changes made to proposal/s – please give details

As above.

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

Signed...David H Jones.....**Designation** Head of regulatory services.....**Dated**...22.1.14

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” David H Jones		Please give a brief description of the aims proposed policy or service reconfiguration The report seeks consent to proceed with a reduced staff resource to meet projected budget pressures. Focus to be on a risk-based approach for all Public Protection services, to deliver a range of statutory services, (including Environmental Health, Trading Standards and Licensing), with less resources.	
Name of the Division or service area Public Protection division, within Regulatory Services		Date “Challenge” form completed 22/1/2014	
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 on access to healthy food, (though a small decrease in EH capacity to deal with ‘safe’ food, and less Animal Health resource at the start of the food production chain).	
Improve housing quality and provision		No impact on current private housing enforcement resource	
Reduce ill health and improve healthcare	Some (@ 0.6 FTE of an EHO) reduced capacity to deal with food poisoning		

provision	incidents and inspection of food premises.		
Promote independence	Less trading standards capacity could reduce schemes such as 'no cold calling zones' that do ensure residents feel safer in their homes		
Encourage community participation/action and voluntary work			Potentially services will need to look at local communities to undertake certain aspects of PP work, eg. environmental crime such as dog fouling and littering. Could be a benefit in local communities taking responsibility and pride in their local environments, parks, play areas, etc.
Targets socially excluded		No impact	
Help reduce crime and fear of crime	0.4 FTE less capacity to deal with certain 'enviro-crimes, such as dog fouling and littering.		
Improve access to education and training		No impact	
Have a positive impact on people and places in other countries		No impact	
PLANET			

Reduce, reuse and recycle waste and water		No impact either way	
Reduce carbon dioxide emissions			Officers will endeavour to reduce work related mileage, (continuing to group together visits, work agilely, etc.)
Prevent or reduce pollution of the air, land and water	As above, reduction on capacity to deal with certain land pollution, eg. Littering.		
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact	
Protect or enhance visual appearance of environment	As above, should there be a decline in environmental enforcement and education		
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	Potential redundancies to 1.5 FTE support staff		

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)
➤ As above	<ul style="list-style-type: none"> ➤ Services will need to consider their priorities going forward, eg. What do they do less of to ensure priority services, (inc. vulnerable people), are sustained. Fundamental review (plus 2 external audits) will provide some answers ➤ Giving responsibility, eg. Low level environmental crime, to others, eg. Community councils and PCSO's ➤ Re potential redundancies, look to redeploy as per MCC policy

The next steps

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

Community participation to be actively encouraged, eg maintaining and monitoring local parks. There will be a further drive to reduce work related mileage wherever possible.

- 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:

39. Business Case – Reduction in Legal Services employee hours and Commons and Village Green Inquiries – Inspectors’ fees

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	28/01/14	Final	S M W Andrews	

Approval

		Date	
--	--	------	--

Distribution List

Name	Organisation	Job title / Dept

Executive Summary

To make best use of available staff resources in response to service directorate demands. The reduction in costs also reflects the incidence of budget expenditure in the past 2 years. No processes will change. Any future excess/unforeseen demand on the Commons and Village Green Inquiries budget will need to be reserve funded. There are no adverse impacts from the Equality Impact Assessment

Detailed Business Case

Vision

The provision of in-house Legal Services supplements the procurement of external legal advice across the Council's directorates and services. The balance of in-house and external provision in recent years has, without discernable planning, moved to favour the private sector. Maintaining an appropriate balance is important in terms of cost and accessibility. As opportunities arise, the legal service will respond where possible, to save cost without impairing service provision. The principal function of the service is to support other functional areas as they respond to the strategic vision of the Council. The reduction in hours of one member of staff can be accommodated within current service demands.

Outcomes

Some conveyancing legal advice will be provided via external procurement to meet the demands and preferences of some council services as a result of the reduction in hours of one member of staff. The reduction in the Village Greens budget reflects demand in recent years, with only one formal Inquiry having been held in the last two years.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
Cashable benefit						
<i>Employee hours</i>	£550k	£15k	£15k			

<i>Inspectors fees for Commons & VG</i>	£30k	£15k	£15k			
Non financial benefits	Current performance	Target performance				
Cost	Current costs	Revised costs				

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
Inability to hold Inquiry for commons/ VG application and consequent Judicial Review – financial and reputational risk	Medium	High	April 2014 onwards	Robert Tranter	Move to reserve funding	Robert Tranter

Issues- current threats to the benefits

--

Description	Priority	Issue Owner	Action	Action Owner

Assumptions

Future demands on Commons/Village Green budget will follow the pattern of recent years or will otherwise be reserve funded

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.

39.

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Murray Andrews		Budget reduction	
Name of the Division or service area		Date “Challenge” form completed	
Legal Services		24 January 2014	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		This is a support service budget with no direct impact on service users. Any indirect impact will depend on other services. No statutory functions are adversely affected	
Disability		Ditto	
Marriage + Civil Partnership		Ditto	
Pregnancy and maternity		Ditto	
Race		Ditto	
Religion or Belief		Ditto	

Sex (was Gender)		Ditto	
Sexual Orientation		Ditto	
Transgender		Ditto	
Welsh Language		Ditto	

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:

N/A

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

N/A

Signed

SMW ANDREWS

Designation MONITORING OFFICER

Dated 24 January 2014



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:
Budget reduction for 2014/15	Chief Executive	Legal
Policy author / service lead	Name of assessor	Date of assessment:
Murray Andrews	Murray Andrews	28 January 2014

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)

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

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

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

N/A

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.

Staff data

Case data

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

No

7. Final stage – What was decided?

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

No change. No adverse impact

• **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**

S M W Andrews **Designation** Monitoring Officer **Dated** 28 January 2014

Appendix A

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Murray Andrews		Please give a brief description of the aims proposed policy or service reconfiguration Budget reduction Proposals	
Name of the Division or service area Legal Services		Date “Challenge” form completed 24 January 2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE		This is a support service budget with no direct impact on service users. Any indirect impact will depend on other services. No statutory functions are adversely affected	
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		This is a support service budget with no direct impact on service users. Any indirect impact will depend on other services. No statutory functions are adversely affected	
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		This is a support service budget with no direct impact on service users. Any indirect impact will depend on other services. No statutory functions are adversely affected	
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

N/A

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

N/a

Signed *SMW Andrews*

Dated 24 January 2014

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Special Strong Communities Select Committee held at
County Hall, Usk on Tuesday 7th January 2014 at 10.00am**

PRESENT: County Councillor S.G.M. Howarth (Chairman)

County Councillors: A. Easson, R. Edwards, M. Hickman, M. Powell, A.E. Webb, S. White and A.Wintle

ALSO PRESENT:

County Councillor R. J. W. Greenland - Cabinet Member for Innovation, Enterprise and Leisure
County Councillor P. Murphy – Cabinet Member for Resources

BY INVITATION OF THE CHAIRMAN:

County Councillor R.G. Harris

OFFICERS IN ATTENDANCE:

Ms K. Bierne	-	Chief Officer, Regeneration and Culture
Mrs J. Robson	-	Head of Finance
Mr M. Howcroft	-	Assistant Head of Finance
Mr R. Hoggins	-	Assistant Chief Officer, Regeneration and Culture
Mr G. Edmunds	-	Cleansing and Waste Management
Mr T. Wallen	-	Highways Operations Manager
Ms R. Jowitt	-	Waste Strategy and Resources Manager
Ms H. Ilett	-	Scrutiny Manager
Mrs E. Tapper	-	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors: D.W.H Jones and V.E. Smith

2. DECLARATIONS OF INTEREST

County Councillor S.G.M Howarth declared a personal interest pursuant to the Members Code of Conduct, Local Government Act 2000 given that the company responsible for pest control on behalf of the Authority had involvement with the football club operated by the elected member (Minute item 8: Draft Revenue Budget Proposals Mandate 13 – Street Scene and Pest Control).

3. CHAIRMANS WELCOME

The Chairman welcomed Members, Officers and Mr N. Tatum, representing Abergavenny Town Council, to the meeting.

4. DRAFT CAPITAL BUDGET PROPOSALS 2014/15 TO 2017/18

We received the draft Capital Budget Proposals 2014 /15 to 2017/18 from the Head of Finance.

In so doing we noted that:

- Cabinet would review the Capital programme subject to revision of the 21st Century School programme.
- Cabinet had agreed to the sale of some of the Authority's assets to support the capital programme, including the associated costs of disposal to facilitate those sales.
- The capital budget was reporting a pressure of £134, 334, 000 attributable to; a review of the waste management service, highways maintenance, infrastructure investments, property maintenance for schools and non – schools including Caldicot Castle, DDA compliance works and Disabled Facilities Grants as well as Countryside Rights of Way programmes.
- We heard that the latter pressures were not being addressed in the current strategy and existing maintenance programmes were barely sufficient to maintain existing assets or deal with the backlog. Cabinet had taken the decision to accept that risk.
- The Authority received the provisional capital settlement from Welsh Government on 16th October 2013 which identified an increase of £149 000 on 2013/14 levels.
- £1 million unsupported prudential borrowing per annum would continue in the 4 year capital programme.
- A deficit had been identified in year 4 of the capital programme.
- The capital strategy adopted by the Authority should prove financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This would enable the Authority to concentrate its own resources on the 21st Century Schools investment programme. The 21st Century Schools Strategic Outline Programme in December 2011 identified a match funding capital requirement for the Authority of approximately £40 million.
- We acknowledged that there would be a requirement for Council to maximise its capital receipts generation over the period 2013/14 to 2017/18. Capital receipts were forecast to increase from £5 926 000 to £32 457 000 in 2017/18, subject to those receipts materialising.
- We noted that a revised County Farms strategy had been approved, further rationalisation of Council owned building was being considered, the identification of services which could be combined to release buildings for sale and maximising receipts from the Authority's involvement in low cost homeownership schemes were intended to generate further receipts.

The Committee expressed a desire to further scrutinise the sale and disposal of capital assets, presented as exempt information.

5. EXCLUSION OF PRESS AND PUBLIC

County Councillor A. E. Webb proposed the exclusion of the press and public during discussion of appendices 6 and 7, the sale and disposal of capital assets, in accordance with Section 100A of the Local Government Act 1972 on the grounds that the item involved the likely disclosure of exempt information as defined in paragraph 14

of Part 4 of Schedule 12A to the Act. This was duly seconded by County Councillor A.M. Wintle. We resolved to exclude the press and public during discussion of appendix 6 and 7.

6. CAPITAL ASSETS/DISPOSALS

We reviewed and discussed the information contained within the exempt documentation.

The Committee resolved to note the information received and requested that Members receive a portfolio of the assets held by the Authority. The Committee also requested to be informed of asset disposals and the value achieved from their sale.

7. RE ADMISSION OF PRESS AND PUBLIC

County Councillor A. E. Webb proposed to re - admit the press and public to the meeting during consideration of the following items of business. This was duly seconded by County Councillor R. Edwards.

We resolved to readmit the press and public to the meeting for the following item of business.

8. DRAFT REVENUE BUDGET PROPOSALS FOR 2014 – 15 TO 2017 -18

We received the draft revenue budget proposals for 2014/15 to 2017/18 for scrutiny from the Head of Finance.

In so doing, we noted the following:

- A budget gap of £22 million was projected in the MTFP over four years, with an £8.8 million gap for 2014/15. Savings totalling £12.8million had been identified over the MTFP. These savings had been generated by means of service changes, efficiency savings, income generation and innovative approaches to service design and delivery. A 3% annual increase in Council Tax had been assumed. A residual gap of £2.4 million for 2014/15 remained.
- A series of citizen consultation events had generated 82 potential saving proposals for exploration. 20 ideas, not included in the current budget mandates, resulted from these events. Staff sessions were also held by the Leader and the Chief Executive.
- Work to address the long term reduction in resources was essential and ongoing.
- Further to a review of grant funding schemes a pressure of £232 000 had been incorporated for waste, due to a reduction of 8.6% in the Sustainable Waste Management Grant.
- Earmarked reserve usage over the MTFP was projected to reduce the balance on earmarked reserves from £15.5million at the start of 2013/14 to £6.9 million by the end of 2017/18.

We resolved to note the information provided and to afford further consideration to the following mandates, previously scrutinised at the special meeting of Strong Communities Select Committee held on 8th November 2013.

- **Sustainable Energy Opportunities**

The Committee expressed support for Officers to implement the actions necessary to

reduce energy consumption, install biomass boilers and to support the continued investigation of income generation from PV panels and wind.

- **All Grant Review**

We noted that the review of Council grant funding to third party providers had been completed and approved by Cabinet. The Head of Finance informed Members that this mandate had been prioritised in order to assist third sector organisations in their financial planning.

Members raised the issue of Capital funding for Area Committees. We questioned why Area Committee capital grant funding allocation had not reduced to £5 000 from £15 000 in the capital budget proposals for 2014/15 despite the recommendation to Council from the Review of Area Committees to agree this reduction.

The Democratic Services Officer sought the relevant extract from the meeting of Council held on 21st November 2013 which stated:

*“We resolved to agree recommendations and amendment as follows:
Reduce £15k Environment/Capital Fund to £5k per area, total saving £40k subject to consideration within the Medium Term Financial Plan Capital Grant”*

The Head of Finance agreed that this could be incorporated as a budget saving in the capital budget proposals for 2014/15.

- **RC Highways Operations and Traffic Management**

Members queried the impact of a reduction of winter maintenance stand by payments reduced Officer stand - by payments and amendments made to gritting routes and the installation of a new weather station on service delivery.

The following changes were also noted:

- Introduction of a new biodiversity policy and reduced verge maintenance to include the removal of flower beds from the Authority’s roundabouts.

- Reduced cost/reliance upon subcontractors

We heard that the reduction in the number of subcontractors and associated costs would be achieved through additional investment in equipment for use by the Authority’s direct work force.

- Improved management and regulation of street furniture and exploit advertising.
The Assistant Chief Officer, Regeneration and Culture advised that this issue required careful consideration and sought the support of members of Strong Communities Select Committee in establishing a working group to ensure that this and highways advertising policies were applied consistently across the Authority. Arrangements for the working group would be made outside of the meeting.

- Reduced management structure and workforce for highways operations and traffic and development by means of retirement and natural wastage.

The proposal to restructure the management team from 2 to 1 had been taken in order to afford protection for front line services

We were advised that the Authority’s ability to respond to emergency situations would be reduced but that the impact would be minimised given that the loss of 2 – 3 operative posts were proposed. Members noted however that in the previous 12 month period, there had been a reduction in staffing of 6 within Cleansing and Grounds Maintenance and that these vacancies had not been filled.

At this juncture, the Committee took the opportunity to commend the work of the Authority’s current highways staff in responding to recent flooding in the county.

The proposal to restructure the management team from 2 to 1 had been taken in order to afford protection for front line services.

- **RC Street Lighting**

The proposal had been developed to reduce the Authority's energy bill, dimming lights by 50% and switching off 4500 residential lights at designated times using newly installed technology. No further investment would be required during 2014/15.

We were informed that £330 000 had been borrowed at an interest rate of 0%, repayable at £50 000 per annum for six years for the installation of the dimming equipment. The current budget would not sustain additional borrowing and as such the number of lights to be dimmed would not be increased.

We received assurance that there would not be a total switch off on the Authority's trunk roads.

The Local Member for Drybridge informed Mr Wallen that Old Hereford Road, Monmouth had been without street lighting for 3 – 4 months and had noted that there were more individual lamps out of service since the installation of dimming equipment in Monmouth.

Mr Wallen agreed to investigate.

- **RC Street Scene Services including Pest Control**

We noted the proposal to reduce funding levels for street cleansing by reducing manual street sweeping operations and removing specific provision for a village sweeper by creating new schedules for town sweepers which would include a level of street sweeping for villages. Effectively these proposals would generate a saving of £115,000 (comprising a £50 000 reduction in manual sweeping costs and a £65 000 reduction in precinct sweeper costs) These proposals also embraced a reduction in manual sweeper resources for Usk and Caldicot (Each location being cut from full to 50% cover).

The Authority was open to dialogue with relevant Town and Community Councils on whether they would prefer to invest in the service or take over certain cleansing activities. A flexible model was being sought to allow Town and Community Councils to agree arrangements unique to their needs. The Head of Operations cited Abergavenny Town Council as an example of one of numerous service models already adopted; Abergavenny Town Council contributes 50% towards the cost of a litter picker and determines how the resource is utilised. Monmouthshire County Council employs the litter picker.

The Assistant Chief Officer, Regeneration and Culture informed the Committee that the number of sweepers would be reduced from 5 to 4, precinct sweepers would be zoned, and rural areas would be covered by highways sweepers. We received assurance that rescheduling opportunities would be undertaken to ensure equitable service provision.

- **Pest Control**

We heard that local authorities have a statutory duty under the Prevention of Damage of Pests Act 1949 to ensure their area is free from rats and mice. The Authority currently provides a free pest control service to Monmouthshire households. In response to a Member question we were advised that this service did not extend to False Widow spiders but the Waste and Resources Manager provided assurance that Environmental Health would provide a response in emergency situations such as this.

The proposal to remove the free service did not receive unanimous support from the Committee. We queried whether the service could be remodelled and provided in

house. We heard that the Authority would act as facilitator and direct members of the public to find a pest control provider which met with their requirements.

The Waste and Resources Manager informed the Committee that the current contractor for pest control had been retained to date given that it would have been inappropriate to go out to tender and proceed to withdraw the service. We received assurance that should the Authority retain the service that a tender process would be undertaken.

- **RC Collaboration Or Transfer Services To Town Councils And Community Councils**

The Assistant Chief Officer and Regeneration informed the Committee that he was meeting with Town and Community Councils to actively promote and investigate how the Authority can provide services and work more closely with Town and Community Councils. The Authority seeks to elaborate upon and extend existing partnership arrangements in order to maintain front line services.

Models of working needed to be flexible in order to maximise Town and Community Council buy – in.

We heard that cluster working may help some Town and Community Councils to work together more successfully.

- **CEO Efficiencies and Staff Restructuring**

We noted that a saving of £595 000 had been proposed within CEO in order to refocus services to improve efficiency and increase the value added in the current financial climate.

Efficiency savings of 5% totalling £100 000 within Democracy and Elections were proposed. The Local Member for Dewstow stated that the existing staff structure within Democratic Services should remain and the Local Member for Overmonnow stated that Members should support staff where possible. Some Members objected to staff sending email communications “out of hours” whilst acknowledging that this was a feature of agile working.

With regard to efficiency savings within the Customer Access Unit of £100 000, Members requested an update relating to the integration of libraries and telephony. The Democratic Services Officer agreed to source this information for Members.

The Cabinet Member for Innovation, Enterprise and Leisure stated that this was part of on - going service changes but that substantial change was not envisaged for the beginning of the financial year.

Members acknowledged that there were many more aspects that could potentially be linked to libraries. We heard that the Authority was in the early stages of discussions with Usk Library Group to investigate the possibility of the Usk Group operating the library with one lead librarian.

We received confirmation that National Parks had withdrawn from the Tourist Information Centre in Abergavenny with a £30 000 loss of income.

Members expressed the need to retain the Tourist Information Centres in the short

term and raised the possibility of relocating Abergavenny Tourist Information Centre in the Tithe Barn.

Some Members felt that the business case should be amended and sought assurance that the £180 000 of savings were not solely on staff. The Cabinet Member for Innovation, Enterprise and Leisure confirmed this. The Committee resolved not to amend the business case.

- **RC Waste and Recycling**

The Local Member for Dewstow expressed concern regarding the increase in fly tipping in the Caldicot area and questioned how the Authority could educate the public in the proper use of the recycling scheme.

We noted the proposal to increase the cost of the brown bag collection from £8 to £10 per annum and there was no objection.

The Waste and Resources Manager informed the Committee that Welsh Government did not support the recycling scheme operated by Monmouthshire and a provision of £2.5 million had been made within the capital budget should the outcome of the Waste Review necessitate a change in the waste collection service.

We were advised that Welsh Government had already reduced the Waste Management Grant by £232 000. This was greater than anticipated. We noted that the grant was linked to population rather than the means by which waste was collected; however there was a possibility that the grant could be withdrawn in its entirety if Monmouthshire did not comply with the EU directive. The Waste and Resources Manager informed the Committee that she would be meeting with WLGA and LGA to discuss this issue,

Members expressed a preference for a bag rather than a box based scheme and the following points were noted:

- The recycling rate increased by 7% when fortnightly collections were introduced.
- Holiday arrangements are issued one year in advance with rate demands.
- The resale value of paper is higher when untreated hence the two bag system.
- A plant is being built in Carmarthen for the recycling of disposable nappies. The Authority is continuing to collect nappies using the yellow bag scheme and these are currently being sent to Slough. The Authority achieves a 20% recycling rate from nappy collection.
- The Authority is required to differentiate between kerbside and Civic Amenity recycling.
- Food and green waste are collected separately so that the Authority can determine the individual proportions for route optimisation.
- Glass collection banks had been removed from the Civic Amenity Sites.
- A cost analysis of the refuse bags was being undertaken and the quality of food waste bags was under review.

- **Summary MTFP Position**

We received a summary of the MTFP position from the Head of Finance and in so doing the Local Member for Drybridge requested a more detailed breakdown of the data presented by cost centre with a preference for the data to be illustrated in a graphical format. The Head of Finance agreed to consider this.

The Committee agreed to note the information provided and the Chairman expressed thanks to Members and Officers for their attendance and contribution.

The meeting ended at 12:35pm

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 28th January 2014 at 10.00am**

PRESENT: County Councillor P.S. Farley (Chairman)

County Councillors: R. Chapman, R. Edwards, R.G. Harris, P. Jones, B. Strong, P. Watts and Mr D. Hill (co-opted representative).

County Councillor P. Murphy and V. Smith also in attendance.

OFFICERS IN ATTENDANCE:

Mrs J. Boothroyd	-	
Mr S. Burch	-	Head of Adult Services
Mr M. Howcroft	-	Assistant Head of Finance
Miss H. Ilett	-	Scrutiny Manager
Mrs S. King	-	Democratic Services Officer

ALSO IN ATTENDANCE:

Mrs D. Hudson

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from Councillors M. Hickman and P. Jordan.

The Chairman welcomed Delia Hudson who would be the future co-opted representative for Action 50 Plus.

DECLARATIONS OF INTEREST

2. There were no declarations of interest made by Members.

CONFIRMATION OF MINUTES

3. We received minutes of meetings as follows:

(i) The minutes of the Special meeting of the Adults Select Committee dated 10th December 2013 were confirmed as a correct record and signed by the Chairman. Subject to the following amendment:

- Pg 9 Possible re-wording re. £90,000

Page 3 – Update on visit to Mardy Park and Tudor Street, important to visit to see the changes at Mardy Park and direction. Tudor Street is in an interim, therefore,

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 28th January 2014 at 10.00am

further description would be required. Possibly visits in smaller groups, J. Boothroyd will send dates and can coordinate visits.

(ii) The minutes of the meeting of the Adults Select Committee dated 10th December 2013 were confirmed as a correct record and signed by the Chairman. In doing so, the following amendment was made:

- Page 1 – County Councillor R. Chapman was in attendance
Apologies from County Councillor B. Strong

PUBLIC OPEN FORUM

4. There were no issues raised by members of the public.

REPORTS FROM THE HEAD OF FINANCE

5. We received reports from the Head of Finance, as follows:

i) Capital Programme 2013/14 Month 8 Forecast Outturn Statement

We received the Capital Programme 2013/14 Month 8 Forecast Outturn Statement which presented the forecast outturn capital expenditure position as at month 8 for schemes relating to Adults Select Committee compared to the budget for the year.

The committee were advised that the main scheme relevant to the committee was Property Maintenance. Revised budget identified as £45,000, of which £41,000 is forecast to be spent by year end resulting in a forecast underspend of £4,000.

During discussion members raised the following points:

- RH – in app 2 mystified as original budget £15 mil, £12mil slippage and budget revised by £3.5 million, end budget £31million. Don't understand. Why? MH – app 2 reflects councils wider position not just adults portfolio, thought it would be helpful to understand the position across the auth, useful background information. Original budget relates to capital programme. RH - 3.5mil of budget revisions is problematic, asset mgmt. 1.5million. was there an idea that there would be massive revisions when budget set? MH – things included in capital programme when there's uncertainty, won't ask to sign budget until there's certain.
- PM – all explanations on every reason for every difference is listed. MH -cap budget doesn't include 21st Century schools but it's likely it will do. Will see adjustments through the year.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 28th January 2014 at 10.00am**

- D Hill – slippage from last year, is this overspend? MH – it's money allocated to schemes that wasn't used last year so carried forward.
- P Jones – property maint, underspend? MH – correct and will be carried forward.

ii) Budget Proposals 2014 to 2017/18

Revenue Budget Proposals another month of deliberation before Council considers position in February.

Provides explanations regarding why there has been movement, i.e. WG settlement. Revised figure £9million to find next year. Clarifies extent of mandates that have been proposed and refining them.

Still looking at pressures and mandate proposals, shortfall of £2million. SLT considering one off measures in 3.2

Members were invited to ask questions and during discussion the following points were noted:

- PJ – would council tax increase make up shortfall. MH – after SLT looked at issues, still £1million shortfall, so Council have to consider whether to increase council tax above 3%. PM - Public engagement sessions presentations have modelled and demonstrated 4%-£382k 5%-764k, may have to consider possibility of reserve funding or further work on mandates to bring in additional savings. Will come down to what rate council tax will be set.
- RH – Abergavenny were strong on 5%, working on assumptions and almost certain it won't be 3% increase. Want members of opposition as part of budget making process.
- D. Hill – Will using reserve funds practical? PM – Absolutely right and it would be last resort, only justification within MTFP is the gap of £1.5 million over 4 years, there would be case to allow for partial use of reserves for surplus in following year which would be justification for modest use of reserve funding – don't want to use any if possible. To Roger, there is no information not available to anyone in the process, it's been constantly available – every stage has been consulted.

Housing

- HI - I. Bakewell came regarding Careline and would like to come back, possible special end Feb early March. Financial implications within the mandate. Agreed.

SCH Adult All Grants/Contracts Review

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Adults Select Committee held at County Hall, Usk on Tuesday 28th January 2014 at 10.00am

- PJ – Not enough information to make a decision and should leave to the experts.
- JB – started discussions with a range of agencies, 98 of 100k and further detail regarding negotiations with other organisations would be circulated and contained within cabinet report. Can circulate to members through DSO.

SCH Practice Change

- JB – Discussed on 10th December 2013. Included in figure was management post, in process of advertising manager to cover two service areas along with practice change aspect of it. Work being scoped at the moment to start on 1st April. Month 9 strong position underpins practice change moving forward, community team have pulled back spending and extra money will be taken out of budget. £277 is conservative estimate but hoping it'll be more.

SCH Community Meals

- JB – increased take up mandate, experience of meals and staff development sessions. Mandate is reliant on increasing customer base, staff need to understand service. Publicity and awareness raising has helped now need to sustain customer base so more work being undertaken, credit to staff. Members invited to promote as they wish.
- PJ – attached flyer to prescriptions was excellent idea. JB – will check whether the idea has come off.
- RE – win/win for everyone and well done.
- RH- newsletter to ward and can add a section on community meals.
- Simon – Item 4 concrete now improvements of £30k. This is more longer term and aspirational, not until 16/17 – so what's to be done differently around community meals. This is of a different nature, early conversations across the authority.
- Farley – Thanks to apetitio team, who generously provided meals and members donated to Chairmans Charity. Will put together appreciative note of thanks with Haze.

My Day My Life Refocus

- JB- Run redesign group and authors of mandates come together. This initiative lot of work going on. Its efficiency mapping exercise, tudor street and other projects. By reconfiguring and aligning service there's been opportunity to get money from restructure. Taken out a number of posts and well on track. Positive aspect, work ongoing- working with people in what can be achieved through tailoring requirements individually. All on track.
- PF – quick feedback on progress made and from discussions that took place a month ago. Hard to slot everything in together so tahnks and grateful to Julie/Simon.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 28th January 2014 at 10.00am**

Socail care restructure

- Straightforward restructure of posts and reconfiguration, sickness management targets.
- Largely are completed or progress of completion.
- PJ – how do you target sickness. JB – generally very good, sometimes people on sickness and not managed well. Support people to come back to work if sick. Need to be proactive to ensure it doesn't catapult. Training for managers to be confident around HR policy and support staff. Targets is way to make sure we'll minimise where possible time off is reduced. Getting balance right and seeing reduction.
- 5 staff on raglan project, in 10 months – haven't been off sick and some previously had really bad sick records, saved money as cover not needed. Can't run a service where people off sick too often, take the issue seriously.
- Delia – aware some large organisations use stress councillors to prevent people getting ill and this can be cost effective. JB – from HR perspective we have conversations to understand where people are in terms of stress levels, very conscious of it.
- PF – efficient and effective use of resources, must think about connection with staff. Are there dedicated HR staff for SCH or are they generic? SB – structure employee services is generic nature but kept strong link with claire robins and member of DMT.
- PM – at present unison running stress busting scheme to help people.
- PF – as employer have duty of care. Well documented where employers have been taken to court on consequences of not addressing issues. Thanks for useful assurances.

- Transition programme has happened. Realised cost saving immediately and staff have been seconded.

- Adult social care transformation, mardy park work sits within it.
- Looking at opportunities, immediate care funding available from WG, putting together ideas where mardy park work can be used to track way forward.
- 1.4 total 630 around mardy park the rest to be mandated and starting to profile it..

Progress noted on all mandates discussed.

iii) Capital Budget Proposals 2014/15 to 2017/18

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 28th January 2014 at 10.00am**

PM – Capital Budget Proposals all well explained and will pick up any questions.

Members were invited to ask questions and during discussion the following points were noted:

- Intensity of budget changes frequently.
- PM – try to capture in reports as often as possible, but changes so often.
- PJ – Whats DDA – Disability Discrimination Act MH – Equality of access
- MH – clarification re. capital budget – two things changed para 3.1 refers to area management 60k, will be 20k – 60k reflects existing budget. 21st Century schools – revised prediction of spend so pushed back unlikely to spend 10million. More viable prospects as aligns with expenditure and should not need short term borrowing, however, always mindful that things may change.
- In terms of Williams review and issue for the whole of wales. Huge shame if weren't able to press case for projects to be guaranteed going forward (e.g. 21st century), urge those present to take every opportunity to press the case for as much clarity and certainty as possible.
- PM – discussed at 21st century schools board, info from WG as far concerned Williams doesn't exist and we will continue as we are, in all aspects.
- RH – 21st century schools, wouldn't do harm if raised at full council to write to agreement that schmem shouldn't be 'mucked about'. Agreed that chair will write to leader for assurance.
- MH – similar issue raised by CYP last week and came to same conclusion.

PJ – were discussing options provided e.g. adult education. A lot of material to read, but one is inappropriate so why are there two options. MH – 37 mandates different authors, rules that options that were explored are included but reasons also explained, therefore author leads to 2nd option. PJ – clearer signposting is needed.

PF – grateful to MH. Not being critical of officers, but on adult education item looked in considerable detail on 10th, would not be happy to see anything other than continuation of service by mcc and important in how it's done – option 2.

Also, CYP know focus is on finance but enormously helpful to have service perspective as well as finance. Looked in detail at CYP and only one had benefit of officer representation. Benefit of presence and support from service and finance aspects.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Adults Select Committee held at County Hall, Usk on
Tuesday 28th January 2014 at 10.00am**

Content with what has been seen and continued progress has been considered. Aware that some will come back in the future and appreciate officer presence.

The Chairman thanked officers for level of detail provided during presentation of the reports.

SELECT COMMITTEE WORK PROGRAMME 2013-14

6. We received the Select Committee work programme, full as today is ordinary and been used for budget. Some items delayed and Careline to be included, PLUS Supporting People, Commissioning Strategy.

Agreed Monday 24th February 10am (9.30 for members)

At the request of members a special select of four committees has been arranged for 29th January 1.30 for members – 2pm committee.

SUMMING UP AND DATE OF NEXT MEETING

7. We noted the date and time of the next meeting as follows:

- Special – Monday 24th February 10am
- Tuesday 18th March 2014 at 10am

The Chairman thanked all for their attendance at the meeting.

The meeting ended at 11:30a.m.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of the Children and Young People Select Committee held in the Council Chamber at County Hall, Usk on Monday 20th January 2014 at 2.00p.m.

PRESENT: County Councillor R.P. Jordan (Chairman)

County Councillors: D. Blakebrough, P.R. Clarke, P.S. Farley, P. Jones, S. Jones and M. Powell.

OFFICERS IN ATTENDANCE:

Mr P. Matthews	-	Chief Executive	
Mrs. J. Robson	-	Head of Finance	
Mrs. D. Mountfield	-	Head of Achievement & Learning Infrastructure	
Mrs. N. Wellington	-	Finance Manager	
Ms. H. Ilett	-	Scrutiny Manager	
Mrs. E. Tapper	-	Democratic Services Officer	

ALSO IN ATTENDANCE:

County Councillor V.E. Smith

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor D.W.H. Jones and County Councillor P. Murphy, Cabinet Member for Resources and Finance. Apologies for absence were also received from Ms. S. McGuinness, Chief Officer, Children and Young People.

2. DECLARATIONS OF INTEREST

There were no declarations of interest recorded.

3. DRAFT CAPITAL BUDGET PROPOSALS FOR 2014/15 TO 2017/18

We received the draft capital budget proposals for 2014/15 to 2017/18 from the Head of Finance as presented to Cabinet on 4th December 2013. The Capital budget proposals are designed to provide a financially stable and sustainable environment to prioritise the 21st Century Schools Programme.

Assurance was provided that all capital receipts would be ring fenced in respect of 21st Century Schools. We noted that the delivery of the programme was reliant on the successful disposal of some of the Authority's assets.

In view of the Williams Report and its potential implications, Members expressed a desire to progress with the sale of the Authority's assets to ensure that receipts could be utilised for the benefit of 21st Century Schools within Monmouthshire.

Minutes of the Special Meeting of the Children and Young People Select Committee dated 20th January 2014 - continued

In response to a Member question regarding the security of the match funding from Welsh Government, should the recommendations of the Williams Report be accepted, the Head of Achievement & Learning Infrastructure expressed hope that this would be unaffected.

The Head of Finance reiterated that the Williams Report had not yet been implemented and in the meantime, it remained "business as usual." This view was echoed by the Chief Executive. Members welcomed assurance that the situation would be monitored very closely and an all Wales model was anticipated to be developed by April 2014, of which Members would be informed.

We noted that no inflationary increase had been applied to the Capital programme to reflect the lack of an inflationary increase from Welsh Government. We were advised that the Authority would seek to maximise the use of its funds through procurement.

We welcomed notice that the Authority had achieved a balanced capital budget and resolved to support the draft capital budget proposals for 2014/15 to 2017/18.

4. DRAFT REVENUE BUDGET PROPOSALS 2014/15

We received the draft revenue budget proposals for 2014/15 from the Head of Finance and the business case mandates relevant to the remit of the Children and Young People Select Committee for further scrutiny.

We heard that the revenue budget proposals had been linked to the Single Integrated Plan, the Corporate Risk Assessment and the priorities of the Partnership Arrangement namely; to maintain direct spending in schools and maintenance of services to vulnerable children and adults as well as the continued provision of activities that support the creation of jobs and wealth in the local economy.

We received the draft revenue budget proposals for 2014/15 to 2017/18 for scrutiny from the Head of Finance.

In so doing, we noted the following:

A budget gap of £22 million was projected in the MTFP over four years, with an £8.8 million gap for 2014/15. Savings totalling £12.8million had been identified over the MTFP. These savings had been generated by means of service changes, efficiency savings, income generation and innovative approaches to service design and delivery. A 3% annual increase in Council Tax had been assumed. The residual gap had reduced from £2.4 million to £1million for 2014/15 and it was hoped that the second round of citizen consultation events would generate feedback regarding a larger increase in Council Tax and further potential saving proposals for pursual.

Earmarked reserve usage over the MTFP was projected to reduce the balance on earmarked reserves from £15.5million at the start of 2013/14 to £6.9 million by the end of 2017/18.

We resolved to note the information provided and to afford further consideration to the following mandates, scrutinised at a previous meeting of the Children and Young People Select Committee.

Minutes of the Special Meeting of the Children and Young People Select Committee dated 20th January 2014 - continued

The Committee agreed to focus on elements which had been amended within the budget mandates and in so doing the following issues were raised:

• RC PRIMARY SCHOOL MEAL SERVICES

We heard that the Authority currently provides 520 000 school meals per annum to 32 Primary Schools and Mounton House Special School. A saving of £206 000 was required in order to balance the budget for 2014 – 15.

The following service models were proposed to address this gap:

- Increase meal prices to £2 for Primary School meals and £3 excluding VAT for Adult meals from April 2014
- Reduce the number of cooking kitchens from 29 to 12 (Of the 32 primary schools served, 29 cook meals on site and 3 receive meals transported in from other schools). This would generate a saving of £100 000 per annum.

The Committee raised the possibility of amalgamating the school and community meal services to reduce costs and we were advised that Social Services had investigated this option.

With regard to increasing the number of schools, currently four, which do not have kitchens on site, we were advised that the larger kitchen areas required in 21st Century School would support the extension of the cluster model, meaning that more school meals could be transported into schools from fewer kitchens. We were asked to note that the largest cost remained as staffing.

Having reviewed these proposals Members queried how the market would respond to an increase in the cost of school meals.

The Head of Achievement, Learning and Infrastructure informed the Committee that in September 2013 Welsh Government directed that all meals must be “Appetite for Life” compliant. This had increased the budget pressure from £156 000 to £206 000 due to the change in ingredients required to ensure compliance, this equated to an additional 10 pence per meal. Members were also asked to note that Appetite for Life Compliance forms part of the ESTYN Inspection Regime and it was noted that Welsh Government were consulting with Local Authorities regarding the possible extension of the “Free meals for all” initiative to Wales which would impact the funding position substantially.

We were advised that schools were yet to be consulted regarding the price increase, but the increase was moderate in all Wales terms.

Feedback from public consultation events indicated that parents were willing to pay more for school meals provided that they were of a high quality and nutritionally balanced. We welcomed notice that there were plans to introduce taster sessions to encourage take up of school meals and school menus were being reviewed to identify where local produce could be incorporated.

In response to a Member question regarding the take up rate of free school meals and potential discrimination, the Head of Achievement, Learning and Infrastructure

Minutes of the Special Meeting of the Children and Young People Select Committee dated 20th January 2014 - continued

believed that all pupils entitled to free school meals used this service and although the Authority encouraged them to do so they would not be targeted.

With regard to the potential for discrimination, we were advised that pupils entitled to free school meals were not identified within schools.

We welcomed assurance that the school meal debt is and would continue to be monitored closely to ensure that those who are entitled to free school meals use their entitlement and to assess the impact of the proposed price increase.

The Local Member for Trellech United referred to the Equality Impact Assessment and queried whether the gender impact should be “neutral” given that the majority of low income single families who would be affected by this change were matriarchal.

We resolved to support the proposal to increase meal prices to £2 for Primary School meals and £3 excluding VAT for Adult meals from April 2014.

• PASSENGER TRANSPORT UNIT POST 16

Members requested an update regarding amendments to the Home to School Transport Policy which would remove the non - statutory element of Post 16 travel grants and increase the charge for concessionary seats.

The Committee were advised that the Passenger Transport Unit were keen to undertake consultation and legal advice remained pending regarding the business case. We noted that Monmouthshire were in the process of considering a joint South East Wales Passenger Transport Policy to ensure a common and consistent policy.

Members expressed concern regarding the withdrawal of non - statutory post 16 transport particularly given the rurality of the County. Accessibility to transport should be maximised, even if the Authority is unable to provide the service free of charge.

The Committee resolved to support the proposed business case, based on current information and requested an update report regarding South East Wales Passenger Transport Arrangements to be received at a future meeting.

• CYP SCHOOL BUDGET

We noted that a net budget for the financial year 2013/14 of £43 392.41 had been awarded to schools. It was proposed that school budgets would remain at this level given that they had been inflated by 4.11% over the previous three years. This would mean a reduction to normal funding for a larger secondary school of approximately £50 000 and of £6057 for a 210 roll primary school. We noted that the financial impact upon individual schools would not be known until April 2014 at which time schools would set their budgets based on their formula allocation and the number of pupils on roll.

We were advised that the LEA could either direct Primary Schools which carry reserve balances greater than £50 000, (Secondary schools £100 000) to spend the excess or claw it back. We noted that mid – year there was a tendency for school budgets to fall, with a moderate increase at year end.

Minutes of the Special Meeting of the Children and Young People Select Committee dated 20th January 2014 - continued

We received assurance that the School Finance Team would work closely with schools to identify budget as a feature of the mandate. It was acknowledged that schools may be required to access any reserve funding they may hold as a result of the mandate. £320 000 had been provided for should restructuring or redundancy result.

We resolved to support the mandate on the basis that schools were supported by the Authority and awareness was raised that the Authority was also required to make efficiency savings.

• CYP ALN CONTINGENCY IN ISB

The Committee revisited the Business Plan and did not support the original option to withdraw £150 000 from the ALN Contingency Budget given that small schools would be disproportionately disadvantaged by the proposal.

Members instead expressed support to reduce the contingency element of the ALN by £75 000 and to retain £141 493 to be administered by the SEN Panel to provide a pro - active in year response to changing circumstances. We welcomed the proposal to train specialists within schools to identify Specific Learning Difficulties rather than utilise external tutors.

We received assurance that there had been substantial stakeholder consultation and a Strategy Board made up of the Authority's head teachers had been established at which local decision making appeared to be favoured.

The Committee expressed a desire to raise awareness of Autism and to support continued engagement with Head teachers within the remit of the Children and Young People Select Committee, in order to monitor the direct impact of budget proposals on schools and pupils.

• SCHOOLS LIBRARY SERVICE

It was proposed that the Schools Literacy and Resource Centre would charge schools within Monmouthshire for the use of the service, which was previously subsidised by the Authority.

We received assurance that the service would be redesigned to allow ease of transition but it was acknowledged that the success of the proposal would be dependent upon school take up. Much work would be undertaken to promote the service to schools. Once school "buy – in" had been established consideration would be afforded to either rationalising or expanding the service.

We resolved to support the proposal.

• STAGED WITHDRAWAL OF SUPPORT FOR GWENT MUSIC SERVICE

Members expressed opposition to the proposed withdrawal of support for the Gwent Music Service given the value of the service to children's social skills and educational attainment and the national recognition the service had achieved.

We were advised that further work had been undertaken since the original budget mandate to consider alternative charging mechanisms and the numbers of

Minutes of the Special Meeting of the Children and Young People Select Committee dated 20th January 2014 - continued

Monmouthshire children using different aspects of the service to identify areas where cuts would have the least impact, such as reducing the number of instruments purchased. We were advised that there were seven options currently under consideration for implementation from September 2014.

The Chief Executive reminded Members that Council would set the budget on 27th February 2014 and that a saving of £50 000 would need to be made from Gwent Music Service, but the proposal to Council marked a step down in funding not a complete withdrawal

The Chief Executive acknowledged that the service was extremely valuable and informed Members that the Chief Officer, Children and Young People would be meeting with Gwent Music Service, which now only consisted of Monmouthshire County Council and Torfaen County Borough Council to agree a sustainable way forward.

The Committee requested full involvement with any staged withdrawal of the Gwent Music Service and expressed appreciation that Officers were currently assessing alternative options.

• REVIEW OF OTHER EDUCATION COLLABORATIVE ARRANGEMENTS

We were advised that the Authority sought to save £170 000 on educational arrangements such as the Visually Impaired Service currently provided in partnership with other local Authorities.

The Authority would require confirmation that value for money was being achieved through an assessment of the number of Monmouthshire pupils using the service and a cost analysis of the potential of buying in services from other providers.

We resolved to monitor the proposed mandate closely.

• CHILDRENS SERVICES STAFF RESTRUCTURING

We resolved to adjourn discussion the mandate pending confirmation that a report regarding this had been approved by Cabinet. Members noted also that the report author had left the Authority.

• REVIEW AND TRANSFORMATION OF CHILDREN'S SERVICES, SEN/ALN.

We were advised that the initial process to integrate and streamline all provision with the child and family as the core focus had been initiated and was approaching the start of month 2.

Members expressed the importance of consulting with stakeholders at all times.

Children and Young People Select Committee reaffirmed support of the Capital Budget Proposals with receipts ring fenced for the 21st Century School Programme but expressed concern regarding the cumulative impact of the budget mandates upon children, young people and their families and in particular the withdrawal of support for Gwent Music Service.

**Minutes of the Special Meeting of the Children and Young People Select
Committee dated 20th January 2014 - continued**

The Chairman expressed thanks to Members and Officers present.

The meeting ended at 15:35

**Minutes of the Special Meeting of the Children and Young People Select
Committee dated 20th January 2014 - continued**

**Minutes of the Economy and Development Select Committee
held at County Hall, Usk
on Thursday 9th January 2014 at 10.00 am**

PRESENT: County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S Dovey, D.L. Edwards, R.J.C. Hayward and S. White.

County Councillors R. Greenland and P. Watts

OFFICERS IN ATTENDANCE:

Mrs K. Beirne	- Chief Officer, Regeneration and Culture
Mr R. Hoggins	- Head of Infrastructure, Networks and Sustainability
Mrs J. Robson	- Head of Finance
Mr M. Howcroft	- Assistant Head of Finance
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

ALSO IN ATTENDANCE:

Sir T. Morris - Chair St. Mary's Trust The Tithe Barn Abergavenny

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors G. Down, D. Evans, S. Jones, P. Jordan and K. Williams.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. CONFIRMATION OF MINUTES

We received the minutes of the Economy and Development Select Committee as follows:

- i) The minutes of the Economy and Development Select Committee held on 24th October 2013 were confirmed as an accurate record and signed by the Chairman.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

- ii) The minutes of the Special Economy and Development Select Committee held on 7th November 2013 were confirmed as an accurate record and signed by the Chairman.
- iii) The minutes of the Special Economy and Development Select Committee held on 20th November 2013 were confirmed as an accurate record and signed by the Chairman.
- iv) The minutes of the Special Economy and Development Select Committee held on 27th November 2013 were confirmed as an accurate record and signed by the Chairman.
- v) The minutes of the Special Economy and Development Select Committee held on 12th December 2013 were confirmed as an accurate record and signed by the Chairman.

4. PUBLIC OPEN FORUM

We welcomed Sir Trevor Morris and noted the following:

- Thanks were provided to the Chairman and committee for the opportunity to present to the committee.
- Involved in Abergavenny and Bryn y Cwm areas and Chairman of St Marys Priory Development Trust. St Marys trust houses fine collection and the Tithe barn project houses the tapestry.
- Rely heavily on tourist info centre and grateful to Monmouthshire County Council for number of visitors.
- Understand difficulties experienced by Monmouthshire County Council, through the businesses cases.
- Recognise significant importance of Tourist Information Centres, which should be in the centre of towns and easily accessible.
- Requirement to source alternative venues for Tourist Information Centres and offer provision of accommodation within the Tithe Barn.

The committee were invited to ask questions and during discussion the following points were noted:

- The Chairman advised that the issue would be discussed in detail within the agenda and the Cabinet Member and officers would be able to address issues raised.
- The Cabinet Member advised that the aim was to find an alternative venue for Tourist Information Centres, by working with communities and he welcomed discussions with Sir Morris.
- Consideration would have to be given whether budget savings would be achieved through alternative venue proposals.
- The Committee thanked Sir Morris for attending and invited him to stay for the duration of the meeting.

MONMOUTHSHIRE COUNTY COUNCIL**Minutes of the Economy and Development Select Committee
held at County Hall, Usk
on Thursday 9th January 2014 at 10.00 am****5. REPORTS FROM HEAD OF FINANCE****i) Budget Proposals 2014/15 to 2017/18**

We received a report, for scrutiny and comment, which provided detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2014/15, for consultation purposes and the committee were invited to consider the 2014/15 budget within the context of the 4 year Medium Term Financial Plan.

Members were advised that all mandates were listed, however, only those relevant to the Economy and Development would be discussed. The mandates had been discussed in full at five meetings and officers would advise on any changes.

The Head of Finance clarified that the recommendation required the committee to scrutinise proposals, which have been released for public consultation purpose and would be considered by Cabinet in February. The background detail identified what changes had been made, the process so far and what has been factored in.

The Medium Term Financial Plan (MTFP) provides links between budget proposals and priorities of councils and how they link with whole authority risk assessment. The report included savings targets, which started at the end of 2013 with mandates as ideas, these are now budget proposals. Additional pressures highlighted any changes to pressures and the Council Tax paragraph states that the increase has been retained, however, a gap of £2.9 million is to be found over the next four years. Additional budget savings would reduce the gap to £1 million.

During the discussion members were invited to ask questions and the following points were noted:

- A member expressed disappointment that the process started in September/October 2013 with a gap of £2.2 million, however, after ideas had been submitted there could still be a gap of £1 million. The Cabinet Member clarified that at the start of the process there was a £9 million gap and there was now approximately £1 million gap. Further consultation would be undertaken with the public to discuss proposals for further saving ideas. There would be a requirement to close the gap by 27th February 2014.
- The Cabinet Member advised that the level of Council Tax would be considered further, through public consultation.
- The committee recognised the importance of highlighting the Council Tax percentage increase in actual financial figures. It was clarified that the presentation would include the actual figure for 3%, 4% and 5% increase for each band per year.
- Members were surprised that a further increase in Council Tax had been considered. We were advised that 3% had been used as a working figure.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

We welcomed the Chief Officer, Regeneration and Culture and the committee were presented with an outline of the mandates, considered at previous meetings. It was highlighted that the mandates related to income generation and expanding positive aspects. There was no proposal of closure/cessation of services, they related to growth, in line with existing offer

Development of Leisure Services

- 35k additional income – swimming, no major changes
Members highlighted risks and threats, that's been highlighted throughout.
- £30k – new memberships, new marketing, different areas for sales, retention of clients.
- £40k – junior fitness offer
- £5k – training academy, entry level opportunities afforded to young people
- £40k – efficiencies on staffing and training. Discussions held re. cleaning.
- Efficiencies around ICT

Further information would be provided in relation to the position of staff undertaking cleaning.

Museums, Shire Hall and Castles and Tourism

- Integrating Tourist Information Centres.
- Caldicot Castle- new approach to events
- New models for Shire Hall and Tintern Station.

Museums

- This mandate had resulted in significant debate and required further consideration and the committee had felt they could not agree proposals.
- It was not intended to close facilities and officers agreed to consult with Town/Community councils and other agencies to develop service.
- Work was still on-going and it was anticipated that fully worked solutions would be presented to the committee.
- Discussions were still on-going for models and ideas.

Questions:

- The committee were surprised to see that the proposal for relocating Tourism Information Centres to Museums was still contained within the mandate.
- We were advised that at present there are no other firm proposals that will save money, need to go forward with least preferable option. Need proposals for best option, these must stay in there. Discussions on-going with Chepstow town council.

MONMOUTHSHIRE COUNTY COUNCIL**Minutes of the Economy and Development Select Committee
held at County Hall, Usk
on Thursday 9th January 2014 at 10.00 am**

- Members expressed disappointment, however, were advised that further potential solutions would be investigated.
- County Councillors A. Watts and S. White declared personal interests pursuant to the members code of conduct as Town Councillors.
- Discussions had been held with town councils.
- The tourism officer would contact Sir Morris in relation to the offer.

In summing up we noted that the committee do not accept 'they will be merged' and it should be removed. In terms of the way forward, on-going discussions and developments, officers would return to select with final version of proposals. Little change had been presented from original document. Comments from previous meetings were repeated, and officers were invited to present proposals as new opportunities emerged.

We clarified that the other mandates were satisfactory, however, there was strong disagreement with Chepstow and Abergavenny being merged, will not accept as committee.

Caldicot Castle

- Getting it back on a sustainable footing.
- Need significant capital investment in castle, investment needs are so large.
- Proposal unchanged, more about sustainable operating structure, remodelling and less on back office stuff.
- Core visitor facilities, driving business growth and working parties to discuss ownership options – community ownership discussed.
- More commercial marketing and what is done in relation to significant investment.

Shire Hall

- Similar to Caldicot Castle, improving business process efficiency and becoming more commercial.
- Need to ensure we get away from offsetting costs.
- Proposals are unchanged.
- Discussions last time was to leave museum.
- Difficulty in keeping Tourist Information Centre desk open.
- Need to be more business like and maximise opportunities for events.

Old Station Tintern

- Not about cessation of services, it relates to sustainability in the longer term.
- Efficiencies in running in conjunction with Caldicot Castle.
- Attracting more income and generating income.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

- Costs £60k per annum, need to ask if it was commercial entity would that loss be accepted.

Transport Review and Fleet Rationalisation

- Questions raised on private hire and discussed income in broader commercial opportunities. Maximising fleet is interwoven with Children and Young People, home to school transport. Freeing up fleet could release for income generating opportunity.

Questions

- Concerns were expressed regarding the capital expenditure for new depots and buses. Big capital investment tied up and committee recognised it represents significant risk to council – need to highlight that it's high risk strategy.
- We were advised that staff had visited depots and findings would be presented in due course.

Amalgamation of car park charging

- Work was currently being undertaken.
- Discussions would be held with Town Councils.

Property Services and Procurement

- Related to staffing efficiency and ensuring right business process. Concerns were highlighted regarding risks on building and assets. Procurement cards being picked up centrally by finance, will not be considered under this particular mandate.

Questions

- A member highlighted that property would be the responsibility of the Accommodation Board.
- Further details were requested regarding the position of the board, responsibilities and membership set up by full Council.
- We were advised that there was an officer led accommodation working group, which included the cabinet member.

Strategic Property Review (phase 2)

- Strategic management of property portfolio, moving staff into single building and out of innovation house, maximising assets and concessionary rental grants.

Questions

- Some members had reservations regarding the potential income that would be generated from Innovation House.
- It was noted that the saving amount had reduced to £75k.

Regeneration and Culture Staffing Restructures

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

- Officers were conscious that the proposal had not been developed and not been to committee previously. The Chief Executive had proposed changes to Senior Leadership Team and the structure would supersede any changes to the Regeneration and Culture directorate.

ICT

- Mainly related to SRS, significant level of saving proposed around staffing structures, rental savings, value for money on Microsoft enterprise contracts. Increasing income through CCTV. Much more efficient and effective approach to business provision.

Questions

- Further clarification would be provided regarding the definition of charging for CCTV services.
- As the committee had not previously considered the mandate, the committee were unclear as to how the £300k savings were to be achieved and agreed that the Manager would be requested to provide a breakdown and explanation of these savings at the next meeting.

ii) **Capital Budget Proposals 2014/15 to 2017/18**

We received a report which outlined the proposed capital budget for 2014/15 and the indicative capital budgets for the three years 2015/16 to 2017/18.

Areas that had been updated were highlighted along with issues that may present an underlying problem. Pressures and risks were also identified.

Members were invited to ask questions and comment, during discussion the following points were noted:

- One member expressed serious concerns regarding the level of slippage and disposal of assets, particularly the old County Hall site. We were advised that we were awaiting further information regarding the sale of the site.
- It was anticipated that the business plan for the cycle track would be included by the end of January.
- Legal documentation was being finalised in relation to income from Abergavenny Market.
- Discussions were held regarding earmarked budget for 21st Century Schools and we were advised that the Welsh Government had confirmed that 21st Century monies were secure. Bids for funding would continue to be submitted.
- Further discussions were on-going in relation to developments within Abergavenny, such as a new library.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

We resolved to receive the report.

iii) Capital Programme 2013/14 Month 5 Forecast Outturn Statement

We received a report which provided the forecast outturn position for the current year's capital programme compared to the budget for the year for schemes relating to this committee.

In presentation of the report, we noted the following:

- The committee would receive the Month 8 report at end of January, which would supersede Month 5 report.
- Provisional slippage £110,000 forecast into 2014/15 relating to Rural Development Plan (RDP) schemes. However, significantly reduced from previous years.
- Most schemes coming in on budget, RDP slipping and overspend on Abergavenny Cattle Market.

We resolved to note the report.

iv) Revenue Budget Forecast Statement 2013/14 Month 6

We received a report which provided Select Committee Members with information on the revenue outturn position of the services relevant to this Select committee at the end of Quarter 2 for the 2013/14 financial year.

We were advised that areas within the report for scrutiny of budget monitoring were covered by the remit of the committee, which included Public Life and Culture; Planning, Place and Enterprise; and Management of Regeneration and Culture Directorate.

During discussion we noted the following points:

- Forecast overspend by £154,000 at month 6.
- Mandate for Caldicot will address castle shortcomings.
- Services required to provide £602,000 savings, of this £492,000 deemed deliverable, leaving £110,000 unachievable at month 6.
- Mitigated in other areas and therefore do not introduce a further net pressure.

We resolved to note the report.

6. WORK PROGRAMME

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 9th January 2014 at 10.00 am

i) Select Committee Work Programme 2013-14

We received the Economy and Development Work Programme and noted the following:

- Agreed that the Car Park report would be considered at a Special Economy and Development Select Committee. The meeting would be held on Thursday 20th February 2014 at 10.00am (pre-meeting 9.30am for committee members).
- Meeting 30th January 2014 – Capital Programme 2013/14 Month 8, Capital Receipts, Tourism and SRS savings.
- It was requested that an explanation of the Accommodation Board was provided at a future meeting.
- Meeting 13th March 2014 – Planning Framework, S106 agreement, BBNP and Welsh Water.
- Meeting 1st May 2014 – Reserved for review of years activities and progress.

The Chairman welcomed receipt of modified mandates at the earliest opportunity.

We agreed the work programme and noted changes.

ii) Cabinet Forward Work Planner

We received and noted the Cabinet Forward Work Planner.

Meeting ended 12.35pm

MONMOUTHSHIRE COUNTY COUNCIL
Minutes of the Special Joint meeting of the Adults Select, Economy and
Development Select, Children and Young People Select and Strong
Communities Select Committees held at County Hall, Usk on
Wednesday 29th January 2014 at 2pm

PRESENT: County Councillors: R.F. Chapman, P.R. Clarke, D.L.S. Dovey, A. Easson, D.L. Edwards, D. J. Evans, P.S. Farley, R.G. Harris, S.G. M. Howarth, D.W.H. Jones, P. Jones, M. Powell, J. L. Prosser,, V.E. Smith, B. Strong and P. A. Watts

OFFICERS IN ATTENDANCE:

Ms K. Bierne	-	Chief Officer, Regeneration and Culture
Mr S. Burch	-	Chief Officer, Social Care and Health
Mrs T. Harry	-	Head of Improvement and Democracy
Ms S. Hawkins	-	Principal Officer, ALN
Mr R. Hoggins	-	Head of Operations
Mr M. Howcroft	-	Assistant Head of Finance
Miss H Ilett	-	Scrutiny Manager
Ms S. McGuinness	-	Chief Officer, Children and Young People
Ms S. Randall Smith	-	Head of Achievement and Attainment
Mrs J. Robson	-	Head of Finance
Mrs E Tapper	-	Democratic Services Officer
Mrs N. Wellington	-	Finance Manager, Children and Young People

ALSO IN ATTENDANCE:

County Councillor R.J. W Greenland	-	Cabinet Member for Innovation, Enterprise and Leisure
County Councillor E.J. Hackett Pain	-	Cabinet Member for Schools & Learning
County Councillor P.A.D. Hobson	-	Cabinet Member for Community Development
County Councillor G. Howard	-	Cabinet Member for Environment, Public Services and Housing
County Councillor P. Murphy	-	Cabinet Member for Resources

PRESS AND PUBLIC:

Mr N. Tatum, representing Abergavenny Town Council and members of the press were also in attendance at the meeting.

1.WELCOME AND INTRODUCTION FROM THE SRUTINY MANAGER

The Scrutiny Manager welcomed Members and Officers to the meeting. The meeting had been arranged to provide an opportunity for holistic scrutiny of the Authority's Capital and Revenue Budget proposals for 2014/15 to 2017/18 and would allow Members to make evidence based recommendations to Cabinet, if considered appropriate, in the form of either a majority or minority report. Individual business mandates had been tabled at the previous eleven Select Committee meetings for scrutiny.

The Scrutiny Manager sought nominations for the election of Chairman for the purposes of the special meeting.

Minutes of the Special Joint meeting of the Adults Select, Economy and Development Select, Children and Young People Select and Strong Communities Select Committees held at County Hall, Usk on Wednesday 29th January 2014 at 2pm

2. ELECTION OF CHAIRMAN

The Committee duly elected County Councillor J. Prosser as Chairman.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor D. Blakeborough, G.L.Down, R. Edwards, P.A. Fox, J.George, L. Guppy, M. Hickman, R.P. Jordan, J. Marshall, F. Taylor, A.E. Webb, S. White, K. Williams and A.M. Wintle. Apologies were also received from Mr D. Hill, Co – opted Member, Children and Young People Select Committee.

4. DECLARATIONS OF INTEREST

County Councillor A. Easson declared a personal interest pursuant to the Members Code of Conduct, Local Government Act 2000 given that his wife is employed by Monmouthshire County Council (Minute item:6 Revenue Budget Proposals 2014/15 to 2017/18)

5. CAPITAL BUDGET PROPOSALS 2014/15 TO 2017/18

We received the Capital Budget Proposals 2014/15 to 2017/18 for scrutiny. We were advised by the Head of Finance that the proposals remained unchanged since scrutiny by the individual select committees. Members comments were invited.

We revisited the proposals and in so doing the following issues were raised:

- The core Capital Programme was currently financially sustainable without the need to draw on additional borrowing or capital receipts
- No inflationary increases had been applied to the capital budget.
- Capital receipts from the sale of capital assets would be ring fenced for the 21st Century Schools Programme.
The Committee expressed the need to sustain and progress with the programme especially in view of the potential impact of the Williams Report.
The Chief Officer, Children and Young People informed Members that she was due to meet with Melanie Godfrey, Head of Capital Funding Branch, Welsh Government, to discuss the issue and would be pressing the importance of involving communities and schools in the programme, some of whom felt disenfranchised. We welcomed notice that the Authority, to date, had received positive feedback regarding current 21st Century School submissions to Welsh Government.
- Members expressed concern that the budgetary pressure of £2 to £5 million relating to the review of the Waste Management Service had not been included as a risk to the Authority within the Corporate Risk Assessment. We recognised that waste was still deemed to be a risk, although it had been afforded a risk category of “low/operational”. This was considered inadequate.

Minutes of the Special Joint meeting of the Adults Select, Economy and Development Select, Children and Young People Select and Strong Communities Select Committees held at County Hall, Usk on Wednesday 29th January 2014 at 2pm

- The exclusion of the former County Hall site as a potential capital receipt was queried by Members. We were advised that the forecast sale fell outside of the MTFP window given that Monmouthshire County Council had expressed a preference for the land to be sold as commercial in order to generate a greater receipt but Torfaen had included the site in its LDP as brown field, residential. The Head of Operations informed the Committee that an Officer working group had been established to progress this issue and at present it was unclear whether Heddlu Gwent Police would also be vacating the site. We were advised that a report would be presented to Cabinet regarding the sale of the former County Hall site as soon as the position became evident.
- A reduction of £40 000 in the Capital Area Budgets had not been reflected in the report due a timing issue. The Head of Finance assured Members that following consultation with Select Committees the recommendation to Full Council to reduce the Area Committee Capital budget from £60 000 to £20 000 from 1st April 2014 would be reflected in the final budget.
- Objection was expressed to the statement that the regeneration of Abergavenny had been completed. It was suggested that a provision of £3.5 million for the construction of a new library in Abergavenny could instead be invested into the regeneration of Abergavenny high street. The Cabinet Member for Resources advised that the regeneration of Abergavenny was on going and an accommodation group was currently looking at the issue in terms of Whole Place planning. The Chief Officer Regeneration and Culture stated that an asset based on community value would provide greater leverage and that all assets, both directly and indirectly, should be considered individually to identify potential contribution to communities, assessing who uses the asset and why.
- In response to a Member suggestion, the Head of Operations informed the Committee that increasing the annual charge for the brown bag waste collection from the proposed £10 to £12 was being considered, as this was raised at Public Budget Consultation events. It was suggested that the increase could be used to fund the short fall of £50 000 in Gwent Music Support. With regard to Gwent Music Support, the Chief Officer, Children and Young People informed Members that she had met with Gwent Music and was pleased to report that they have a robust plan in place to reduce the impact on the service of a reduction in funding.
- Members queried whether “Bringing County highways to the level of a safe road network” identified as a capital pressure of £80 million implied that the Authority was operating an unsafe road network. The Head of Operations acknowledged that the wording was misleading and assured Members that the Authority’s roads were inspected regularly to determine the priority of maintenance works.

Minutes of the Special Joint meeting of the Adults Select, Economy and Development Select, Children and Young People Select and Strong Communities Select Committees held at County Hall, Usk on Wednesday 29th January 2014 at 2pm

- Members were surprised to note a capital pressure of £9 million to undertake disabled adaptation works to public buildings required under disability discrimination legislation. The Chief Officer Regeneration and Culture stated that this figure could reduce if some assets which required DDA compliance works were to be sold. The Head of Operations advised that this refers to works to achieve the “ideal” where at present changes to working practices were being made to comply with the DDA.
- Members expressed frustration that £1.6 million of capital receipts were held up by Planning and or Legal Processes. The Chief Officer Regeneration and Culture acknowledged Members frustration and provides assurance that the Estates Team were working to capacity and embracing new practices to progress the Authority’s capital programme, within an environment where optimum staffing levels were no longer sustainable.

6. REVENUE BUDGET PROPOSALS FOR 2014/15 TO 2017/18

We received the Revenue Budget Proposals for 2014/15 to 2017/18 for scrutiny from the Head of Finance. We were advised that the budget was based on an assumed increase in Council Tax of 3%. A gap of £1 million remained to be closed.

We revisited the proposals and in so doing the following issues were raised:

- Public Consultation events regarding the budget had indicated a preference for an increase in Council Tax above the assumed rate of 3% rather than service cuts.
- We were advised that where service areas had not offered savings mandates, a 10% efficiency saving had been imposed upon them.
- The Single Status Reserve had been retained for 2014/15 as disagreement remained between the Authority and Wales Audit Office regarding whether any of the payments were .
- In response to a Member question regarding the incorporation of budget savings proposals made by the public at recent budget consultation events, the Cabinet Member for Resources informed the Committee that the events had been extremely beneficial. 89 ideas were presented, 52 of which were very good, 27 of these the Authority already actioned in their entirety and 25 had been embedded into the thinking of the MTFP. These could not be sufficiently developed, however, to be included in the budget for 2014/15. Members applauded the public consultation events and requested a report of progress being made against the 25 ideas which had been taken forward into the MTFP. We were advised that an initial meeting had already been held with a view to creating a Monmouthshire Lottery and 20 members of the public had agreed to participate in a review of waste services. We expressed support for the public to be informed of what action the Authority would take in response to the public suggestions and welcomed notice that a

Minutes of the Special Joint meeting of the Adults Select, Economy and Development Select, Children and Young People Select and Strong Communities Select Committees held at County Hall, Usk on Wednesday 29th January 2014 at 2pm

press release was being prepared to acknowledge the contribution of the public . We acknowledged that the corporate website was not the preferred point of contact for all members of the public.

The Committee expressed thanks to the public and officers for their contributions to the Public Consultation Events.

- Members queried how Select Committee recommendations could be tracked within the budget proposals to demonstrate the impact of scrutiny. Reference was made to a recommendation by Adults Select Committee of 10th December regarding Adult Education which had not been included in the report to the budget scrutiny meeting of that Committee. The Head of Finance assured Members that this was purely a timing issue and advised that any specific issues that , Select Committee had with the budget proposals , would be included in the final budget papers to Cabinet.. The Chief Officer, Regeneration and Culture also referred Members to the work of the Economy and Development Select Committee which did not support the merger of Tourist Information Centres with the Museum Service. As an outcome of the Committee's scrutiny work, the mandate was being amended.
- We queried whether the proposed restructure of the Senior Leadership Team would allow officers to carry through the budget proposals, each Senior Officer was invited to respond.
The Chief Officer Regeneration and Culture was confident that this would be achieved. Individual business cases had been prepared and tested and would enable the team to "hit the ground running" on 1st April 2014 in order to make the necessary savings and generate income. It was acknowledged that cuts would be easier to implement and income generation could not be guaranteed but there was a commitment to doing things differently and innovatively within Monmouthshire. It was important for large scale business plans to form an integral part of Select Committee work programmes going forward.
The Head of Operations that the Authority had endeavoured to protect front line services, and where possible cuts had been made at administrative and managerial levels.
The Chief Officer, Children and Young People, fully supported the remodelling of the Senior Leadership Team stating that it demonstrated mutual officer to officer support. The Chief Officer took the opportunity to thank and acknowledge her staff who had worked exceptionally hard to develop the budget mandates with the child and learner at the centre.
The Chief Officer Social Care and Health echoed the views of his colleagues and reiterated that his team had worked hard to avoid front line cuts, with islands of savings making greater strategic sense.

In terms of the budget scrutiny process, Members welcomed the place and role of public consultation events stating that they must remain genuine and on - going. The Head of Finance welcomed the scrutiny of the MTFP but felt that further scrutiny of the latter years of the Plan would be necessary. The Chief Officer, Social Care and Health felt that the process was representative of a maturing scrutiny process. The Committee welcomed the work of the Scrutiny Manager and Officers for

**Minutes of the Special Joint meeting of the Adults Select, Economy and
Development Select, Children and Young People Select and Strong
Communities Select Committees held at County Hall, Usk on
Wednesday 29th January 2014 at 2pm**

providing an additional opportunity to scrutinise the capital and revenue budget proposals in their entirety.

The meeting ended at 15:30.

Monmouthshire County Council

Directorate of Children and Young People

Schools Budget Forum Meeting Minutes

DRAFT Minutes of the Meeting held on Tuesday the 21st January 2014
4.30 p.m. at County Hall Usk.

Present:

Messrs: Mr H. Williams (Chair), Mr I. Standing, Mr S. McLester, and Mr G. Murphy.

Mesdames: Cllr M. Powell, Cllr E. Hackett Pain, Cllr D. Blakebrough and Mrs M. Harris.

Advisors: Mrs N. Wellington, Mrs D. Mountfield, Mr A. Evans and Mr D. McCarty.

Also Present: Cllr Councillor P. Murphy and Mrs S. Randall Smith.

1. Apologies.

Apologies for absence were received from Mrs S. Gwyer-Roberts, Revd. Dr S. James, Mr N. Oaten, Mr G. Keeble, Mr J. Piper, Mrs C. Barker, Mrs A. Holloway, Mr S. Linton, Mr P. Wilding, and Mrs S. McGuinness

2. To receive a presentation from County Councillor P. Murphy on Budget 14-15 proposals.

County Cllr P. Murphy presented the budget proposals for 2014-15 he explained that there were currently a series of public consultations taking place to discuss these proposals and to shape the final budget decisions.

Over the next 3 years Monmouthshire County Council must save £10.7m this represents 16% of the controllable budget. During the public consultations 82 usable ideas had been put forward and officers were working on a number of these to progress. 350 people offered support to would work with Monmouthshire County Council to progress these, and a number of professionals have said that they are prepared to help.

County Cllr P. Murphy said that the actual reduction in funding from Welsh Government for Monmouthshire County Council is 5%, representing £6m. There is a continuing commitment to the Councils priorities, one of these is education, and through the community events these commitments have received public support.

The Children and Young People Directorate receive 37% of the total budget share of the council and Social Care and Health receive 26% this accounts for about 2/3rd of the total spend. Monmouthshire receives the lowest funding per head of population in Wales.

County Cllr P. Murphy gave members an update on how the ideas generated at the public consultation events were being taken forward, and that over a 4 year period these have generated £12.5m worth of savings.

Details of budget savings that will affect schools include, an increase in the school meal price, generating £69k savings. School budgets will not receive any inflationary increases next year, however a budget of £300k will be provided to support schools to manage turnover of staff. The protection afforded to schools budget via the Minister's pledge will be met. Nikki Wellington provided details of the resulted pressures on schools by not increasing budgets by inflation and for an average primary school this would be £8,748 and a secondary school this would be £41,493. The average budget for a primary school is £615,760 and for a secondary school it is £5,137,487. Schools have received 4.11% increase over the last few years.

County Cllr P. Murphy provided details of proposed areas to see savings, these being, grants, street light dimming, street cleaning, discretionary post 16 SEN transport and additional learning needs budgets.

With these savings, there is still a gap in funding and one of the options to close this gap is to increase council tax, the effect on council tax bands was provided and County Cllr P. Murphy said that this had largely received public support.

The consultation period ends on the 31st January 2014 and these will be used to influence the final budget proposals.

The Chair thanked County Cllr P. Murphy for his presentation and invited questions from members. The first question related to the publication of the Williams report and how would this affect this budget. County Cllr P. Murphy said that the report had several recommendations, and these will need to be reviewed by the Welsh Government. The timescales in the report for changes were outside the window of the Medium Term Financial Plan for the Authority therefore it will be business as usual.

The second question from members related to catchment areas and pupils being transported around the Monmouthshire. County Cllr P. Murphy confirmed that there was a review of transport, and the working group are currently waiting for legal advice regarding post 16 transport.

The forum members discussed the proposed saving and the potential effect on schools.

The Chair thanked County Cllr P. Murphy for his very detailed and informative presentation.

Monmouthshire has taken significant steps to improve the reach and breadth of its engagement around the financial challenge that the authority faces in 2014-2015 and beyond. The purpose of this appendix is not to record all responses but rather to provide members with a high-level analysis of the outcomes of the consultation events from both rounds one and two of #monmouthshireengages. The full range of responses can be found on Monmouthshire.gov.uk/futuremonmouthshire where they are analysed by both place and theme.

Stage One – Communication / Awareness Raising

The first round of #monmouthshireengages was concerned with raising awareness of the new financial reality that faces local authorities across Wales. There were two streams of activity, staff sessions held by the Leader and Chief Executive which saw over a 1,000 staff come together and a set of public engagement sessions. These sessions, held in Abergavenny, Caldicot, Chepstow, Monmouth and Usk over a two week period in October, were structured around a shared political input across the partnership administration and the official opposition regarding the scale of the challenge and then a broader opportunity for attendees to suggest ideas and suggestions for change. These ideas were considered in the three areas: better, cheaper and different. The events saw approximately 900 – 1000 people engage with the process.

The events solicited a high number of ideas that were incorporated into the emerging budget strategy. When all of the ideas had been collated senior officers rated the ideas on a scale of 0-4 on three considerations:

- Feasibility
- Suitability
- Acceptability

27 high scoring ideas (scored between 9-12) emerged and have been incorporated into the budget proposals for 2014-2015.

Good ideas already in budget proposals

1. Could one stop & libraries be merged? Access and location is imperative.
2. Other way of doing things - Do MCC realise what a community hub libraries are?
3. Modern library – Some young people do not have IT at home. Keep books but more IT hubs in local & rural libraries
4. Use volunteers to run services such as the Museums and Tourist Information Centres instead of all paid staff as per the USK example.
5. Accept donated books

6. Set up libraries as social enterprises
7. Make the leisure facilities more cost effective for families – this will encourage more to use the facilities and therefore affect health etc
8. Costs of the leisure centre are already too high – if you lower the cost...
9. Amalgamate HR, Payroll, and other ancillary teams;
10. Reduce the renting office space and desks across the authority when agile rooms across Monmouthshire are left empty (example in Chepstow L.C, Agile room not utilised, we could name the people who use it on one hand).
11. Properly manage Information Management reporting
12. Move innovation House and the Innovation lab together by putting the lab on the top floor of innovation house and therefore only renting one space.
13. Cut down on the grass mowing.
14. Grounds maintenance – give this over to town councils or community groups who could organise local people to look after it (already happens in Birbeck park in Caldicot, there's a group who does this)
15. Reduce the number of grass areas cut - encourage schemes that promote wildlife to prosper
16. Priorities – Grass cutting costing too much to maintain. Can Community Group take over responsibility (by consultation)?
17. Charge for the use of the school bus
18. Street lighting – reduced hours, dimmers, reduced areas. Seems to be a fairly easy win. One size doesn't suit all though.
19. Turn street lights off
20. Savings from street lighting? Too much orange light going into sky. Either reduce times, more efficient or get rid of some altogether. Far too much street lighting in both rural and towns.
21. In parts of France they turn residential street lights off at midnight
22. Have set days to report maintenance for non - urgent jobs/issues to property services. This way items could be grouped together in 1 geographical area/site with less call out money for property services.
23. Use building such as schools 365 days a year instead of closing – could offer play scheme etc. through the summer holidays.
24. Utilise school building during summer holidays, weekends.
25. Solar Panels and Water Tubs (for recycling) for all council buildings (with long term habitation, of course)
26. As above for all care homes; reducing costs for them should reduce on-going costs for you
27. Look at other green solutions – hydro-power, wind farms and geothermic energy; No fracking – its evil!

However, this was not an approach without challenges. When asking such open questions we received lots of ideas in many areas, there was a high level of repetition and overlap, many of the ideas were things we are doing already and many were many that were valid but did not generate a quick enough return on investment. That said there were some ideas that we had not considered previously. Beyond the 27 ideas that were already being progressed a further 25 new ideas came from the public and staff sessions: 18 of which have been developed – these are recorded below:

New ideas that have formed part of the budget proposals for 2014 and beyond

1. Any money generated in library should be kept in library.
2. Charging to use the internet / computers in the library
3. Buildings – library shuts at 4pm – it could be kept open and used in the evenings.
4. Are leisure centres right vehicle for future? Is the model correct? Swimming Pools – 21st Century Schools programme – should be planned with accessible facilities which could include swimming pools.
5. Leisure centres etc. into not for profit organisations.
6. Can leisure centres be used for evening entertainment shows?
7. Why are schools and leisure facilities not delivered in shared use? – School restrictive of leisure facilities which limits leisure opportunities. Needs to be run as ‘internal market’ system. Accountant – what is the breakdown of running costs?
8. Properly implement single systems across departments, e.g., social care system;
9. Develop software in-house:-
 - o Utilising sensible project management techniques whereby requirements are gathered before work is begun;
 - o Where priorities are set and met, and rank isn’t pulled for pet projects; Where operational needs are met before esoteric, blue sky thinking (eg, Wisdom Bank – a great idea when times are good, but at the moment we could be focussing on more practical demands);
 - o Where all parts of the business talk to each other and time isn’t wasted developing software that isn’t used;
10. Currently staff that have a bank holiday entitlement are allowed to take the hours whenever they want as the hours they are entitled to are added to their annual leave entitlement. When leave is taken someone must cover that person’s shift doubling the cost. Staff that work full time have to take the bank holiday whether they wish to or not. Please pay bank holiday entitlement in the month of a bank holiday as additional hours as this would half the costs to the centre.
11. Review enhancements at the weekend as this has a significant cost to the centre.
12. Staff that have been injured by playing sport such as rugby and football and are therefore can’t attend work through their injury should have private insurance to claim off and not through the council’s sickness policy.
13. Is there a way we as a community can help support our bus service without losing it?
14. Why is parking free in Usk? "A number of traffic control options are being reviewed at the moment and Usk car parking is one of the areas being considered."

15. Pay for parking in all car parks
16. Car sharing / improving transport links solution – see an idea by David Friedman from his book ‘Machinery of Freedom’ (as pioneered in America). A mile marker set up where you hop on and hop off cars that have signed up and display a clear marker. There could be a swiping system similar to the oyster system. The travellers obviously wouldn’t have their own car but would be paying per mile or per marker which would contribute to the running costs of the person’s car who is driving. Similar to the ‘dolmus’ idea in Istanbul and big Turkish cities where there is a loose route and people wait at a spot and pay a percentage towards the journey.
17. Cut lease cars
18. Monmouthshire Lottery

Of course there were proposals that were not viable because they did not meet either organisational priorities or legislative requirements. They are set out below.

1. Close one stop shops & use phone only
2. Website to coordinate lifts from villages to towns
3. Free bus pass age - raise to pensionable age, raise to 67 from 60
4. Don’t pay sickness to members of staff for the first 3 days therefore preventing the 1 or 2 day short term sickness.
5. Within SRS Private, gaining the relevant licences to be able to rebuild, licence and sell equipment on, effectively make it part of SRS business solutions where we can sell good quality use goods, not everyone out there has the money to buy brand new.
6. Make money out of old equipment, as well as just salvaging parts and working items etc. for reuse within the authorities, could we maybe not offer a repair service, initially to our employees, charging for servicing and repairing their home equipment
7. Auction off equipment, IT or otherwise – people will buy anything! Kick out the rules that say people can’t sell stuff – put it on the free market, give everyone the option to buy it and no-one can complain

The key lesson for the events was that in focusing on specific challenges we can make better use of the energy and creativity that was demonstrated in the community. We are able to secure a higher success rate in implementation and, critically, manage expectations of the public for implementation of their ideas whilst maintaining their commitment to work with us in the longer term.

An area for future development will be how we engage service users in our two areas of biggest spend; education and social services. It was noticeable during the first round of events that the ‘visible’ services received far more suggestions for change than either social care or education. We are now working with these departments to facilitate greater service user involvement.

Stage Two – Formal Consultation

The second phase of #Monmouthshireengages was concerned with a more formal consultation process regarding the budget proposals that were endorsed by Cabinet on the 18th December 2013. This round of engagement consisted of a round of five public meetings and three drop-in events in town centres:

- 9th January – Caldicot School c 25 attendees
- 11th January – Caldicot Town Centre Drop in c. 150 conversations
- 14th January – Chepstow School c. 70 attendees
- 15th January – King Henry VIII School (Abergavenny) c. 100 attendees
- 18th January – Abergavenny Town Centre Drop in c. 150 (session curtailed due to inclement weather)
- 20th January – Monmouth School c. 60 attendees
- 21st January – Usk c. 60 attendees
- 24th January – Magor Village Square Drop-in c. 75 conversations

The nature of these events was different to the first phase and was concerned with consulting on a set of budget proposals. This changes the dynamic in the sessions but they were still predominately focused upon group discussions and open feedback.

The presentation and resources used at the events can be found on the Monmouthshire website: <http://www.monmouthshire.gov.uk/budget-consultation-2014-15/>

The feedback from the events was extensive and a full set of public responses is available upon request. The facilitated groups considered the following questions.

Overall view of the proposals

The broad impression of the sessions, captured by facilitators and through contact sheets of attendees, suggests that the approach that the Council has taken was the right approach. However, there were a range of voices throughout the discussions.

There were concerns expressed that some of the proposals impacted directly on those groups that had been identified as priorities. In particular the reductions to funding in ALN and post-16 transport drew attention and questions. Similarly the proposed increase in school meal charges was a concern – particularly for the number of young people who attended the events.

Specific feedback around: internet charging, town and community council relationships and the Monmouthshire Lottery.

There was widespread support for all of these ideas, in particular the Monmouthshire Lottery. Again there were qualifications around the conditions of the Lottery but the local retention of funds and a strong link to community projects was welcomed.

At many of the events there were representatives of the Community and Town Council network. They were content with the process that had undertaken with them to develop the transfer of both assets and services to the Community and Town councils but retained concerns about the resource requirements and the capacity of some of the smaller councils to respond to increased devolution of services. Some of these concerns were echoed by members of the public but the majority welcomed the greater localisation of services.

The charging for use of library facilities was welcomed, particularly as membership negated any charge and that remained a free entitlement to all residents.

Seeking views as to the potential increase in Council Tax and what that rate may be.

This was one of the most focused areas of discussions. The majority of feedback suggested that the 3% assumed in the planning assumptions was acceptable but there was widespread support for increases in excess of this figure. The rationale often focused on the ability of the Council to further raise income to fill the gap whilst retaining service levels.

The discussions also highlighted the benefit / impact of the council tax freeze over the last two years. Opinion in some settings suggested that given the freeze then a higher increase was acceptable whilst the opposing view was that small increases in the last period would have allowed a smaller increase now.

There were comments at all of the events that expressed concern that any increase was a risk for those groups on fixed incomes; recognising that for many older members of the community council tax was their largest regular expense.

However, the analysis suggests strong support for a Council Tax increase in excess of 3%, however, the evidence is more finely balanced between 4% and 5%.

Do you think we are making the right decisions?

There was strong evidence to suggest that the approach of the Council to maintain services by looking at different ways of working as positively supported by those who participated in the consultation. There was inevitably a local focus to the discussion but at all of the events, particularly those that took place after the announcements concerning the Williams Review, there were concerns around future financial settlements and public service delivery. For many the rural nature of Monmouthshire and the comparatively low level of funding it receives per capita in Aggregate External Finance (AEF) from the Welsh Government.

Do you think we have missed anything?

There was a range of ideas and suggestions presented by the public at all of the events. These are being added to the previously identified ideas and passed to the relevant manager to understand if they have potential benefit to the community and the organisation.

Appendix A/8

Equality consultation on the budget

As part of the “Monmouthshire Engages” process to look at the proposed financial savings mandates a number of bespoke events took place with groups from the protected characteristics as it was felt that they would be less likely to engage unless we went out to speak to them personally.

We got in touch with representatives from all of the below groups and either arranged to meet with them or to send the details regarding the mandates to them by e mail if they were unable or unwilling to meet.

Monmouth Visual Impaired Club – Bridges Centre Monmouth

OPSPG (50+)

Monmouthshire Equality + Diversity Group

CAIR (Disability) - Llanfoist

Restricted Growth Association - dwarfism

E2C (School children)

“Magic” transition project (physical Disability and age)

Abergavenny People First (Learning difficulties) – Mardy Abergavenny

Caldicot People First (ditto) – Caldicot Leisure Centre

LGBT+ Group Usk (Sexual Orientation) - by e mail

Siaradwyr Cymraeg Sir Fynwy (Welsh Language) – by e mail.

There were many fascinating and enlightening comments and suggestions received as a result of engaging with the above groups of which the following give a flavour:

- 21st Century Schools programme- why can't new schools include facilities to cater for children and young people with complex needs?
- A member of CAIR felt that respite for older people is underused and it has been moved from Mardy Park to Chepstow which is a nightmare for people from the Abergavenny area.
- Concerns were raised that support services and respite services for children and adults with disabilities. Foster carers' respite services have also gone and feels that finances come first care comes last.
- The impact of children and young people going to school out of county or country has a negative impact on their social interaction with other children and young people
- A concerned parent highlighted that her daughter would be unable to provide any information about what she liked doing. At the moment she has as many experiences as possible through school and family support. When school ends SC is worried about how her daughter will continue to be enriched and stimulated.
- 21st Century Schools programme- why can't new schools include facilities to cater for children and young people with complex needs?
- The group discussed good examples of children's centres outside of Monmouthshire that have excellent facilities and are designed specifically for those with disabilities. (e.g the Martha Trust – Hereford)

- The “My day My life” day service review- important to involve as many people as possible to enable change and listen to what people want.
- A person centred approach is good but what if the person was unable to communicate what they wanted.
- Double accounting, the Shire Hall is generating money but where is the income going?
- Don't put Tourist Information Centres on the first floor of anywhere (Abergavenny Castle) – they need to be accessible.
- None of the VI group currently use the community meals service, most preferring to use Wiltshire farm foods! What if we had a local service that provided more than just meals and used resources to better effect?
- The issue was raised of verges only being cut up to a metre high and that this meant there was a possibility of those with visual impairments getting hit by vegetation.
- It was suggested that there may be some profit in offering a hedge cutting service to private tenants who cannot access specialised machinery
- People in the middle income bracket being hit – could be the new working poor
- School starting and finishing times should be staggered as a lot of buses are on the go at the same time.
- Visually impaired people unable to tell the difference in the colours of refuse bags

It was encouraging that the groups were genuinely pleased to be engaged by the Council as it appears it has not been done like this before.

It is fair to say that groups were predominantly concerned with their areas of concern only but it was a good learning experience for our officers and elected members attending as it gave an insight into their lives and needs. Also I feel that it was an important statement of intent from the Council that we genuinely want to hear what people have to say. It is hoped that we can continue to meet these groups in the future and continue to engage to find out their thoughts and draw upon their experiences.

Appendix A/9

Jag – Monday 20th January 2014 at 10.00am

Apols - Graham Murphy and Hacket Pain

Present – S. Hayward, P. Davies, Claire Robins, Sally Thomas, and T. Pugsley

Union –

Teachers –

Murphy – P. Davies involved in meetings for future,.

P. Davies – Moving from Head of Innovation to wider portfolio of services – covering Employee services and HR as part of Senior Management restructure. Look forward to working together going forward.

Kellie sends apols as childcare issues, will be at next meeting.

Sian – will be working alongside peter on organisational development. Pete – a lot of opportunities coming forward.

Minutes - 18th November 2013

Pg 5. Regrading not regarding

Agreed

Budget Saving Proposals

Murphy – agreed that budget presentation would be provided – two prepared choices, one goes to public sessions, the other has more detail and we'll go with that one.

Won't labour various points that are given at the public one, please ask questions during presentation.

Basic message to public is can't set budget as has been done previously, whole premise for this year has been built on 'how can we keep it going//open?' want to keep it all going and if can't carry on with current practices how can we do it.

Lots of questions re. staffing implications.

Where we are/where money is from to bridge gap and go from there.

- Video - produced by WLGA, relevant for Westminster and WG. Looking at what we're doing and how we're doing it. Went out to public in October (5 presentations)
- **What we said at October events**
- **What you said at October events** (public willing to help and professionals offered service/expertise – considerable number of people wanted to be part of answer)
- **Council funding – the situation** (will worsen as we go on) (this time last year looked at increase in funding, in Summer announced that it wouldn't happen and had to think about reduction, WLGA thought 4%, in reality it was 5% - so £6 million down on what we were told) Expect 1.8% for 15/16 but previous figures weren't accurate so anticipated a 2.8 reduction so built that into MTFP. 655 retired people for every 1000 in work. 21st century schools programme getting closer, some borrowing involved which costs.

- **What are our priorities?** General favour was displayed during engagement events.
- **What do we spend money on?** Significant spend in Social care and CYP, takes up 2 thirds of budgets.
- **Where do we get our income from?** Unlike other LA's we don't get most of funding from WG. Vulnerable in terms of collecting money from council tax as income is based on it.
- **Welsh Government Funding** in 2007/08 got better settlements, situation until 10/11. There forward we had considerably lower than the rest of wales, which put mcc at disadvantage. MCC poor relation in terms of per capita funding.
- **How do we compare with other councils?** Extra funding per head would help significantly but it will not change.
- **October Events: what happened with your ideas?** 25 out of 52 top ideas were new!
- **Why couldn't we use all the ideas?** Very grateful for ideas and public participation.
- **Some ideas we are working on.**
- **Why plan the budget this way?**
- **What does this really mean?**
- **Budget saving proposals**
- **Summary of savings for 2014/15** (employee costs is by deleting posts, number of redundancies is small) supplies and services driven greater procurement – harder to spend money. Policy of reducing premises cost continues and getting rid of surplus accom and combining depts. Main transport fleet and encouraging video conferencing.
- **Generate income** – leisure services being promoted, reconfiguring careline, community and school meals,
- **Savings from changing services** - merging tourism and museums.
- **Video** – your county, your way

Questions

– understand appointing 2 community coordinators, extra money to spend – how is it financed when cuts have to be made.

Murphy - It's done with existing budget but reconfiguring what's currently done, look generally what benefit is going to be received and how it can be used from existing resources.

- Are we taking jobs from somewhere else. Murphy – it's not jobs, it's money from somewhere else.
- Peter – Social services budget, community coordination project will help.
- If it's invest to save where does the money come from. Peter – see it as invest not to spend. Comm coordination is 2 yr learning phase, hoping to see benefits in first 12 months.

-

.

- **Savings from efficiencies in schools BUT.....**
- **Savings from back office service** – concentrated on back office expenditure to protect frontline services as much as possible.
- **Savings from reductions in services** (coming into line with other LA's in terms of post 16 and SEN transport provision)
- **Summary of savings for 2014/15** – £1million shortfall will need to be plugged before 27th feb – budget setting day!
- **Council Tax** – no decision yet, but letting the public know of the impact.
- **Council tax charges** – MCC if Band D went to 5% would cost extra £50 a year, Band G would be £160 a year. That's just MCC element, police and Town/CCouncil elements would need to be also added.
- **Long term saving options – 2015/16 onwards** (home to school transport has working party)
- **Its hard and will continue to get harder – gap will need to be plugged!**

- **Questions**
- **Next Steps**

- Questions
- D. Dovey – What's idea for Mounon House? Will additional areas be added in facility? Or something else? Murphy – no plan to take it out at moment, but looking at more efficient ways to do things to reduce costs. Dovey – there are a lot of needs that could be covered by mounon house. Peter – fundamental part of review is to identify need, looking at most cost effective way of dealing with it.
- Murphy – a lot of detail in individual mandates.
- Peter – Trade unions side strongly appreciate living wage. Has to be applauded, 3rd or 4th council that have achieved it.
- Council Tax think the view from trade union, should go to 5%, other proposals about charges seem to be regressive and uncertain so prefer income to come from increased council tax than charges. I.e. charging for internet in libraries will affect people. Murphy – incentive to become members as use for members are free. Surprised by number of people who said put charges up.
- Is there any residential qualification/restriction for peoples to become members of libraries?
- Slight word of caution re. transfers, particularly to town and comm councils. There are transfer regulations and also WG legislation on work transfers. Murphy – town and comm councils will give an amount for transfer of service and staff will continue to be employed by mcc.
- No objection to community engagement and volunteers but issue of job substitution arises. Will be concern when jobs lost and volunteers come in, particular unease re. cleaning in leisure centres.
- Meeting held with HR leads, regarding redundancy figures, difficult to work out overall figures. Sian – budget mandates not sufficiently advanced in revision of workforce, there will be restructures and difficult to see how many redundancies will be made. Looking at 20 post losses, but a number of vacancies so very few redundancies will arise, if any. Little impact on compulsory redundancy side, it's estimate so don't know at the moment!
- Claire – will continue to consult and won't hold back in conversations as info becomes clearer.
- Teacher – vulnerable people, subject to £quarter million cuts. Offset by more efficient users of EAS and reorg that's already taken place, or is it additional? Mounon house, will the review include more uptake of use of facilities. Murphy – interested in making as much use as possible of mounon house, based on decisions made by auths on who uses it and whether it'll be used in same way – so a bit of wait and see. EAS is enabling us to look at a lot of stuff.
- Mandates are all available and further discussions can be held with relevant officers.

5 i Sian - Employment

- Policy is effective and haven't felt need to ask for redundancy. Will need to take on pension strain for those over 55. Contacted gwent pensions, people able to access pensions and take strain themselves, so holding off discussions but need to revise flexi retirement scheme in april to revise new rules.
- Peter (union) – date to take reduced pension coming down from 60 to 55 – possible as much as 42% reduction. Different from redundancy situation.

- Sian – not telling people that pensions have to be taken early. Waiting for change in pension rules before changes made in flexi retirement or rules of employment policies.

5ii Employment performance management framework

- Appraisal system in operation. Facing considerable pressure, moving away from standard style of service delivery and working with community/partners. Commissioning org instead of provider and need skilled/enabled workforce.
 - Particularly relevant with Williams report.
 - Extremely keen on flexible/skilled workforce for future, need picture of the gap that has to be filled. Want employees to be fully prepared for merger with another autho.
 - Well defined in some areas but not in others. CX pushing for performance appraisal system, linked with single integrated plan and overall council performance framework and associated risk framework. Employees should know how they fit with objectives, which isn't always the case and help improve skills and abilities.
 - Senior officers will present to panel (including members).
 - Framework of training/coaching and will feed into service improvement plan. Employees to have formal annual appraisals and ongoing conversations, record kept of discussions to make sure comprehensive system in place.
 - Keen in new organisational development section, want employees equipped for future.
 - Want to run past trade unions, as no mechanism to make sure employees/leaders and managers – have best skills and abilities.
-
- Jan- main problem, is that it doesn't happen. Or gets so far and then stops. No feedback or reasons if something can't be provided. Understand it's not intention but is it reality.
 - Sian – know there are areas where it happens but some areas it hasn't happened at all, unfair on employees on organisation. Needs refreshing and relaunching. Has to be part of wider training programme, not in isolation. Need to be more deeply embedded in process. Pete- issues around, meaningful framework (staff/managers/supervisors buy into), doesn't get put on shelf and 2) opps to step back and looking at resources available in staff deps, resources are part of it. Annual reports are big part of it. Mentoring/support/coaching is all part of it to release talents of workforce.
 - Jan – good to hear and would support something coming in.
 - Sian – technology and simplicity to assist will make it easier to do. Need to prepare people for changes that are ahead.
 - Jan – problem is as you come down, middle managers have 10-20 people and that's where stumbling block – no time to do it. Sian – fully aware and some employees don't have the conversations and not in line with auth values.
-
- Dovey – important area as covers so much. Encouraging with career prospects, in this and other orgs. Movement between councils has to be good. CX is good example. Morale of staff, if no regular checks then don't know where they fit. Important to get praise and constructive criticism.
Management further down the line, with large teams, need to have training and instruction – shouldn't be left on back burner, want well thought out programme. Positive aspect if done right then have 'grown your own'.
-
- Jim Hig – don't want to start then stop something, need to be constantly ahead of the game. Williams report, need to be ahead of the game and staff are in good position to face what's coming in future. Need to keep it going.

- Murphy – points well noted in terms of track record. Sian – don't want it as policy it's going to be embedded in process.

Code of conduct and market forces policy

- Circulated after last JAG meeting, they've been 'out there' for a while.

Whistleblowing policy

- Discussed at last meeting

Market forces policy

- Has been discussed.

Agency and self employed

- Budget 32 – use of agencies
- Want to tackle it and don't want to pay so much in agencies.
- Pete union – supported policy
- At prev meeting, asked for breakdown of amounts spent. Sian – joy compiling information. Overall figs available from ledger point of you, figures from randstad contract, can do headline figs
 - Agency 1.87mil (social care and supply teachers 1.5mil) Claire working closely with social care colleagues in terms of recruitment and selection
 -
 -

Murphy – seems to be duplication in some of the policies, any questions.

Sian, particular schools protection of employment **(6)** .

Sally – looked at schools protection policy, need to amend to reflect changes. With trade unions looked at criteria for teacher redundancy, age discrimination legislation needs to be considered. Prudent to re-examine legislation for schools to manage. Consultation with NUT and commented re. aspect of the policy, so will consult at future stage. Acknowledged further comments from NUT.

(Andrew) Teach – policy didn't meet requirements, subjective instead of objective – and need to be looked at again. Want it to be tested. Sally, has been tested and comments taken on board. Comments received from other trade unions. Acknowledge Andrew comments that further consultation. Policy needs to go through asap. Length of service is not as robust as previously given.

Andrew – needs to look at between now and march – 5 union reps. Sally – meet as union/officer group. NUT regularly meet with Sally, there are three other orgs who don't turn up but send comments. If they turned up it will help with decision making. Provided arena for consultation, when we get to final point, need to get the policy through and if majority have been consulted in meaningful way. Option to consider, straight to cabinet meeting.

Murphy – as long as all parties happy with it. Sally – will get on with consultation. Pete (union) – selection criteria for non teaching staff (support staff). Sally - no change, only change is to teaching staff. Pete union - *Council injected £350k to schools redundancies, couldn't detect any suggestions that schools would have compact arrangement – non delegated part of schools budget, more money going into it – should avoid cost to auth.*

Teacher – auth wouldn't do if unreasonable and if training hadn't been undertaken.

Sally – HR work hard to facilitate redeployment across schools. Ask schools for written reasons to justify why at risk staff is not recruited, still need to recruit the right people.

Pete union – would like to see that in policy, as particularly sensitive area.

.

Sian – taxation update

Recently had seminar with all people who use auth owned vehicles and highlighted potential personal tax issue on benefit in kind (pool cars, vans, trucks etc.) different tax for benefit in kind for each vehicle.

Vairity of uses for vehicles but havne't portrayed benefit in kind to revenue and customs so have advised that voluntary contribution will be made. In doing so, will have to look at every vehicle and who's used it, before the significance of the impact is known to employees.

May have union members asking about it, will update everyone as we go along. Want to get it in place, voluntary disclosure before end of tax year so more info within next few weeks.

UInion – tax years ago? Sian – yes, but in meantime regulations changed and more vehicles taken home and kept home due to parking situations in the office, don't know the effect on personal tax situation.

Murphy – something we have to do.

Murphy – strayed on agenda. 5 & 6??? Noted.

Status of Efficiency Mandates

Murphy – attached.

Next meeting 24th March

End 11.50am

WELSH LOCAL GOVERNMENT SETTLEMENT 2014-15**Final****Table 1a: Change in AEF, adjusted for transfers, by unitary authority***£000s*

Unitary authority	2013-14 final AEF*	2014-15 final AEF	% change	Rank
Isle of Anglesey	100,352	96,432	-3.9%	16
Gwynedd	182,254	174,971	-4.0%	17
Conwy	163,574	157,855	-3.5%	10
Denbighshire	152,198	145,170	-4.6%	22
Flintshire	199,984	192,942	-3.5%	11
Wrexham	181,360	175,208	-3.4%	8
Powys	190,789	182,077	-4.6%	20
Ceredigion	108,598	103,636	-4.6%	21
Pembrokeshire	173,154	166,716	-3.7%	13
Carmarthenshire	271,233	260,859	-3.8%	15
Swansea	328,183	318,224	-3.0%	6
Neath Port Talbot	217,923	209,769	-3.7%	14
Bridgend	200,300	194,863	-2.7%	3
The Vale Of Glamorgan	165,010	157,641	-4.5%	19
Rhondda Cynon Taf	379,245	367,332	-3.1%	7
Merthyr Tydfil	93,216	91,282	-2.1%	2
Caerphilly	280,676	272,584	-2.9%	5
Blaenau Gwent	117,403	113,097	-3.7%	12
Torfaen	140,260	135,487	-3.4%	9
Monmouthshire	101,985	97,509	-4.4%	18
Newport	217,013	214,826	-1.0%	1
Cardiff	448,303	435,986	-2.7%	4
Total Unitary Authorities	4,413,012	4,264,466	-3.4%	

* The published AEF for 2013-14 is subject to a number of adjustments.

Appendix B - Final Settlement Data

WELSH LOCAL GOVERNMENT SETTLEMENT 2014-15

Final

Table 1c: AEF per capita, by unitary authority, 2014-15

Unitary authority	Final AEF (£000s)	Final AEF per capita (£)*	Rank
Isle of Anglesey	96,432	1,376	12
Gwynedd	174,971	1,429	9
Conwy	157,855	1,364	14
Denbighshire	145,170	1,526	4
Flintshire	192,942	1,255	19
Wrexham	175,208	1,261	18
Powys	182,077	1,359	15
Ceredigion	103,636	1,368	13
Pembrokeshire	166,716	1,349	16
Carmarthenshire	260,859	1,396	10
Swansea	318,224	1,312	17
Neath Port Talbot	209,769	1,493	6
Bridgend	194,863	1,376	11
The Vale Of Glamorgan	157,641	1,231	20
Rhondda Cynon Taf	367,332	1,561	2
Merthyr Tydfil	91,282	1,532	3
Caerphilly	272,584	1,513	5
Blaenau Gwent	113,097	1,628	1
Torfaen	135,487	1,478	7
Monmouthshire	97,509	1,062	22
Newport	214,826	1,446	8
Cardiff	435,986	1,218	21
Total Unitary Authorities	4,264,466	1,374	

* Based upon 2011-based, 2014 population projections

Appendix C - Specific Grants 2014/15

WELSH LOCAL GOVERNMENT SETTLEMENT 2014-15

WG Specific Grant Schedule (updated 06th Jan 2014)

Existing Grant name	Directorate	2013-14 £000	2014-15 £000
<u>Awaiting Estimates / Budget Allocations</u>			
14-19 Learning Pathways	CYP	507,856	
Community Cohesion Fund (CCF) / Grant (CCG)			
Family Learning Programme Grant (Literacy)	CYP		
Language and Play	CYP	33,399	33,399
Minority Ethnic Achievement Grant	CYP	62,472	64,914
Out of School Childcare Grant	CYP	70,785	
Pupil Deprivation Grant	CYP	402,480	
School Effectiveness Grant	CYP	763,924	
Welsh Network of Healthy School Schemes 3	CYP	41,000	
Youth Service Training Grant 2	CYP	13,000	0
Youth Service Revenue Grant 2	CYP	77,150	0
Youth Work Strategy Support 2	CYP	0	85,230
Social Care Workforce Development Programme	CEOs	225,861	225,861
Concessionary Fares Reimbursement Grant	R&C	810,000	
		3,007,927	409,404
<u>Demand led or bid based</u>			
Post-16 Provision in Schools	CYP	3,476,040	3,500,584
School Uniform Grant	CYP	12,368	12,422
		3,488,408	3,513,006
<u>Grants with Indicative Allocations</u>			
Families First	CEOs	737,260	
Food Hygiene Rating Grant	CEOs	5,000	5,000
Foundation Phase Revenue Grant	CYP	2,688,568	2,656,391
Flying Start Revenue grant	CYP	678,423	1,098,335
Induction	CYP	12,053	
Community Learning	CYP	3,311	
Welsh in Education Grant	CYP	133,746	125,575
Youth Service Revenue Grant	CYP	77,150	
LLFA Grant Funding (FWMA2010 & FRR2009)	R&C	90,000	100,000
LA Animal Health and Welfare Enforcement Funding	R&C	48,499	29,959
Regional Transport Services Grant 4	R&C	320,397	
National Exercise Referral Scheme 3	R&C	140,406	
Sustainable Waste Management Grant	R&C	1,951,204	
The Autistic Spectrum Disorder (ASD) Implementation Grant	SCH	40,000	
Supporting People	SCH	2,171,630	2,171,631
Outcome agreement grant	FIN	820,105	815,081
		9,917,752	7,001,972
TOTAL GRANTS		16,414,087	10,924,382
<u>Grant fully transferring to RSG in 2014-15 with no subsequent funding</u>			
Council Tax Reduction Scheme Administration Grant	CEOs	108,945	108,945
First Steps Improvement Package	CYP	54,477	91,405
Council Tax Reduction Scheme for Pensioners 2013-14 1	CEOs	100,782	100,782
		264,204	301,132

Note: The information shown above details the grants where the amount that the Authority will receive in 2013-14 and estimated amounts for 2014-15 are known. It is important to note that all amounts are indicative at this stage and are liable to change.

Funding ceased, not applicable or no funding allocation anticipated:

1: Council Tax Reduction Scheme for Pensioners

ended

1: Mergers and Collaboration 1

ended

2: Youth Work Strategy Support has amalgamated Youth Service Revenue Grant and Youth Service Training Grant

3: As of 2012/13 this Grant is funded via Public Health Wales

4: RTSG has amalgamated Bus Revenue Support and Local Transport Services Grant

Appendix D : Revised Pressures

	Indicative Base 2014/15 £000	Budget Proposals 2014/15 £000	Indicative Base 2015/16 £000	Revised Base 2015/16 £000	Indicative Base 2016/17 £000	Revised Base 2016/17 £000	Indicative Base 2017/18 £000	Revised Base 2017/18 £000
		Dec Cabinet						
1.Budget Shortfall per base model	2,606	2,606	6,536	6,536	11,174	11,174	15,936	15,936
2.Revised Budget shortfall per base model version 5	6,403	6,403	11,204	11,204	12,865	12,865	14,740	14,740
3.Revised Budget shortfall per base model version	7,144	7,144	9,775	10,775	11,437	12,437	13,311	14,311
Impact of transfers in on service grants	200	200	200	200	200	200	200	200
	7,344	7,344	9,975	10,975	11,637	12,637	13,511	14,511
Add pressures:								
Demographic pressure (ageing population)	300	250	300	250	300	250	300	250
21st Century Schools - potential treasury impact 1 MRP	256	57	448	463	1,482	642	2,382	1,144
Treasury Impact - externalising borrowing 1	0	297	0	540	0	647	0	650
School based redundancies 2	325	325	325	325	325	325	325	325
2013/14 budget savings still to be achieved 3	614	236	614	236	614	236	614	236
2013/14 pressures in Children's social services 4	400	400	400	400	400	400	400	400
Welfare reform / Universal Credit/ Discretionary Hsg Payments 5	60	60	60	60	60	60	60	60
Pensions auto-enrolment 6	-	-	-	-	913	913	1,005	1,005
Increase in employers national insurance 7	-	-	-	-	1,805	1,805	1,805	1,805
CTRS funding 8	0	0	0	0	0	0	0	0
Living wage 9	114	70	114	70	114	70	114	70
Loss of grant income streams 10	0	232	0	232	0	232	0	232
Cost of Local Development Plan 11	0	75	0	75	0	200	0	0
Total Pressures	2,069	2,002	2,261	2,651	6,013	5,780	7,005	6,177
Adjusted Budget Shortfall	9,413	9,346	12,236	13,626	17,650	18,417	20,516	20,688
	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271

Updated for new settlement forecast, -4%, -4%, 0%, 0%
Updated for provisional settlement forecast, -4.7%, -2.8%, 0%, 0%

Now included in settlement figures above

Notes:

- 1 Base MTFP model does not currently include any investment in 21st Century Schools. Initial incremental impact of programme being financed across the period 2014/15 to 2018/19. Treasury impact would rise in the event of an adverse rise in interest rates and delay in capital receipts materialising. Also included is the impact of needing to externally borrow.
- 2 Inclusion in the base budget of a figures for school based redundancies, recognising that any costs above this would need to be managed within the Individual schools budgets
- 3 Reviewed and revised in light of month 6 budget monitoring information
- 4 Reviewed in light of month 6 budget monitoring information
- 5 Impact of welfare reforms so far being felt in increase pressure on Discretionary housing payments
- 6 Cabinet agreed to transitional delay of auto-enrolment until May 2017. No impact modelling for new entrants in earlier years.
- 7 Increase in employers NI resulting from introduction of single-tier State Pension in 2016/17. The ability for members of a defined benefit occupational pension scheme to 'contract out' of the State Second Pension will end. Employees and employers will therefore no longer be entitled to pay a lower NICs rate.
- 8 In 2013/14 WG funded the Council tax reduction scheme at 100%, indications were that funding would be at 95% for 2014/15, however full funding is now included in RSG
- 9 Living Wage - Council motion to agree to consider in the budget process, figure has been reviewed and revised down
- 10 Grant funding is reducing by 8.6% in terms of the Sustainable waste management grant
- 11 Additional costs for consultants and Inspector/examination relating to the LDP have historically be met via reserve funding

Appendix E1 : Budget savings

		Target	Revised	Target	Revised	Target	Revised	Target	Revised				
		Saving	Saving	Saving	Saving	Saving	Saving	Saving	Saving	TOTAL	TOTAL		
		2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18				
	Identification phase	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)				
	Adjusted Budget Shortfall 2017/18	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271	20,516	20,688		
No.	Dir	Business optimisation/commercialisation										Comments	
1	RC	Development of Leisure Services	(125)	(125)	(315)	(315)	(100)	(100)	0	0	(540)	(540)	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	RC	Collaboration on housing services and development of careline services	(30)	(30)	(35)	(35)	(40)	(40)	0	0	(105)	(105)	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
3	SCH	Community meals increase take-up	(30)	(30)	0	0	0	0	0	0	(30)	(30)	Mainly about increasing customer base
4	SCH	Community meals - service transformation	0	0	0	0	(100)	(100)	(100)	(100)	(200)	(200)	Developing sustainable long term model for meals, target is to aim for a cost neutral service
5	RC	Sustainable energy initiatives	(133)	(133)	(33)	(33)	(34)	(34)	0	0	(200)	(200)	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget
6	RC	Museums, Shirehall & Castles and Tourism	(245)	(245)	(190)	(190)	(145)	(145)	(200)	(200)	(780)	(780)	Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate
7	RC	School meals -increase price, market and expand service	(130)	(69)	0	0	0	0	0	0	(130)	(69)	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals
8	All	Grants to micro finance and rationalise numerous grants to single organisations	(200)	(200)	(300)	0	0	0	0	0	(500)	(200)	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible
										0	0		
		Service reduction								0	0		
9	SCH	Practice change - reduction in flexible budget/contingency	(277)	(277)	0	0	0	0	0	0	(277)	(277)	Working with individuals, families and communities to find sustainable solutions
10	SCH	Redesign day provision in line with My Day/My Life	(160)	(160)	0	0	0	0	0	0	(160)	(160)	Reconfiguring day provision for people with Learning disability
11	RC	Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	(355)	(405)	(55)	0	0	0	0	0	(410)	(405)	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges
12	RC	Street Light savings	(180)	(180)	0	0	0	0	0	0	(180)	(180)	Review of turning off street lights at designated times
13	RC	Street scene and pest control	(175)	(195)	0	0	0	0	0	0	(175)	(195)	Reduction in sweepers and number of cleaning rounds, opportunity for Town & Community Councils to contribute to service and full withdrawal of subsidy for pest control.
14	RC	Home to School Transport - fundamental review of policy	(95)	(95)	(115)	(115)	(210)	(210)	(210)	(210)	(630)	(630)	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.
15	RC	Facilities - transfer functions to other providers	(100)	(100)	(100)	(100)	0	0	0	0	(200)	(200)	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences
16	CYP	Schools delegated budgets	(434)	(434)	0	0	0	0	0	0	(434)	(434)	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,
17	CYP	Review ISB - ALN contingency	(150)	(140)	0	0	0	0	0	0	(150)	(140)	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000
18	CYP	School library service - combine with general library service	(30)	(30)	(20)	(20)	0	0	0	0	(50)	(50)	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC
19	CYP	Adult Education	(90)	(90)	0	0	0	0	0	0	(90)	(90)	Cost reduction through reducing overheads and premises costs

Appendix E2 Final budget savings

	2014/15 £000	Revised 2014/15 £000	2015/16 £000	Revised 2015/16 £000	2016/17 £000	Revised 2016/17 £000	2017/18 £000	Revised 2017/18 £000	TOTAL £000	Revised Total £000
Budget shortfall 10th Oct 2013	8,822	8,822	4,993	4,993	5,413	5,413	2,866	2,866	22,094	22,094
Adjusted base for Provisional Settlement	7,344	7,344	9,975	10,975	11,637	12,637	13,511	14,511	42,467	45,467
Pressures	2,069	2,002	2,261	2,651	6,013	5,780	7,005	6,177	17,348	16,610
Revised shortfall	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271	20,516	20,688
Savings targets	(5,211)	(5,263)	(3,457)	(3,102)	(2,805)	(2,805)	(1,310)	(1,310)	(12,783)	(12,480)
Council Tax income	(1,254)	(1,354)	(1,289)	(1,289)	(1,324)	(1,324)	(1,361)	(1,361)	(5,228)	(5,328)
Adjusted budget gap	2,948	2,729	(1,923)	(111)	1,285	662	195	(400)	2,505	2,880

Additional savings										
Reduce funding for increments		(400)							0	(400)
Reduce the non pay inflation factor by 1%		(650)							0	(650)
Reduce travel allowances budget		(100)							0	(100)
Reserve funding of treasury pressure 1 year only		(297)		297					0	0
Savings from cost centres not yet contributing		(158)							0	(158)
Reserve Funding of LDP pressure		(75)							0	(75)
Adjusted budget gap	2,948	1,049	(1,923)	186	1,285	662	195	(400)	2,505	1,497

Final budget proposals										
Reduction in Fire Authority Levy		(149)								(149)
Reduction in Crematorium contribution		(40)								(40)
Insurance account savings		(54)								(54)
Final settlement increase		(37)								(37)
Further efficiency savings in library service		(35)								(35)
Communications savings		(45)								(45)
Reduction in school based redundancies pressure		(25)								(25)
Council Tax at 3.95%,3.95%, 3.95%,3.95%		(368)		(391)		(419)		(447)		(1,625)
Revised Settlement for 2015/16 and 2016/17				(500)		1,000				500
Adjusted budget gap	2,948	296	(1,923)	(705)	1,285	1,243	195	(847)	2,505	(13)
Contribution from general reserve		(296)		0		(1,243)		0		(1,539)
Contribution to general reserve		0		705		0		847		1,552
Balanced budget		0		0		0		0		13

Appendix F - Responsible Financial Officers Opinion

1.1 The 2003 Local Government Act imposes a number of statutory duties on a Councils Responsible Financial Officer (RFO). Guidance on these duties is contained within LAAP Bulletin 55 and the CIPFA Statement on the Role of the Finance Director, compliance with which has been supported by the Councils Audit Committee. The primary duties are for me, as RFO, to provide a view on the robustness of the budget process, budgetary risk and the adequacy of reserves and balances.

1.2 Robustness of the budget process

1.3 In terms of robustness of the budget process, I have placed reliance on the work carried out by members of the Strategic Leadership Team in their Directorates involving budget managers and devolved accountants. The process has been properly rigorous with notable elements of good practice. These include;

- The use of the Councils Medium Term Financial Plan as an integral part of budget planning
- Inclusion of all Councillors in two all-member budget seminars
- Cabinet ownership of budget principles and assumptions through the development of the Medium Term Financial Plan
- Anticipating likely and known events through the application of appropriate indices for base costs.
- Applying rigour via Directorate Management Teams, Chief Officers, Strategic Leadership Team and Cabinet Member scrutiny.
- Comparing year on year budgets by using 2012/13 outturn and 2013/14 budget monitoring data.
- Providing Select Committees with opportunity to look at and scrutinize current budgets, gaining an understanding of the budgets within the remit of their Select committee.
- Providing all Select committee members with the opportunity to scrutinize the budget as a whole through a special Joint Select Committee.
- Providing Select Committee with the assumptions underlying the Medium Term Financial Plan and the budget savings ideas at a much earlier stage in the process than in previous years.
- Engaging with the public at 5 events throughout the County in October, sharing the budget ideas and gathering further ideas from the public.

- Consulting on budget proposals with the Schools Forum and Trade Unions and Business Ratepayers.
- Providing opportunities for public consultation, via the web site, You Tube presentations and Twitter, but also through a further round of public engagement events throughout the County
- Communicating emerging Settlement considerations to Cabinet members.
- Being clear on risks and assumptions within budget proposals and identifying the links with the corporate priorities of the Council.
- Ensuring all members are involved in the budget setting process by establishing that budget and Council Tax settings is a function of full Council.

1.4 There are a number of explicit risks in the budget proposals now presented given the reduction in the settlement for next year and in the medium term. Risks have been identified as the budget proposals have been put together and are captured as part of the MTFP model. Outlined below are the key risks and how they are being managed:

- Some identification of evidenced based pressures in relation to the financial impact of increasing demand in children's social services, demographic changes such as increasing elderly population, changes in pupil numbers, increase in special educational need provision has been included in the current budget process. However, these risks have in part been mitigated by the protection given to these areas in the sense that budget savings have been more heavily weighted to other areas of the budget. However, given the current year position against the budget in some of these areas, this potential pressure will require careful monitoring over the course of the financial year so that problems can be highlighted early and any appropriate corrective action taken.
- Directorates are being required to manage some pressures within their service areas as only significant pressures have been highlighted and included in the budget build. Whilst individually these pressures are relatively small in total there is a considerable pressure to be managed alongside the achievement of the budget saving proposals contained as part of this budget. The new Council Tax Reduction Scheme and fixed level of funding associated with it, places all the risk of additional demand with its associated cost on the Authority.
- A number of the savings/efficiency proposals involve the generation of income, changes to current structures, systems and processes or have implications for service design involving other partners or organisations. These savings involve higher levels of risk than those which broadly maintain current arrangements. At the practical level these risks begin with the income targets not being achieved, possibility of slippage and disruption in the transition from old to new arrangements resulting in

further pressures to be managed in the year in which savings are budgeted to be made. Clearly robust and timely monitoring of the delivery of the savings in the budget will be critically important in order to manage the potential for these risks to materialize.

- Late notification of grant funding streams being removed or reduced. This is particularly an issue where the expenditure backing this grant is in the form of permanent staff. These will need to be managed on a case by case basis, with the default position being that if the grant ceases the activity also ceases unless a business case can be built that justifies the maintenance of the activity, the expenditure and identifies a means of funding this expenditure following the loss of grant income. There is also a particular risk in the area of the Outcome Agreement Grant where payment is dependent on performance, the budget assumes full payment however there is a risk that the required performance levels may not be achieved and therefore less than 100% payment provided.
- Underlying assumptions on pay and non-pay inflation built into the budget are not borne out next year. All budgets will not receive budget to cover the full extent of inflation factors next year if they turn out as expected. This puts further pressure on service budgets to find efficiencies savings to manage this shortfall. There is an expectation that this would need to be managed within overall directorate budgets.
- Further equal pay claims are lodged with the Authority, resulting in significant payout. A reserve was been established to fund the claims and payments already made. The Cabinet decision report on this however, did recognize that the option chosen will not completely extinguish the risk of further claims in this area.
- Prudential borrowing impact annually on the revenue account resulting from the Authority accepting any awards of 21st Century funding following further development of the detailed programme being submitted to the WG. The capital programme proposal seeks to mitigate this risk by establishing authority to generate capital receipts to offset the need to borrow, however this carries with it its own risk in the current economic climate.
- Treasury estimates established in the budget are based on cashflows, timing of capital spend, forecast interest rate levels and predicted trigger points for converting variable loans to fixed rate loans. There is inherent uncertainty and risk attached to each variable. The Authority has established a Treasury Equalisation reserve to mitigate the potential impact caused by significant variations to the year on year budget. Contributions from the reserve are used to even out the variation in the MTFP model.
- General pressures on school budgets indicated by the number of schools with deficit budget management plans. As previously

identified, schools have been protected from the level of savings required from the rest of the Authority. The LEA will be working closely with schools to help costs savings to be established. However, it is understood that some schools will still need to establish budget management plans, any resulting redundancies will need to be met from the budget established for this purpose.

- The risks on the capital side are largely around the difficulties in achieving the level of capital receipts required to fund future capital investment. If receipts are not achieved, other funding streams need to be sought which may include prudential borrowing with its consequent impact on the revenue budget. In addition there are significant pressures highlighted of a capital nature that will not be met as the priority is to invest in 21st century schools.

1.5 Whilst the above risks in the 2014/15 budget have been identified, the main budgetary risks going forward in for the MTFP will also need to be managed and outlined are as follow:

- Any impact arising from the Williams review, and the shape of Local government in Wales in the future and any new legislation impacting on the services provided by Local Authorities.
- Very low settlements projected for the medium term
- The revenue implications of 21st Century Schools, where the source of capital is uncertain given the medium term national forecast for significant funding reductions.
- The financial, service and strategic implications of service transformation, including shared services, greater partnership working with both public and private sector
- The national and local emphasis on increased waste diversion
- The deteriorating condition of local roads, associated infrastructure and property
- The ageing population
- Continued uncertainty in financial markets
- Low economic activity leading to increased demand for some services and reduced income in others.
- The potential liability of new equal pay c/aims arising from the implementation of single status

1.6 Adequacy of reserves

- 1.7 The MTFP has established the principles for general and earmarked reserve utilization. The level of the **general reserve** at £6.2 million is of concern being just above the minimum prudent level. The final revenue budget proposals include a requirement to use the general reserve to balance the budget in 2014/15. The report makes clear that this can be recommended by taking a medium term approach, noting that by setting a planning assumption around council tax increases, shortfalls and headroom can be accommodated by contingent use of reserve funding. As the MTFP is updated as new information becomes available the position regarding the use of reserves will need to be reviewed and where possible use of the general reserve reduced.
- 1.8 Included with the general reserve are the school based reserves. There has been a slight recovery over recent years with the result that Monmouthshire's schools based reserves are no longer the lowest in Wales.
- 1.9 The 2014/15 budget recommendations anticipate some use of **earmarked reserves** to support the budget saving proposals and to even out one off expenditure items over the MTFP. Earmarked reserves have been established over time for the purpose of future utilisation, and whilst not currently earmarked for use provide a level of contingency for some of the risks associated with the budget recommendations highlighted in this report.
- 1.10 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £15.5 million at the start of 2013/14 to £6.9 million at the end of 2017/18. 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 £4 million.
- 1.11 Whilst every effort will be made to avoid redundancy costs a budget has been included in the MTFP relating to these costs is for school based redundancies, this is included as a pressure of £300,000. The Policy has also recently been revised, so the cost of redundancies should be reducing. Protection of Employment policy will be used to ensure redundancy is minimised, however, 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.
- 1.12 The volatility of the Children's social services budget is going to be supplemented for 2014/15 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.
- 1.13 The resulting impact on earmarked reserves would be to take the usable balance down further by the end of the MTFP period.

- 1.14 My judgement, taking into account the budget forecast at month 9, the corporate budget position, the quantum of earmarked reserves as well as the General Reserve is to certify reserves as adequate presently. However, given that the financial outlook is not set to improve significantly in the medium term, it is vital that the reserve position continues to be closely monitored. This will require continued sound budget management in future years of account and close Cabinet scrutiny of any further proposals to utilise reserves in the coming months. Further savings need to be identified so that the use of the general reserve can be minimized.
- 1.15 The provisional schedule of reserves estimated at the end of the financial year is included as an appendix to the budget report.

J Robson
Responsible Financial Officer

Prudential Indicators for Capital Programme Proposals 2014/2018

Local Authorities determine their own programmes for capital investment in fixed assets. The Prudential Code is the code of practice supporting local authorities in taking decisions and underpins the system of capital finance. The key objectives of the Prudential Code are to ensure, within the Prudential Framework, that capital investment plans of the Authority are affordable, prudent and sustainable.

To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. These indicators are reported below based on actual, current and planned capital budget proposals.

Importantly, it should be noted that the following effects are included in the proposed supported and unsupported borrowing resulting from the current and future capital budget proposals and figures have been adjusted accordingly:

Borrowing budgeted in the capital budget proposals 2014/15 to 2017/18 are as follows: The 2014/15 figures are inclusive of slippage from 2013/14 as reported as part of the month 8 capital monitoring process.

- General Unsupported borrowing of £2,460,000 is included in 2014/15, including £750,000 forecast slippage from 2013/14.
- Highways Infrastructure Maintenance – As a result of revenue assistance from WG, additional unsupported borrowing of £1,778,000 is budgeted to fund increased highways capital maintenance in 2014/15.
- Abergavenny Library – a budget of £3,000,000, funded from unsupported borrowing, is forecast to be slipped into 2014/15 as a result of delays caused by the consideration of the options available.
- 21st Century Schools – a budget of £1,500,000, funded from unsupported borrowing is forecast to be slipped into 2014/15 as a result of delays due to an extended consultation and engagement process.
- £2,420,000 of supported borrowing in 2014/15 and 2015/16 to 2017/18 which assists in financing the core capital programme and is funded through Revenue Support grant from the Welsh Government.

The 2014/15 MTFP currently includes Raglan School from the future Schools program but not Caldicot and Monmouth Comprehensive or the Welsh School. These Prudential Indicators are aligned with the 2014/15 capital MTFP and therefore do not include the effects of the full Future Schools program.

Capital Expenditure

The actual capital expenditure (excluding vehicle leasing) that was incurred in 2012/13 and the estimates of capital expenditure to be incurred for the current year and future years that are recommended for approval are:

	2012/13 Actual £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Capital Expenditure	21,693	23,556	17,754	6,717	5,503	5,391

The estimate of capital expenditure for the 2013/14 and 2014/15 financial years includes allowance for slippage of expenditure from the 2013/14 capital programme that was forecast at month 8 capital monitoring. The figures above do not include capital expenditure relating to vehicle leasing.

As stated in the Capital Programme Budget Proposals the medium term programme has been drafted, and a programme constructed for the next four years. There will be opportunity for the programme to be reviewed annually.

Ratio of financing costs to net revenue stream

Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2012/13 are:

	2012/13 Actual %	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %
Ratio of financing costs to net revenue stream	5.80	5.79	6.36	5.95	5.90	5.89

The estimates of financing costs include current commitments and the proposals in this budget report and are based on the actual and anticipated borrowing, net of investments.

Capital Financing Requirement

Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2013 are:

	2012/13 Actual £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Capital Financing Requirement	111.3	120.5	115.8	114.1	112.4	110.7

The Capital Financing Requirement measures the authority's underlying need to borrow for capital purposes. In accordance with best professional practice, Monmouthshire County Council does not associate borrowing with particular items or types of expenditure, other than under its current policy for determining its Minimum Revenue Provision. The authority has an integrated treasury management strategy (last approved on 28th February 2013 by Council) and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

The Council manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be drawn between revenue and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the Capital Financing Requirement reflects the authority's underlying need to borrow for a capital purpose.

CIPFA's Prudential Code for Capital Finance in Local Authorities includes a key indicator of prudence where Net External Borrowing does not, except in the short term exceed the total of Capital Financing Requirement. This is the case for the preceding year plus the estimates of any Capital Financing Requirement for the current and next two financial years.

Net external borrowing is the borrowing budgeted to finance the capital program (Gross External borrowing) offset by the levels of cash and investments.

	2012/13 Actual £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Net External borrowing	74,535	91,888	80,723	67,482	62,861	60,049
Gross External borrowing	82,335	96,373	107,552	110,972	114,392	117,812
Capital Financing Requirement	111,291	120,453	115,817	114,106	112,419	110,733

The Head of Finance, as the Authority's S151 officer, reports that the Authority had no difficulty meeting this requirement in 2012/13, nor are any difficulties envisaged for the current years. This view takes into account current commitments, existing plans, and the proposals in this budget report, so will exclude the majority of 21c schools aspirations which will be subject to an additional approval process once WG resources are secured and cost certainty is refined.

Authorised Limit for External Borrowing

In respect of external debt, it is recommended that the Council approves the following Authorised Limit for its total external debt gross of investments for the next four financial years.

	2012/13 Actual £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Borrowing	108,335	122,373	134,552	133,972	137,392	140,812
Other long term liabilities	2,757	2,977	2,646	2,617	2,587	2,557
Total	111,092	125,350	137,198	136,589	139,979	143,369

These limits separately identify borrowing from other long-term liabilities. The Council is asked to approve these limits and to delegate authority to the Head of Finance, within the total limit for any year, to effect movement between the separately agreed limits of borrowing and other long-term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Audit Committee or Council at the next opportunity following the change.

These limits are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely, prudent but not worse case scenario, with sufficient headroom over and above this to allow for operational management, for example unusual cash movements.

Operational Boundary for External Debt

The Council is also asked to approve the following Operational Boundary for external debt for the same period.

	2012/13 Actual £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Borrowing	84,335	98,373	113,552	112,972	116,392	119,812
Other long term liabilities	1,399	1,277	1,146	1,117	1,087	1,057
Total	85,734	99,650	114,698	114,089	117,479	120,869

The proposed Operational Boundary for external debt is based on the same estimates as the Authorised Limit but reflects the estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the Authorised Limit to allow, for example, for unusual cash movements and equates to the maximum of external debt projected by this estimate.

The Operational Boundary represents a key management tool for in-year monitoring by the Head of Finance. Within the Operational Boundary, figures for borrowing and other long-term liabilities are separately identified. The Council is asked to delegate authority to the Head of Finance, within the total Operational Boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the Authorised Limit. Any such changes will be reported to the Audit Committee or Council at the next opportunity following the change.

The Council's actual external debt at 31 March 2013 was £85.7 million, comprising £84.3 million borrowing and £1.4 million other long-term liabilities. It should be noted that the actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

In taking its decisions on this budget report, the Council is asked to note that the Authorised Limit determined for 2014/15 would be the statutory limit determined under section 3(1) of the local Government Act 2003.

Incremental impact of new capital investment decisions on Council Tax

A key measure of affordability is the incremental impact on the Council Tax, and the Council should consider different options for its capital investment programme in relation to their differential impact on the Council Tax.

The incremental impact works on the basis that supported borrowing is funded through Revenue Support Grant. The calculation is therefore determined by establishing the revenue impact of:

- Unsupported borrowing – in terms of interest payments and the statutory Minimum Revenue Provision (MRP)
- Any revenue savings or costs that have been identified and that will result from capital schemes being delivered

The current capital budget proposals, using current information available, would have the following impact:

	2012/13 Actual £ p	2013/14 Estimate £ p	2014/15 Estimate £ p	2015/16 Estimate £ p	2016/17 Estimate £ p	2017/18 Estimate £ p
Effect on Band D Council Tax	18.30	23.38	17.33	1.92	1.91	1.91

The notable incremental impact in 2014/15 is due to the high level of capital works schemes funded by unsupported borrowing.

Joy Robson
Responsible Financial Officer

APPENDIX H1 - USE OF RESERVE FOR REVENUE BUDGET PURPOSES 2014-15

Item	2014-15		Reserve
	£000	£000	
	To	From	
COUNCIL FUND			
To fund 2014/15 budget		296	
Net contribution from Council Fund	0	296	
EARMARKED RESERVES			
General Earmarked reserve use			
Contributions from:			
Invest to Save schemes		35	Invest to Redesign Reserve
Council Tax Additional Recovery		40	Invest to Redesign Reserve
Centre of Innovation		210	Invest to Redesign Reserve
Service Transformation Adult Social Care		212	Invest to Redesign Reserve
Prepare Assets For Sale		125	Capital Receipt Generation Reserve
Contribution to MTFP treasury pressures		338	Treasury Equalisation Reserve
Contributions to Pension Strain Costs		370	Redundancy and Pensions Reserve
Head of School Improvement		34	Priority Investment Reserve
SCH/CYP Development Fund		200	Priority Investment Reserve
Raising standards in literacy and numeracy in secondary schools		150	Priority Investment Reserve
Innovation - People Strategy		44	Priority Investment Reserve
Grass Routes Buses Reserve		26	Grass Routes Buses Reserve
Contribution from Earmarked Reserves	0	1,784	
	0	2,080	
Contributions to:			
Repayments to reserve for amounts provided in earlier years	-40		Invest to Redesign Reserve
Election costs	-25		Elections reserve
Grass routes buses reserve	-5		Grass Routes buses reserve
	-70	0	
MTFP evidence pressures			
LDP pressure		75	Priority investment reserve
Total funding for evidence based pressures	0	75	
Earmarked reserve support for revenue budget	-70	2,155	
Capital reserve funding		0	
TOTAL EARMARKED RESERVE CONTRIBUTIONS	-70	2,155	
		2,085	Total Net Contribution from Reserves

APPENDIX H2 - RESERVE BALANCES 2014/15

Reserve	B/F	2013/14				2014/15			
		Cont to	Cont from (Budgeted)	Cont from (Caveated)	Forecast Variances & Approved Reports	C/F	Contributions To	Contributions From	C/F
Council Fund									
Council Fund (Authority)	-6,203,000					-6,203,000	296,000	-5,907,000	
School Balances	-1,240,044					-1,240,044		-1,240,044	
Sub Total	-7,443,044	0	0	0	0	-7,443,044	0	296,000	-7,147,044
Earmarked Reserves									
<i>Invest to Redesign Reserve</i>	-3,119,054	-20,228	1,370,596	62,341		-1,706,345	-40,228	496,907	-1,249,666
<i>IT Transformation Reserve</i>	-1,382,573		747,670			-634,903			-634,903
<i>Insurances & Risk Management Reserve</i>	-1,522,862		120,000			-1,402,862			-1,402,862
<i>Capital Receipt Generation Reserve</i>	-331,803		210,502			-121,301	124,531	3,230	
<i>Treasury Equalisation Reserve</i>	-1,124,693		200,765			-923,928	338,175	-585,753	
<i>Redundancy and Pensions Reserve</i>	-622,319		331,000	207,666		-83,653	369,579	285,926	
<i>Capital Investment Reserve</i>	-1,592,414	-75,000	41,069			-1,626,345		-1,626,345	
<i>Priority Investment Reserve</i>	-3,449,640		1,222,119	598,000		-1,629,521	427,990	-1,201,531	
<i>Single Status & Equal Pay Reserve</i>	-1,551,834					-1,551,834		-1,551,834	
<i>Museums Acquisitions Reserve</i>	-59,798					-59,798		-59,798	
<i>Elections Reserve</i>	-33,183	-25,000				-58,183	-25,000	-83,183	
<i>Grass Routes Buses Reserve</i>	-259,441	-5,000	25,913			-238,528	-5,000	25,913	-217,615
<i>Restricted Use Reserves</i>	-502,443					-502,443		-502,443	
Evidence Based Pressure	0					0	75,000	75,000	
Total Earmarked Reserves	-15,552,057	-125,228	4,269,634	868,007	0	-10,539,644	-70,228	1,858,095	-8,751,777
Total Useable Revenue Reserves	-22,995,101	-125,228	4,269,634	868,007	0	-17,982,688	-70,228	2,154,095	-15,898,821

Appendix I - Revenue Budget Summary 2014/15

	December 18th Cabinet proposals					Final Settlement Changes		Full Cost MTFP Base Budget Adjustments	February 2014 Cabinets Final budget recommendations		
	Indicative Base Budget 2014/15	Proposed savings	Identified Pressures	Council Tax Income	Proposed Budget 2014/15	Adjustment to AEF	Settlement pressures / adjustments		Changes to Pressures	Further Efficiency Savings	Final budget recommended
Net Expenditure Budgets											
Children and Young People	52,596	-944	425	0	52,077	0	0	0	-25	0	52,052
Social Care and Health	37,478	-1,551	650	0	36,577	0	0	34	0	0	36,611
Regeneration and Culture	27,266	-2,853	443	0	24,856	0	0	53	0	-35	24,874
Chief Executive's unit	11,139	-1,224	60	0	9,975	0	0	13	0	-45	9,943
Corporate Costs & Levies	18,165	0	70	0	18,235	0	0	-8	0	-243	17,984
Sub Total	146,643	-6,571	1,648	0	141,720	0	0	91	-25	-323	141,464
Appropriations	9,033	0	354	0	9,387	0	0	-91	0	0	9,296
Contributions to Earmarked reserves	70	0	0	0	70	0	0	0	0	0	70
Contributions from Earmarked reserves	-1,486	-372	0	0	-1,858	0	0	0	0	0	-1,858
Total Net Proposed Budget	154,260	-6,943	2,002	0	149,319	0	0	0	-25	-323	148,972

Funding Budgets

Aggregate External Financing (AEF)	-98,287	0	0	0	-98,287	-37	0	0	0	0	-98,324
Council Tax (MCC)	-37,992	0	183	-1,537	-39,346	0	0	0	0	-369	-39,715
Council Tax (Gwent Police)	-9,114	0	0	0	-9,114	0	0	0	0	0	-9,114
Council Tax (Community Councils)	-1,523	0	0	0	-1,523	0	0	0	0	0	-1,523
Council Fund Reserve funding	0	0	0	0	0	0	0	0	0	0	-296
Total Funding	-146,916	0	183	-1,537	-148,270	-37	0	0	0	-369	-148,972
Headroom/-shortfall	7,344	-6,943	2,185	-1,537	1,049	-37	0	0	-25	-692	-0

	Council Tax 2013/14			2014/15 tax base	Council Tax 2014/15	%age increase
Council tax recommendations	1003.69			44,200	1,043.34	3.95%

Appendix J1 CAPITAL BUDGET SUMMARY 2014 to 2018

	Revised Budget 2013/14	Indicative Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18
Asset Management Schemes	5,063,858	2,148,090	1,929,278	1,929,278	1,929,278
School Development Schemes	6,363,966	2,854,050	1,376,450	162,500	50,000
Infrastructure & Transport Schemes	5,582,807	3,991,463	2,240,740	2,240,740	2,240,740
Regeneration Schemes	10,439,702	0	0	0	0
Sustainability Schemes	236,436	0	0	0	0
County Farms Schemes	567,405	304,726	300,773	300,773	300,773
Inclusion Schemes	1,302,449	850,000	850,000	850,000	850,000
ICT Schemes	984,249	0	0	0	0
Vehicles Leasing	1,700,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	411,979	190,000	20,000	20,000	20,000
TOTAL EXPENDITURE	32,652,852	11,838,329	8,217,241	7,003,291	6,890,791
Supported Borrowing	(2,325,000)	(2,420,000)	(2,420,000)	(2,420,000)	(2,420,000)
Unsupported (Prudential) Borrowing	(16,981,176)	(3,492,029)	(1,000,000)	(1,000,000)	(1,000,000)
Grants & Contributions	(5,830,235)	(2,719,500)	(2,120,250)	(1,529,250)	(1,473,000)
Reserve & Revenue Contributions	(1,198,744)	0	(518,541)	(518,541)	0
Capital Receipts	(4,617,697)	(1,746,800)	(698,450)	(75,500)	(537,791)
Vehicle Lease Financing	(1,700,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(32,652,852)	(11,878,329)	(8,257,241)	(7,043,291)	(6,930,791)
(SURPLUS) / DEFICIT	0	(40,000)	(40,000)	(40,000)	(40,000)

Appendix J2a - Schools capital programme (includes Raglan)	Financial Year	Financial Year	Financial Year	Financial Year	Financial Year
	2013/14	2014/15	2015/16	2016/17	2017/18
	Approved Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
Expenditure:					
Caldicot Green Lane - New School	368,071				
Caldicot Castle View (St Mary's) - Remodelling	42,202				
Welsh Medium secondary joint project					
Rogiet Primary (new school)	45,000				
Llanfoist Primary School	3,979				
Wyesham Primary School	3,847				
Pembroke Primary (Major Extension)	19,528				
Access For All	145,706	50,000	50,000	50,000	50,000
Llanover Primary - remedial works					
Thornwell Primary	3,544,428	92,000			
Thornwell - Flying Start	75,000				
Future Schools (Initial funding)	1,767,205				
Raglan Primary	349,000	2,712,050	1,326,450	112,500	
Total Expenditure	6,363,966	2,854,050	1,376,450	162,500	50,000
Financing:					
Transitional SBIG Green Lane (80%)					
WAG Flying Start Grant (Thornwell)	(75,000)				
Future schools funding - Raglan Primary	(300,000)	(1,246,500)	(647,250)	(56,250)	
External Grant Funding	(375,000)	(1,246,500)	(647,250)	(56,250)	0
Insurance Settlement	(1,969,774)				
Developer Contributions	(1,969,774)	0	0	0	0
Education Receipts	(201,273)				
MCC Capital Receipts	(675,216)	(1,557,550)	(679,200)	(56,250)	
Capital Receipts	(876,489)	(1,557,550)	(679,200)	(56,250)	0
Supported Borrowing	(299,000)	(50,000)	(50,000)	(50,000)	(50,000)
Unsupported Borrowing	(2,843,703)				
Total Financing	(6,363,966)	(2,854,050)	(1,376,450)	(162,500)	(50,000)
(Surplus) / Deficit	0	0	0	0	0

Appendix J2b

Appendix J2b

21st Century Schools Indicative Programme	Financial Year 2014/15	Financial Year 2015/16	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19
	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
Expenditure:					
Monmouth Comprehensive School - 1600 Place	2,000,000	19,911,000	11,167,500	1,797,000	1,150,000
Caldicot Comprehensive School - 1500 Place	2,000,000	19,911,000	9,116,500	1,797,000	1,150,000
Welsh Medium Secondary Schools	0	2,500,000	2,500,000	0	0
Total Expenditure	4,000,000	42,322,000	22,784,000	3,594,000	2,300,000
Financing:					
Future schools grant - Monmouth	(1,000,000)	(10,311,000)	(5,364,000)	(500,000)	(825,000)
Future schools grant - Caldicot	(1,000,000)	(10,811,000)	(3,864,000)	(500,000)	(825,000)
Future schools grant - Welsh Medium	0	0	(2,500,000)	0	0
External Grant Funding	(2,000,000)	(21,122,000)	(11,728,000)	(1,000,000)	(1,650,000)
Capital Receipts	(2,000,000)	(10,108,000)	(12,335,000)	(3,837,000)	0
Capital Receipts	(2,000,000)	(10,108,000)	(12,335,000)	(3,837,000)	0
Unsupported Borrowing	0	(11,092,000)	1,279,000	1,243,000	(650,000)
Borrowing	0	(11,092,000)	1,279,000	1,243,000	(650,000)
Total Financing	(4,000,000)	(42,322,000)	(22,784,000)	(3,594,000)	(2,300,000)
(Surplus) / Deficit	0	0	0	0	0

Appendix J3

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 can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

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 programme is summarised below:

<u>GENERAL RECEIPTS</u>	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000	£000
Balance as at 1st April	7,291	6,552	6,762	14,062	26,923	30,851
Less: capital receipts used for financing	(1,877)	(2,481)	(3,417)	(698)	(76)	(538)
	5,414	4,071	3,345	13,363	26,847	30,313
Capital receipts forecast	1,134	2,688	21,165	13,556	4,000	2,000
Deferred capital receipts	4	4	4	4	4	4
Less: capital receipts set aside: Abergavenny Regeneration Scheme	0	0	(10,452)	0	0	0
Balance as at 31st March	6,552	6,762	14,062	26,923	30,851	32,317
<u>LOW COST HOME OWNERSHIP RECEIPTS</u>	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000	£000
Balance as at 1st April	60	60	0	0	0	0
Less: capital receipts used for financing	0	(60)	0	0	0	0
	60	0	0	0	0	0
Capital receipts received	-	-	-	-	-	-
Capital receipts forecast	-	-	-	-	-	-
Balance as at 31st March	60	0	0	0	0	0

Appendix J4

CAPITAL RECEIPTS SUMMARY AND RISK FACTORS

The analysis below provides a summary of the receipts and the respective risk factors:

Risk Factor	2013/14	2014/15	2015/16	2016/17	2017/18	Total	
	£	£	£	£	£	£	
Education Receipts							
Low	0	0	0	0	0	0	0%
Medium	0	450,000	100,000	0	0	550,000	5%
High	160,000	1,485,000	9,206,000	0	0	10,851,000	95%
	<u>160,000</u>	<u>1,935,000</u>	<u>9,306,000</u>	<u>0</u>	<u>0</u>	<u>11,401,000</u>	
County Farm Receipts							
Low	852,500	0	0	0	0	852,500	40%
Medium	565,000	0	0	0	0	565,000	26%
High	305,000	330,000	100,000	0	0	735,000	34%
	<u>1,722,500</u>	<u>330,000</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>2,152,500</u>	
General Receipts							
Low	95,000	0	0	0	0	95,000	1%
Medium	200,000	16,000,000	0	0	0	16,200,000	95%
High	20,000	650,000	0	0	0	670,000	4%
	<u>315,000</u>	<u>16,650,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>16,965,000</u>	
Strategic Accommodation Review							
Low	0	0	0	0	0	0	0%
Medium	0	0	0	0	0	0	0%
High	490,000	1,500,000	150,000	0	0	2,140,000	100%
	<u>490,000</u>	<u>1,500,000</u>	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>2,140,000</u>	
Dependent on Outcome of LDP							
Low	0	0	0	0	0	0	0%
Medium	0	0	0	0	0	0	0%
High	0	750,000	4,000,000	4,000,000	2,000,000	10,750,000	100%
	<u>0</u>	<u>750,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>2,000,000</u>	<u>10,750,000</u>	
TOTALS							
Low	947,500	0	0	0	0	947,500	2%
Medium	765,000	16,450,000	100,000	0	0	17,315,000	40%
High	975,000	4,715,000	13,456,000	4,000,000	2,000,000	25,146,000	58%
Total	<u>2,687,500</u>	<u>21,165,000</u>	<u>13,556,000</u>	<u>4,000,000</u>	<u>2,000,000</u>	<u>43,408,500</u>	

Appendix J5 Capital pressures

Major Capital Pressures (Revised)	
Description of Pressure	£ during MTFP
The major review of the waste Mgt service is still ongoing but will report in late Spring 2014. If MCC does need to change and provide receptacles for residents then a cost of between £1.5-2m will be incurred. To accommodate the change at kerbside, developments will be needed at our transfer stations. Work is to begin in Oct-Nov to determine options and costs, but indicative cost c£0.5-1m depending on scale of works required. There is also a desire to upgrade Monmouth CA site and indicative costs are £1.5-2m. 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. However if MCC wanted to run and manage the sites themselves to maintain maximum value in them then the capital cost would be required. This cost-benefit work is also to be undertaken to fit in with the review. In addition new vehicles for a change in service could amount to £9-10m+, but obviously there are other methods of paying for vehicles.	£2,000,000 to £5,000,000 excl vehicles
Bringing County highways to the level of a fully repaired network.	£80,000,000
Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips	£5,000,000
Backlog on highways structures including old culverts, bridges and retaining walls, including Gilwern Viaduct	£11,134,000
Reprovision or repair of Chain Bridge - The figure should be taken as a very provisional indicator of potential costs associated with this project. At this stage there is insufficient information available to be able to indicate anything other than an indicative figure. The project is however being developed and costs will be updated as further information gathered.	£2,500,000
Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. Being reviewed so £18m probably conservative	18,000,000
Caldicot Castle - longer term pressures for the castle .e.g. the condition of the curtain walls / towers etc..? Its very much a ball park figure put we estimated it as £2-3M, depending if its backlog of maintenance (towards the lower figure) or improvements to bring the visitor facilities up to modern standards (the higher end)	3,000,000
Disabled adaptation works to public buildings required under disability discrimination legislation	9,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. We have some assessment work currently underway on the bridge programme to make it more accurate (which is probably likely to increase it).	£2,000,000
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	£1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last nine years. Each year the fully committed/spent date falls earlier in the financial year. In 12/13 this occurred at the end of September. Next year we expect the pot to run out well into September. The consequences of continuing with this level of funding are: 1. Clients with serious and complex disabilities have to wait at least six months (often longer) for urgent adaptations to their homes. Social care and health will be experiencing costs elsewhere as a result. 2. MCC fails to approve DFG's within the statutory six month timescale which leaves us open to legal challenge. 3. MCC's KPI for processing DFGs will become longer each year, following substantial efficiency reviews we have moved up from amongst the average performing authorities to be amongst the best but could easily slip back as other LAs "catch up". The period while we wait for the next funding availability is detrimental to our turnaround time. The provision of an additional capital allocation of £500k in 14/15 would probably enable MCC to avoid the consequences stated in 1 and 2 above and bring an improvement in item 3.	£500,000

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

REPORT: Revenue and Capital Budget 2014/15 –
Final proposals
AUTHOR: Joy Robson
MEETING AND DATE OF MEETING: Cabinet – 12th February 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: 6th February 2014

Signed: *J Robson*

Post: Head of Finance

I accept/~~do not accept~~ the recommendation made above.

Paul Matthews

Proper Officer

Date: 6/2/14

Monmouthshire County Council Medium Term Financial Plan - Equality Impact Assessment Matrix

2014 -2015

1 mark denotes a significant impact

Proposal No:	Proposal Description												Highlighted Significant Impacts	Mitigating or reasonable adjustments, positive actions or maximising opportunity actions
		Age	Disability	Gender reassignment	Marriage & Civil Partnership	Pregnancy & maternity	Race	Religion & Beliefs	Gender	Sexual orientation	Welsh Language			
1	Development of Leisure Services - income maximisation	0	0	0	0	0	0	0	0	0	0	0		
2a	Collaboration on Housing Services - working with Torfaen CBC	0	0	0	0	0	0	0	0	0	0	0		
2b	Development of Careline Services - commercialisation of service	0	0	0	0	0	0	0	0	0	0	0		
3	Community meals increase take up increasing customer base	0	0	0	0	0	0	0	0	0	0	0		
4	Community Meals service cost neutral service	1	1	0	0	0	0	0	0	0	0	0	Potential for a loss of clients	Gradual increase in price/ also differentiated service- no pudding cost reduces
5	sustainable energy initiatives - investing in green energy initiatives	0	0	0	0	0	0	0	0	0	0	0		
6	Museums Shire Hall	1	1	0	1	0	0	0	0	0	0	0	Museums/TIC - access issues for disabled, elderly, pregnant	Consult Town & Comm Councils & community groups on mitigations.
6a	Caldicot Castle	0	0	0	0	0	0	0	0	0	0	0		
6b	Tintern Old Station	0	0	0	0	0	0	0	0	0	0	0		
7	School meals	0	0	0	0	0	0	0	0	0	0	0		
8	Voluntary grants	1	1	0	0	0	0	0	0	1	0	1	Removal of grants would have an adverse impact	Grant application criteria drawn up and grants to be bid for/ Groups engaged with at a very early stage by council/ Looking at other sources of funding/discussing ways of improving marketing and fundraising etc
9	Practice change - flexible budgets	1	1	0	0	0	0	0	0	1	0	0	Large budget reduction proposed - impact on age/disability/gender	Pilot project and review all open cases. Review current provision - possible change of provision if appropriate and look to mitigate issues as they are identified as a Also look for greater family support
10	Re design day provision	1	1	0	0	0	0	0	0	0	0	0	Potential for Negative impact on service users with a Learning disability	Individual assessment of what a "good life looks like". Consultation with service users ongoing (sessions in February 2014. Regular assessment of impact on service users. Looking also to provide a "hub based" activity
11	Highways review of management	0	0	0	0	0	0	0	0	0	0	0		
12	Street lighting	0	0	0	0	0	0	0	0	0	0	0		
13	Street scene and pest control	1	1	0	0	0	0	0	0	0	0	0	Accessing providers and Affordability issues	(1) MCC to supply a preferred provider list at reasonable rates
14	Home to School transport	1	1	0	0	0	0	0	1	0	0	1	Proposed charging will affect low income families - on disability benefits etc	Full public consultation - discount to low income/access alternative methods of funding/Work with schools to see whether can offer other courses/Work with FE establishments to look at alternative funding or transport schemes.
15	Facilities transfer functions to other providers	0	0	0	0	0	0	0	0	0	0	0		
16	School delegated budgets	0	1	0	0	0	0	0	0	0	0	0	Possible impact on Special needs budgets + services within schools	Equality and Strategic Equality Plan training for Governors.
17	Review Individual school budget ALN contingency	1	1	0	0	0	0	0	1	0	0	1	Reducing ALN Budget by £130K	Contingency fund allocated + Steering Group created

Monmouthshire County Council Medium Term Financial Plan - Equality Impact Assessment Matrix

2014 -2015

1 mark denotes a significant impact

Proposal No:	Proposal Description	Age	Disability	Gender reassignment	Marriage & Civil Partnership	Pregnancy & maternity	Race	Religion & Beliefs	Gender	Sexual orientation	Welsh Language	Highlighted Significant Impacts	Mitigating or reasonable adjustments, positive actions or maximising opportunity actions
18	School library service - combine with general library service	1	0	0	0	0	0	0	0	0	0	Pupils denied library service	Schools to fund or subsumed within library service
19	Adult education - transfer service to Coleg Gwent	0	0	0	0	0	0	0	0	0	0		
20	Gwent Music Service - reduction in subsidy	1	1	0	0	0	0	0	0	0	0	Cost of paying for service/instruments	Schools to subsidise? Re model service delivery
21	Review of other Education collaborative arrangements - Gwent VI support	0	0	0	0	0	0	0	0	0	0	No assessment done yet	Likely to be negative impact
22a	Deletion of post in Integrated family support service	0	0	0	0	0	0	0	0	0	0		
22b	Deletion of Care coordinator post	0	0	0	0	0	0	0	0	0	0		
23a	SC+H Staffing issues	0	0	0	0	0	0	0	0	0	0		
23b	SC+H Childrens and adults	0	0	0	0	0	0	0	0	0	0		
23c	Commissioning team service efficiencies	0	0	0	0	0	0	0	0	0	0		
24	SC+H transition team transfer to Bright new futures	0	0	0	0	0	0	0	0	0	0		
25	Transport fleet rationalisation	1	0	0	0	0	0	1	0	0	1	Welsh Language + religious choice/ ALN children/	Full public consultation - discount to low income/access alternative methods of funding/Work with schools to see whether can offer other courses/Work with FE establishments to look at alternative funding or transport schemes.
26	Strategic property review	0	0	0	0	0	0	0	0	0	0		
27	Property services and procurement	0	0	0	0	0	0	0	0	0	0		
28	R+C staffing restructure	0	0	0	0	0	0	0	0	0	0		
29	CEO staffing efficiencies including on line services	0	0	0	0	0	0	0	0	0	0		
30	CEO One stop shops and libraries reduction in staffing	1	1	0	0	1	0	0	0	0	0	Lack of access to local services	Considering joint services at different venues
31	ICT	0	0	0	0	0	0	0	0	0	0		
32	Review of additional payments											Overtime/allowance/honoraria issues/tighter sick system - mental health	Clear communications strategy required/strict adherence to employment regs
33	Sustaining independent lives in the community - Local Area Co-ordination	0	1	0	0	0	0	0	1	0	0		
34	Adult social care service transformation	0	0	0	0	0	0	0	0	0	0		
35	Transformation of childrens services for special needs / Mounnton House											Care required as vulnerable user group	Look to cater for females/attract more service users from Monmouthshire
36	Cost neutral waste services	1	1	0	0	0	0	0	1	0	0	Cumulative impact of charges	Proposal added to EQIA for overall fees and charges report
Overall total		14	14	0	1	1	0	3	4	0	4		



Appendix L2

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Capital MTFP	SLU	Finance
Policy author / service lead	Name of assessor	Date of assessment:
Joy Robson	Joy Robson	19/11/13

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

Yes

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

To outline the capital budget proposals for the MTFP

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

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

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

The capital MTFP has not changed significantly since it was agreed last year, the roll forward of one year has maintained the core programme.

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.

Evidence of pressures

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

There is insufficient funding to meet the pressures

7. Final stage – What was decided?

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

No change

• **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**

Signed.....Joy Robson.....Designation.....Head of Finance.....Dated.....19/11/13.....

Appendix A

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 To outline capital budget proposals for the MTFP	
Name of the Division or service area Finance		Date “Challenge” form completed 19/11/13	
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		Neutral	
Improve housing quality and provision		Neutral	
Reduce ill health and improve healthcare provision		Neutral	
Promote independence		Neutral	

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

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

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 19/11/13

