

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING FOR CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE MEMBERS AT 1.30PM**

**County Hall  
The Rhadyr  
Usk  
NP15 1GA**

**14<sup>th</sup> January 2014**

**Notice of Meeting:**

**Special Meeting of the Children and Young People Select Committee**

**Monday 20<sup>th</sup> January 2014 at 2.00pm  
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

**AGENDA**

<b>Item No</b>	<b>Item</b>
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To review the draft capital budget proposals for 2014/15 to 2017/18 (report attached).
4.	To review and respond to the draft revenue budget proposals for 2014/15 (report attached).

**Paul Matthews,**

**Chief Executive**

# Children and Young People Select Committee

## County Councillors:

D. Blakebrough  
P.R. Clarke  
P.S. Farley  
J. George  
L. Guppy  
D.W. H. Jones  
P. Jones  
S. Jones  
R. P. Jordan  
M. Powell  
A.C. Watts

## Added Members

### Voting on Education Issues Only

Revd. Dr. S. James (Church in Wales)  
Vacancy (Catholic Church)  
Mrs. A. Lewis (Parent Governor Representative)  
Mrs. S. Morgan-Owen (Parent Governor Representative)

## Added Members

### Non-Voting

Mr. G. Murphy (NAHT)  
Vacancy (ASCL)  
Vacancy (NUT)  
Vacancy (Free Church Federal Council)  
Vacancy (NASUWT)  
Vacancy (Monmouthshire Association of School Governors)

## 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: CAPITAL BUDGET PROPOSALS 2014/15 TO 2017/18**

**MEETING: Children and Young People Select committee**

**DATE: 20th January 2014**

**DIVISION/WARDS AFFECTED: Countywide**

**1. PURPOSE:**

1.1 To outline the proposed capital budget for 2014/15 and the indicative capital budgets for the three years 2015/16 to 2017/18.

**2. RECOMMENDATIONS:**

2.1 That Select committees review the draft capital budget proposals for 2014/15 to 2017/18 released for consultation purposes as set out and referred to in Appendix 2.

**3 RECOMMENDATIONS AGREED BY CABINET ON 4<sup>TH</sup> DECEMBER 2014**

3.1 That Cabinet issues its draft capital budget proposals for 2014/15 to 2017/18 for consultation purposes as set out and referred to in Appendix 2.

3.2 That Cabinet affirms the capital strategy which was adopted last year and 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 21<sup>st</sup> Century Schools Programme, whilst recognizing the risks associated with this approach.

3.3 That Cabinet reviews the Capital programme when a revised 21<sup>st</sup> Century Schools programme is developed.

3.4 That Cabinet agrees to the sale of the assets identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.

- 2.5 That Cabinet agrees to the associated costs of disposal outlined in appendix 7 required to process the sale of assets identified in the exempt background paper.

### 3. KEY ISSUES:

#### Capital budget strategy

- 3.1 Last year a capital MTFP strategy was put in place in the face of an ever reducing resource base from Welsh Government. This strategy had the following key components:

- The core MTFP capital programme needed to be financially sustainable without further draw on either prudential borrowing or capital receipts.
- Capital receipts and any further prudential borrowing will be needed to match fund the Council's priority of 21<sup>st</sup> century schools (currently estimated at £40 million).
- Budgets for Disabled Facilities Grants and Access for all schemes will be maintained in line with the Council's priority of protecting services to vulnerable adults and children.
- No inflation increases will be applied to any of the capital programme
- The property maintenance budget and Infrastructure maintenance budget were reset at a financially sustainable level

It should be noted that the Highways infrastructure funding from Welsh Government (£1.81 million) will cease in 2015/16, further reducing the capital budget available for highways works in the latter years of the medium term programme.

- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- School kitchens budget to be ceased from 2015/16 on the basis that the project to upgrade school kitchens can be completed by then.
- Budget for Area Management £60k will be maintained in the programme pending the review of community grants throughout the Authority
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the 21<sup>st</sup> century schools programme.

## **Capital MTFP update**

3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant. The following updates are available:

- The list of capital pressures falling upon the Authority's fixed assets has been updated and these form the backdrop to the programme presented here. Capital pressures of over £130 million are outlined in Appendix 1.
- The provisional capital settlement was received on 16<sup>th</sup> October 2013. The capital MTFP had projected no increase in funding for 2014/15, however the provisional settlement has identified a small increase of £149,000 on 2013/14 levels.
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The rolled forward capital programme identified a deficit in year 4, the small surpluses caused by the settlement have enable Authority funding to be rolled forward to fund the deficit in the final year.

3.3 Most of the major development schemes present in the programme over the last couple of years such as the Strategic accommodation project, Abergavenny regeneration and the new cattle market will not be a feature of the programme going forward as they will be largely complete. The remaining capital programme from 2014/15 is essentially made up of the underlying core programme of works:

- To maintain existing assets such as highways, infrastructure (including the final year of WG supported highways infrastructure investment), property and county farms.
- Inclusion schemes – Access for all, Disabled facilities grants
- Other – school kitchens, area management, enhancements or preparation of assets for sale
- IT schemes – these are funded from the IT reserve and work is progressing on establishing the future IT demands, so there are no schemes currently identified for the medium term programme.

## **3.4 Issues for the underlying programme**

Whilst a strategy has been set that enables the programme to be balanced (excluding 21<sup>st</sup> century schools), this does not mean that there is no risk associated with it. The huge pressures outlined in Appendix 1 are not being addressed in the current strategy and the current maintenance programmes are barely sufficient to maintain existing assets or deal with the backlog. Given the pressures outlined, Cabinet have confirmed acceptance of this risk.

The Abergavenny Library scheme has not progressed, but is still contained in the programme. Further work is continuing in this area to assess community views.

A report on the Gilwern Cycle track went to Cabinet in November with a recommendation that the business case be considered in the process of constructing the Capital MTFP – the business case is still being developed and therefore the scheme has not been included in the MTFP.

Cemeteries – investigation work is continuing and as it is expected that this will ultimately lead to a requirement for further capital funding – there is no funding for any future schemes in the MTFP. Any schemes agreed over and above those included in the programme will either reduce the funding available for the future schools programme, or require a reduction in the current programme.

Area budgets - £60k is included for the 4 areas to distribute, consideration could be given to reducing or stopping this funding in order to fund other priorities.

### **21<sup>st</sup> Century Schools**

- 3.5 The 21<sup>st</sup> century schools programme is the most significant investment programme in the authority's schools for a generation. In order to achieve this ambition, the capital strategy outlined above is necessary to create an underlying core programme that is financially sustainable and therefore enable the Authority to concentrate its own resources on the priority of 21<sup>st</sup> century schools. The budget proposals do not include the 21<sup>st</sup> Century schools strategic outline programme (SOP), approved at outline stage by WG following a Ministerial Announcement on 5<sup>th</sup> December 2011. This identified a match funding capital requirement for the Authority of circa £40 million. A programme of work is continuing to be developed in order to develop business cases for further consideration by WG and final approval of funding that will come on stream in 2014/15. To this end a core funding commitment to the education programme has been maintained in the last 2 years to enable preparation work to continue. Early funding has been released for Raglan Primary school and following approval by Council on 21<sup>st</sup> November 2013, has now been included in the core schools programme. (See Appendix 3).

The draft revised 21<sup>st</sup> century schools Programme 2014/18 (that is still subject to funding approval from Welsh Government and consideration by Council) can be seen at Appendix 3a and the 21<sup>st</sup> Century Schools strategic outline programme will be subject to a separate report when appropriate.

### **Available capital resources**

- 3.6 The capital strategy identified above establishes that the core programme will be financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This is required in order to enable the Council's own resources of prudential borrowing and capital receipts to be prioritised for the 21<sup>st</sup> Century Schools Programme.
- 3.7 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of prudential borrowing for the 21<sup>st</sup> Century Schools Programme will need to be assessed carefully.



3.8 In the light of the above, the Council needs to make a concerted effort to maximize its capital receipts generation over the next few years. The table below illustrates the balance on the useable capital receipts reserve over the period 2013/14 to 2017/18 taking into account capital receipts forecasts provided by Estates and balances drawn to finance the existing programme. Further detail is provided in Appendix 4.

<b>GENERAL RECEIPTS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 31st March	5,926	14,934	27,088	30,990	32,457

3.9 The above table illustrates that the capital receipts balance is set to increase over the MTFP, however, this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a further significant risk. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process. Last year the future capital receipts strategy identified a couple of options to generate further receipts, these are outlined below with an update against each:

- Approval of a revised County Farms strategy – this was completed
- Second phase review of accommodation/building in use by the council, with a view to further rationalization – an accommodation working group is considering this review, this is also key in identifying revenue savings.
- Identification of services that can be combined as part of the whole Place agenda and 21<sup>st</sup> century schools development, and therefore release buildings for sale – work has started in Caldicot and Abergavenny
- Authority's role in low cost home ownership scheme – a business case is being prepared to identify the options available to maximize the receipt to be gained from this scheme.

#### **4. REASONS:**

4.1 To provide an opportunity for consultation on the capital budget proposals.

#### **5. RESOURCE IMPLICATIONS:**

5.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, but also the risks associated with not addressing the pressures outlined in Appendix 1.

Substantial further resource implications will be identified when the 21<sup>st</sup> Century Schools Programme is more developed.

**6. EQUALITY AND SUSTAINABILITY IMPLICATIONS:**

- 6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.
- 6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding
- 6.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

**7. CONSULTEES:**

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance

**8. APPENDICES:**

Appendix 1 – Capital MTFP evidence based pressures  
Appendix 2 – Capital budget summary programme 2014/18  
Appendix 3 – Core Schools programme 2014/18 (excluding 21<sup>st</sup> Century Schools)  
Appendix 3a – 21<sup>st</sup> century schools programme for information  
Appendix 4 – Forecast capital receipts 2014/15 to 2017/18  
Appendix 5 – Capital receipts risk factors  
Exempt Appendix 6 – Forecast receipts  
Exempt Appendix 7 - Cost of Disposal  
Appendix 8 - Equality Impact Assessment

**9. BACKGROUND PAPERS:**

List of planned capital receipts and County Farms costs of disposal: Exempt by virtue of s100 (D) of the Local Government Act 1972

**10. AUTHOR:**

Joy Robson – Head of Finance

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## APPENDIX 1

<b>Major Capital Pressures (Revised)</b>	
<b>Description of Pressure</b>	<b>£ during MTFP</b>
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 safe road 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.	£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
Total	£134,334,000

## Appendix 2 CAPITAL BUDGET SUMMARY 2014 to 2018

	Original Budget 2013/14	Slippage B/F 2013/14	Budget Adjustments 2013/14	Revised Budget 2013/14	Indicative Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17
Asset Management Schemes	2,783,305	1,048,553	1,232,000	5,063,858	2,148,090	1,929,278	1,929,278
School Development Schemes	3,248,931	2,422,035	623,500	6,294,466	2,892,000	1,437,000	133,500
Infrastructure & Transport Schemes	4,610,925	591,882	380,000	5,582,807	4,022,731	2,240,740	2,240,740
Regeneration Schemes	3,300,000	6,746,414	393,288	10,439,702	0	0	0
Sustainability Schemes	0	0	236,436	236,436	0	0	0
County Farms Schemes	273,498	293,907	0	567,405	304,726	300,773	300,773
Inclusion Schemes	850,000	287,449	165,000	1,302,449	850,000	850,000	850,000
ICT Schemes	0	612,249	372,000	984,249	0	0	0
Vehicles Leasing	3,085,000	0	(1,385,000)	1,700,000	1,500,000	1,500,000	1,500,000
Other Schemes	198,000	213,979	0	411,979	230,000	60,000	60,000
<b>TOTAL EXPENDITURE</b>	<b>18,349,660</b>	<b>12,216,468</b>	<b>2,017,224</b>	<b>32,583,352</b>	<b>11,947,547</b>	<b>8,317,791</b>	<b>7,014,291</b>
Supported Borrowing	(2,325,000)	0	0	(2,325,000)	(2,421,000)	(2,421,000)	(2,421,000)
Unsupported (Prudential) Borrowing	(9,043,771)	(7,400,969)	(536,436)	(16,981,176)	(3,523,297)	(1,000,000)	(1,000,000)
Grants & Contributions	(3,469,774)	(602,173)	(1,737,788)	(5,809,735)	(3,443,500)	(1,473,000)	(1,473,000)
Reserve & Revenue Contributions	0	(601,744)	(597,000)	(1,198,744)	0	(518,541)	(518,541)
Capital Receipts	(426,115)	(3,611,582)	(531,000)	(4,568,697)	(1,059,750)	(1,405,250)	(101,750)
Vehicle Lease Financing	(3,085,000)	0	1,385,000	(1,700,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	<b>(18,349,660)</b>	<b>(12,216,468)</b>	<b>(2,017,224)</b>	<b>(32,583,352)</b>	<b>(11,947,547)</b>	<b>(8,317,791)</b>	<b>(7,014,291)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appendix 3 - Schools capital programme  (includes Raglan)	Financial Year	Financial Year	Financial Year	Financial Year	Financial Year
	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual 2012/13 £	Approved Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>					
Caldicot Green Lane - New School	3,447,795	368,071			
Caldicot Castle View (St Mary's) - Remodelling	2,798	42,202			
Welsh Medium secondary joint project	151,500				
Rogiet Primary (new school)	13,295	45,000			
Llanfoist Primary School	35,911	3,979			
Wyesham Primary School	2,470	3,847			
Pembroke Primary (Major Extension)	3,000	19,528			
Access For All	88	145,706	50,000	50,000	50,000
Llanover Primary - remedial works	64,800				
Thornwell Primary	308,141	3,544,428	92,000		
Thornwell - Flying Start	468	75,000			
Future Schools (Initial funding)	232,794	1,767,205			
Raglan Primary		279,500	2,750,000	1,387,000	83,500
<b>Total Expenditure</b>	<b>4,263,060</b>	<b>6,294,466</b>	<b>2,892,000</b>	<b>1,437,000</b>	<b>133,500</b>
<b>Financing:</b>					
Transitional SBIG Green Lane (80%)	(2,760,000)				
WAG Flying Start Grant (Thornwell)	(80,000)	(75,000)			
Future schools funding - Raglan Primary		(279,500)	(1,970,500)		
<b>External Grant Funding</b>	<b>(2,840,000)</b>	<b>(354,500)</b>	<b>(1,970,500)</b>	<b>0</b>	<b>0</b>
Insurance Settlement	(12,693)	(1,969,774)			
<b>Developer Contributions</b>	<b>(12,693)</b>	<b>(1,969,774)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Education Receipts	(902,684)	(201,273)			
MCC Capital Receipts		(626,216)	(871,500)	(1,387,000)	(83,500)
<b>Capital Receipts</b>	<b>(902,684)</b>	<b>(827,489)</b>	<b>(871,500)</b>	<b>(1,387,000)</b>	<b>(83,500)</b>
Supported Borrowing	(59,441)	(299,000)	(50,000)	(50,000)	(50,000)
Unsupported Borrowing	(448,242)	(2,843,703)			
<b>Total Financing</b>	<b>(4,263,060)</b>	<b>(6,294,466)</b>	<b>(2,892,000)</b>	<b>(1,437,000)</b>	<b>(133,500)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

APPENDIX 3a Future Schools	Financial Year 2014/15	Financial Year 2015/16	Financial Year 2016/17
	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>			
Monmouth Comprehensive School - 1600 Place	4,036,500	19,911,000	9,327,500
Caldicot Comprehensive School - 1500 Place	4,036,500	19,911,000	7,327,500
Welsh Medium Secondary Schools	2,500,000	2,500,000	0
<b>Total Expenditure</b>	<b>10,573,000</b>	<b>42,322,000</b>	<b>16,655,000</b>
<b>Financing:</b>			
Future schools grant - Monmouth	(1,736,500)	(10,311,000)	(4,627,500)
Future schools grant - Caldicot	(1,736,500)	(10,811,000)	(3,127,500)
Future schools grant - Welsh Medium	(2,500,000)		
<b>External Grant Funding</b>	<b>(5,973,000)</b>	<b>(21,122,000)</b>	<b>(7,755,000)</b>
Capital Receipts	(3,064,000)	(6,832,000)	(3,691,000)
Set aside to repay borrowing		(1,536,000)	(14,368,000)
<b>Capital Receipts</b>	<b>(3,064,000)</b>	<b>(8,368,000)</b>	<b>(18,059,000)</b>
Unsupported Borrowing	(1,536,000)	(14,368,000)	(5,209,000)
Use of capital receipts to repay borrowing		1,536,000	14,368,000
<b>Borrowing</b>	<b>(1,536,000)</b>	<b>(12,832,000)</b>	<b>9,159,000</b>
<b>Total Financing</b>	<b>(10,573,000)</b>	<b>(42,322,000)</b>	<b>(16,655,000)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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:

<b>GENERAL RECEIPTS</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	7,291	6,552	5,926	14,934	27,088
Less: capital receipts used for financing	(1,877)	(3,317)	(1,709)	(1,405)	(102)
	5,414	3,235	4,217	13,528	26,986
Capital receipts forecast	1,134	2,688	21,165	13,556	4,000
Deferred capital receipts	4	4	4	4	4
Less: capital receipts set aside:					
Abergavenny Regeneration Scheme	0	0	(10,452)	0	0
County Hall / Strategic Accommodation	0	0	0	0	0
<b>Balance as at 31st March</b>	<b>6,552</b>	<b>5,926</b>	<b>14,934</b>	<b>27,088</b>	<b>30,990</b>
<b>LOW COST HOME OWNERSHIP RECEIPTS</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	60	60	0	0	0
Less: capital receipts used for financing	0	(60)	0	0	0
	60	0	0	0	0
Capital receipts received	-	-	-	-	-
Capital receipts forecast	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appx 5 Risk factors

<b>CAPITAL RECEIPTS SUMMARY AND RISK FACTORS</b>										
The analysis below provides a summary of the receipts and the respective risk factors:										
<b>Risk Factor</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>				
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>				
<b>Education Receipts</b>										
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%	
	160,000	1,935,000	9,306,000	0	0	11,401,000				
<b>County Farm Receipts</b>										
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%	
	1,722,500	330,000	100,000	0	0	2,152,500				
<b>General Receipts</b>										
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%	
	315,000	16,650,000	0	0	0	16,965,000				
<b>Strategic Accommodation Review</b>										
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%	
	490,000	1,500,000	150,000	0	0	2,140,000				
<b>Dependent on Outcome of LDP</b>										
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%	
	0	750,000	4,000,000	4,000,000	2,000,000	10,750,000				
<b>TOTALS</b>										
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%	
<b>Total</b>	<b>2,687,500</b>	<b>21,165,000</b>	<b>13,556,000</b>	<b>4,000,000</b>	<b>2,000,000</b>	<b>43,408,500</b>				





## **Appendix 8**

**Equality Impact Assessment Form**

**and**

**Sustainable Development Checklist**

## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Capital MTFP	SLU	Finance
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
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”**

<b>Name of the Officer</b> completing “the Sustainability challenge”  <b>Joy Robson</b>		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  To outline capital budget proposals for the MTFP	
<b>Name</b> of the Division or service area  Finance		<b>Date</b> “Challenge” form completed  19/11/13	
Aspect of sustainability affected	<b>Negative impact</b>  <b>Please give details</b>	Neutral impact  <b>Please give details</b>	<b>Positive Impact</b>  <b>Please give details</b>
<b>PEOPLE</b>			
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	
<b>PLANET</b>			
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	

<b>PROFIT</b>			
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 <b>MITIGATE</b> the <b>negative impacts</b> (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**



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

**REPORT:** Capital Budget Proposals 2014/15 to 2017/18  
**AUTHOR:** Joy Robson  
**MEETING AND DATE OF MEETING:** Children and Young People Select Committee – 20<sup>th</sup> January 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:** 2/1/14

**Signed:** *J Robson*

**Post:** HEAD OF FINANCE

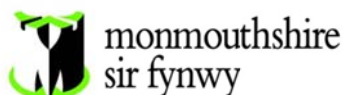
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I accept/do not accept the recommendation made above.

*Paul Matthews*  
\_\_\_\_\_  
Proper Officer

Date: 3/1/14





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**SUBJECT: BUDGET PROPOSALS 2014/15 to 2017/18**  
**MEETING: CHILDREN & YOUNG PEOPLE SELECT COMMITTEE**  
**DATE: 20TH January 2014**  
**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2014/15, for consultation purposes.
- 1.2 To consider the 2014/15 budget within the context of the 4 year Medium Term Financial Plan

**2. RECOMMENDATIONS:**

- 2.1 That Select committee scrutinises the budget savings proposals for 2014/15 released for consultation purposes and provide their response by the 31<sup>st</sup> January 2014.

**3. KEY ISSUES:**

**Background**

- 3.1 Cabinet has received a series of reports on the MTFP and budget position for next year. In September Cabinet considered the significant financial challenge facing the Authority over the medium term, with the prospect that restrictions on public spending look set to continue for the foreseeable future. At this stage the gap projected in the MTFP was £22 million over 4 years, with an £8.8 million gap for 2014/15.
- 3.2 At a special Cabinet meeting in October a number of work areas for savings were identified and presented to Members with savings targets totalling £12.8 million over the MTFP. The net savings proposals to meet the gap in 2014/15 were generated through a combination of service changes, efficiency savings, income generation and innovative approaches to service design and delivery where possible. An assumption was also included for a 3% increase in council tax per annum over the four year period. However, this still left a gap of £2.4 million to find next year and £4 million over four years.
- 3.3 At the Cabinet meeting in November, Members received an update on the Medium Term Financial Plan. This report outlined the results of the Provisional Settlement, including the transfer of specific grants into Revenue Support Grant. The effect of the provisional settlement was taken into account in the MTFP model along with known significant pressures and assumptions previously agreed. The effect of the provisional settlement was to increase the gap to be closed to £9.43 million for 2014/15 rising to £20.5 million

in 2017/18. Taking into account the savings targets identified the gap for 2014/15 was now £2.9 million.

3.4 At that time the indicative settlement for 2015/16 showed an average reduction across Wales of 1.8% and this was used in the MTFP model. On further reflection it is considered that as Monmouthshire usually fairs worse than the average in settlement terms (1% worse in 2014/15), a reduction of 2.8% has now been modelled. This adds a further £1 million to the gap.

### **MTFP Strategy**

3.5 The approach taken to developing the MTFP strategy has been to take a longer term view of the position both in terms of the forecast shortfall but also in identifying areas for achieving savings in the medium term. Many of these areas relate to service transformation pieces of work and require long lead in times to make the changes. This approach has been key to enabling a focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Partnership Agreement, to be maintained, namely:

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

3.6 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment which has also recently been reviewed.

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

<b>Proposal</b>	<b>Link to Priority Areas / Single Integrated Plan</b>	<b>Link to Whole Authority Risk assessment</b>
Schools budgets have been protected, whilst savings have been sought from non-school budget areas	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
The revenue impact of capital investment in the future schools	Direct Spending in schools is maintained People are Capable, confident	

programme has been factored into the plan	and Involved Our County Thrives	
Social care budgets will see additional resources going into the budget for Adults social services and Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The plan allows for the lead in time on the service transformation projects in Adults social care and Children's services for special needs, to ensure that the focus can be on developing services that are sustainable and improve the lives of individuals	Services to protect vulnerable people Nobody is left behind	
Changes to the housing team and investment in Discretionary Housing payments seeks to support the vulnerable but also support claimants into work based learning, training and Jobs	Services to protect vulnerable people Nobody is left behind Our County Thrives	Seeking to mitigate the risks around homelessness and the impact of welfare reform
Work has started on reshaping the leisure and tourism offer to ensure it supports the creation of jobs and wealth in the local economy.	Activities that support the creation of jobs and wealth in the local economy Our County Thrives	
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently about what services should be delivered, how they should be delivered and	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	

<p>what income can be generated has been a clear imperative in working up the proposals.</p>		
--	--	--

3.8 The process adopted of capturing ideas through mandates and then developing more detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority and the strategic risks from the whole authority risk assessment. This is the first year this approach has been used and inevitably there will be room for improvement in future years.

**Savings Targets**

3.9 Since the October report, further work has been completed on the savings areas originally identified and many of the savings mandates have been considered by Select committees. Cabinet have considered the views of select committees and further work has led to targets being refined, some increasing and other decreasing, with a net increase of £52k on the original target set. In some cases the saving target has remained the same but the shape of the proposal to achieve the target has changed. The Appendix 1 includes a summary sheet of all the proposals with shaded columns showing the revised position as it now stands.

3.10 In addition, a series of community events have been held and ideas captured from those events have identified a further 82 ideas to explore. Some of the ideas put forward are already being considered in the proposals attached to this report or have helped to reshape the proposals e.g. One Stop Shops and Libraries proposal and the Tourism proposals. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the current budget mandates. These included changes to the use of community assets, developing new technology solutions and reviewing terms and conditions to make services more efficient.

3.11 The Leader and Chief Executive have held staff sessions throughout the authority meeting over 1000 staff and this has also generated further ideas, many of which have been implemented immediately. The extent of the engagement so far has certainly been valuable in providing a base from which further engagement can be undertaken, a bank of individuals have expressed their interest in working further with us on the challenges being faced.

3.12 It is recognised that more emphasis has been put on the 2014/15 proposals and figures in order to set the budget and close the gap for next year. This has been the focus of the work taken through Select Committees. The individual proposals are outlined in Appendix 2 and have been through an initial equality challenge, the results of which are linked to each proposal.

3.13 Work is continuing on the need to address the longer term issue of a reducing resource base. It is expected that further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up



and submitted for scrutiny through select committees. This will ensure that the work needed to balance the MTFP is undertaken now in order to deliver savings in the later years of the plan.

### **Additional Pressures**

- 3.14 At the 4<sup>th</sup> December Cabinet meeting members considered the month 6 revenue forecast position, which is currently showing an overspend position. The analysis and issues arising from this are explored in that report, however the potential impact on 2014/15 has also been assessed. Analysis of the overspend in Children's social services has identified that there is an underlying overspend relating to increasing numbers of children placements and whilst this is a volatile budget, it is considered that there is an underlying trend that will continue into 2014/15. In recognition of this the 2013/14 pressure has been retained in the budget figures for 2014/15 in the sum of £400,000. There is a risk that this will still not be enough to cover the pressure in this area whilst work continues to further improve the situation. In these circumstances, it is proposed that for next year only, the Priority Investment reserve provides scope to ensure that costs are covered in the event that the pressures cannot be contained within the overall budget.
- 3.15 Analysis of the 2013/14 budget savings to be achieved has also been undertaken. Further progress has been made in this area, resulting in a reduction in the pressure to be carried forward from £614,000 to £236,000.
- 3.16 The Capital MTFP was also considered by Cabinet at its meeting on 4<sup>th</sup> December 2013, and the revenue impact of this has now been reflected in the revenue MTFP, including revised treasury forecasts as a result of expected cash flows, and the need to borrow externally rather than internally. The net impact of 21<sup>st</sup> century schools has also been reviewed and separately identified in the pressures list. Together these adjustments increase the pressure in the first two years of the plan and reduce the impact in the last two years, mainly due to the timing of capital receipts and profile of capital spend.
- 3.17 Grant funding streams have been reviewed and a pressure of £232,000 has now been included for Waste which mainly relates to an 8.6% reduction in the Sustainable Waste Management Grant.
- 3.18 A one off cost relating the LDP for consultants, the Inspector and examination has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.19 Overall the total list of pressures has reduced by £67,000 and the revised list is contained in Appendix 3 with the shaded columns showing the changes that have been made. It should be noted that other pressures within services are required to be managed within Directorates.

### **Council Tax**

- 3.20 The Council Tax increase in the budget has been retained at 3% per annum across the MTFP. In addition the demand for Council Tax Reduction Scheme payments has been assessed as reducing by £100,000 next year based on the forecasts being projected forward from the current year activity.

### **Summary position**

3.21 In summary the following position has been established:

	2014/15	Revised 2014/15	2015/16	Revised 2015/16	2016/17	Revised 2016/17	2017/18	Revised 2017/18	TOTAL	Revised
	£000	£000	£000	£000	£000	£000	£000	£000	£000	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
<b>Revised shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>
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)
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>2,729</b>	<b>(1,923)</b>	<b>(111)</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>2,880</b>

3.22 This leaves a gap of £2,880,000 still to be found over the 4 year period. The following options are being considered for meeting this gap:

- Reduce the non-pay inflation factor in the model by 1%, this saves £650,000 but would put pressure on every budget to find efficiency savings to manage a reduction in the inflation element provided in the budget. Managers are currently considering the implications of this on their services.
- Reduce the amount of funding for increments included in the model. Currently there is £750,000 included, however following a review of the costs this year; it is considered that the budget can be reduced by £400,000 as more staff reach the top of their JE grade.
- Reduce the travel allowances budget by £100,000 encouraging officers to make more use of the video conferencing facilities available in the offices
- Reserve fund the spike in the treasury costs of £297,000 for one year only
- Seek savings from some of the cost centres such as public health, legal and land charges where there has not yet been a contribution made, this could contribute £158,000. The implications of these savings on services are currently being assessed and further mandates will be provided with these details during the consultation period.

3.23 The proposals above would reduce the gap above to £1,049,000, for next year and £1.497 million over the four years of the MTFP see Appendix 4.

3.24 The final settlement is expected on 11<sup>th</sup> December 2013, however there is not expected to be a major change from the provisional position. There is still a significant lack of information on specific grants. Any changes will be verbally reported at the Cabinet meeting.

## Reserves strategy

- 3.25 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. (Appendix 5) 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.
- 3.26 Whilst every effort will be made to avoid redundancy costs the only budget in the MTFP relating to these costs is for school based redundancies, included as a pressure of £325,000. 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.
- 3.27 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.
- 3.28 The cost of producing the LDP has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.29 Recent work on the Treasury implications flowing through the MTFP has identified a spike in costs in 2014/15. Previously the Treasury Equalisation reserve has been used to even out the potential need for temporary funding. If this is used in this case this would draw £297,000 of reserve funding.
- 3.30 The resulting impact on earmarked reserves would be to take the usable balance down to below £1 million at the end of the MTFP period.

### **Next Steps**

- 3.31 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. There is therefore a further opportunity for Members, the public and community groups to consider the budget proposals and make comments on them.
- 3.32 Public engagement sessions (to include the formal requirement to consult businesses) will be held on the following dates:

Thursday 9<sup>th</sup> January – Caldicot School

Tuesday 14<sup>th</sup> January – Chepstow School

Wednesday 15<sup>th</sup> January – Abergavenny (leisure centre hall)

Saturday 18<sup>th</sup> January 10-4pm - Abergavenny Market Hall

Usk Memorial Hall TBC: Dates suggested are Tuesday 7<sup>th</sup> , Thursday 16<sup>th</sup> and Wednesday 22<sup>nd</sup> January.

Monday 20<sup>th</sup> January - Monmouth School (awaiting confirmation)

The purpose of these events is two fold; to provide feedback from the initial round of community engagement events but also to allow a broader consultation around the actual budget proposals.

#### Select Committee Scrutiny of Budget proposals

7<sup>th</sup> January at 10am – Strong Communities (budget scrutiny)

9<sup>th</sup> January at 9am until 4pm – Economy and Development (budget scrutiny all day)

20<sup>th</sup> January at 2pm - Children and Young People (budget scrutiny)

28<sup>th</sup> January at 10am – Adults (budget scrutiny)

29<sup>th</sup> January at 2pm – Joint Select Committee to scrutinise final budget proposals

#### Combined Area committees dates

Sevenside Area Committee – 29<sup>th</sup> January 2014

Bryn y Cwm and Central Monmouthshire Area Committee – 15<sup>th</sup> January 2014

- 3.33 The consultation period will end on 31<sup>st</sup> January 2014 and consultation responses will be considered by Cabinet before final budget proposals are presented to Cabinet on 12<sup>th</sup> February 2014 with a recommendation to full Council to set Council Tax on 27<sup>th</sup> February 2014.

#### **4. REASONS:**

- 4.1 To agree budget proposals for 2014/15 through to 2017/18 for consultation purposes

#### **5. RESOURCE IMPLICATIONS:**

As identified in the report and appendices

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

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

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

#### **7. CONSULTEES:**

SLT

Cabinet  
Head of Legal Services  
Head of Strategic Personnel

**8. BACKGROUND PAPERS:**

Appendix 1: Budget proposals summary

Appendix 2: Individual proposals – detailed mandates or business cases with attached equality impact assessments

Appendix 3: Revised Pressures list

Appendix 4: Summary position

Appendix 5: Reserves position

**9. AUTHOR:**

Joy Robson  
Head of Finance

**10. CONTACT DETAILS:**

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**E-mail:** [joyrobson@monmouthshire.gov.uk](mailto:joyrobson@monmouthshire.gov.uk)



## Appendix 1: Budget proposals

No.	Dir		Target	Revised	Target	Revised	Target	Revised	Target	Revised	TOTAL	TOTAL	
			Saving	Saving	Saving	Saving	Saving	Saving	Saving	Saving			
			2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
			(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
<b>Identification phase</b>													
<b>Adjusted Budget Shortfall 2017/18</b>			<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>	
<b>ADULT SELECT</b>													<b>Comments</b>
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
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
19	CYP	Adult Education	(90)	(90)	0	0	0	0	0	0	(90)	(90)	Cost reduction through reducing overheads and premises costs
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	(170)	(163)	0	0	0	0	0	0	(170)	(163)	Staffing efficiencies
24	SCH	SCH Transition project staff transfer to Bright New Futures	(14)	(14)	(14)	(14)	(12)	(12)	0	0	(40)	(40)	Combining our initiative with Bright new futures to establish a shared service mode
33	SCH	Sustaining Independent Lives in the community	(123)	(123)	(260)	(260)	0	0	0	0	(383)	(383)	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises
34	SCH	Adult Social Care Service Transformation	0	0	0	0	(728)	(728)	(700)	(700)	(1,428)	(1,428)	Building on the current integrated model as part of the wider redesign of social care
<b>Sub Total Adult Select</b>			<b>(894)</b>	<b>(887)</b>	<b>(309)</b>	<b>(309)</b>	<b>(880)</b>	<b>(880)</b>	<b>(800)</b>	<b>(800)</b>	<b>(2,883)</b>	<b>(2,876)</b>	
<b>CHILDREN &amp; YOUNG PEOPLE SELECT</b>													
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
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.
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
20	CYP	School Music service - reduction in subsidy	(50)	(50)	(50)	(50)	(50)	(50)	0	0	(150)	(150)	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	0	0	0	0	(70)	(70)	(100)	(100)	(170)	(170)	Reduction of contribution by half, needs of pupils will still need to be met, but an exercise around VFM will need to be done
22	SCH	SCH children's staff restructuring	(68)	(68)	0	0	0	0	0	0	(68)	(68)	Rationalising service delivery within children's services
35	CYP/SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	0	0	(470)	(470)	(496)	(496)	0	0	(966)	(966)	Proposal will look at more effectively integrating and streamlining the current service offer, with what matters for the child and family being the core focus of the review.
<b>Sub Total Children &amp; Young People Select</b>			<b>(957)</b>	<b>(886)</b>	<b>(655)</b>	<b>(655)</b>	<b>(826)</b>	<b>(826)</b>	<b>(310)</b>	<b>(310)</b>	<b>(2,748)</b>	<b>(2,677)</b>	
<b>ECONOMY &amp; DEVELOPMENT SELECT</b>													
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'

No.	Dir		Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised TOTAL	
		Identification phase	2014/15 (£000)	2014/15 (£000)	2015/16 (£000)	2015/16 (£000)	2016/17 (£000)	2016/17 (£000)	2017/18 (£000)	2017/18 (£000)			
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
25	RC	Transport review and fleet rationalisation	(100)	(105)	(40)	(40)	0	0	0	0	(140)	(145)	Increased income from private hire (Passenger Transport Unit), management and staff reduction
26	RC	Strategic Property Review (phase 2)	(147)	(75)	(100)	(100)	(350)	(350)	0	0	(597)	(525)	Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk
27	RC	Property services and procurement	(145)	(115)	0	0	0	0	0	0	(145)	(115)	Staff efficiencies, systems review and procurement savings
28	RC	R & C Staffing restructures	(140)	(140)	(240)	(240)	(200)	(200)	0	0	(580)	(580)	Senior management restructure to include new service groupings and alignments and green space concept
31	CEO	ICT	(100)	(300)	(100)	(100)	0	0	0	0	(200)	(400)	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget
		<b>Sub Total Economy &amp; Development Select</b>	<b>(1,002)</b>	<b>(1,105)</b>	<b>(985)</b>	<b>(985)</b>	<b>(795)</b>	<b>(795)</b>	<b>(200)</b>	<b>(200)</b>	<b>(2,982)</b>	<b>(3,085)</b>	
		<b>STRONG COMMUNITIES SELECT</b>											
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
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
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.
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
29	CEO	CEO - efficiencies, including on line services, staffing structures	(595)	(595)	0	0	0	0	0	0	(595)	(595)	Staffing efficiencies and improving on line services, reduction in democratic services will mean that only decision making committees can be serviced, merging of roles supporting area work
30	CEO	CEO - OSS and libraries - 10% reduction in staff budget	(180)	(180)	0	0	0	0	0	0	(180)	(180)	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure
36	RC	Cost neutral waste service	(60)	(60)	(270)	(270)	(20)	(20)	0	0	(350)	(350)	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags
37	RC	Waste Management - Project Gwyrdd	0	0	(750)	(750)	(250)	(250)	0	0	(1,000)	(1,000)	Mandate not needed, work already done, needs watching brief on implementation
		<b>Sub Total Strong Communities Select</b>	<b>(1,978)</b>	<b>(2,048)</b>	<b>(1,508)</b>	<b>(1,153)</b>	<b>(304)</b>	<b>(304)</b>	<b>0</b>	<b>0</b>	<b>(3,790)</b>	<b>(3,505)</b>	
32	ALL	Review of additional payments	(380)	(337)	0	0	0	0	0	0	(380)	(337)	Target a 10% reduction in additional payments made eg overtime, standby etc
		<b>Total savings</b>	<b>(5,211)</b>	<b>(5,263)</b>	<b>(3,457)</b>	<b>(3,102)</b>	<b>(2,805)</b>	<b>(2,805)</b>	<b>(1,310)</b>	<b>(1,310)</b>	<b>(12,783)</b>	<b>(12,480)</b>	
		Council tax funding	(1,327)	(1,327)	(1,367)	(1,367)	(1,408)	(1,408)	(1,450)	(1,450)	(5,552)	(5,552)	Based on recurrent 3% increases in Council Tax from 14/15 to 17/18
		CTRS payable on increased Ctax bills	183	183	188	188	194	194	199	199	764	764	Cost of council tax rises in terms of the increase in council tax benefit to be paid out
		Forecast reduction in demand for CTRS		(100)							0	(100)	Reduction in demand being modelled based on 2013/14 forecasts
		Council Tax Base	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(440)	(440)	Increase in council tax generated through assuming continuing growth in number of properties
		<b>Net Council Tax</b>	<b>(1,254)</b>	<b>(1,354)</b>	<b>(1,289)</b>	<b>(1,289)</b>	<b>(1,324)</b>	<b>(1,324)</b>	<b>(1,361)</b>	<b>(1,361)</b>	<b>(5,228)</b>	<b>(5,328)</b>	



No.	Dir	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised 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)		
	<b>Total</b>	(6,465)	(6,617)	(4,746)	(4,391)	(4,129)	(4,129)	(2,671)	(2,671)	(18,011)	(17,808)
	<b>Gap to be managed</b>	2,948	2,729	(1,923)	(111)	1,285	662	195	(400)	2,505	2,880
										2,505	2,880

### Appendix 3 : 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	
		<b>Dec Cabinet</b>							
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	6,403	6,403	11,204	11,204	12,865	12,865	14,740	14,740	Updated for new settlement forecast, -4%, -4%, 0%
3.Revised Budget shortfall per base model	7,144	7,144	9,775	10,775	11,437	12,437	13,311	14,311	Updated for provisional settlement forecast, -4.7%
Impact of transfers in on service grants	200	200	200	200	200	200	200	200	
	<b>7,344</b>	<b>7,344</b>	<b>9,975</b>	<b>10,975</b>	<b>11,637</b>	<b>12,637</b>	<b>13,511</b>	<b>14,511</b>	
<b>Add pressures:</b>									
Demographic pressure (ageing population)	300	250	300	250	300	250	300	250	
21st Century Schools - potential treasury impact 1	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	Now included in settlement figures above
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	
<b>Total Pressures</b>	<b>2,069</b>	<b>2,002</b>	<b>2,261</b>	<b>2,651</b>	<b>6,013</b>	<b>5,780</b>	<b>7,005</b>	<b>6,177</b>	
<b>Adjusted Budget Shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>12,236</b>	<b>13,626</b>	<b>17,650</b>	<b>18,417</b>	<b>20,516</b>	<b>20,688</b>	
	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271	

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

¼, 0%  
¼, -2.8%, 0%, 0%

Appendix 4 Summary MTFP position

	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
<b>Revised shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>
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)
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>2,729</b>	<b>(1,923)</b>	<b>(111)</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>2,880</b>

<b>Additional savings</b>										
Reduce funding for increments		(400)								
Reduce the non pay inflation factor by 1%		(650)								
Reduce travel allowances budget		(100)								
Reserve funding of treasury pressure 1 year only		(297)		297						
Savings from cost centres not yet contributing		(158)								
Reserve Funding of LDP pressure		(75)								
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>1,049</b>	<b>(1,923)</b>	<b>186</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>1,497</b>

**Appendix 2: List of Documents included in support of Budget proposals**

No.	Dir	Original Mandates	Documents for Budget Proposals	Comments
		<b>ADULT SELECT</b>		
2	RC	Collaboration on housing services and development of careline services	2. Business case RC Housing	
			2. EQIA RC Housing	
3	SCH	Community meals increase take-up	3. Updated Mandate SCH community meals	
			3. EQIA SCH Community meals	
4	SCH	Community meals - service transformation	4. Cabinet approved mandate SCH Community Meals - Service transformation	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Updated Mandate SCH All grants contract review, including EQIA	Covers £100k from SCH
9	SCH	Practice change - reduction in flexible budget/contingency	9. Detailed mandate SCH Practice Change, including EQIA	
10	SCH	Redesign day provision in line with My Day/My Life	10. Detailed mandate SCH My Day My Life Refocus, including EQIA	
19	CYP	Adult Education	19. Business case CYP Adults Education, including EQIA	
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	23. Updated Mandate SCH staffing efficiencies in Direct care	Restructure report to go to Cabinet including EQIA
			23. Updated mandate SCH Commissioning reduction	Restructure report to go to Cabinet including EQIA
24	SCH	SCH Transition project staff transfer to Bright New Futures	24. Updated Mandate SCH Transition	Restructure report to go to Cabinet including EQIA
33	SCH	Sustaining Independent Lives in the community	No further documents needed	Cabinet already approved business case on this on 2nd October 2013, including EQIA
34	SCH	Adult Social Care Service Transformation	34 Updated mandate SCH Adult Social Care Transformation	Further work on later savings to be achieved will be reported in due course
			34. Business case Initiation document SCH Mardy Park, including EQIA	
		<b>CHILDREN &amp; YOUNG PEOPLE SELECT</b>		
7	RC	School meals -increase price, market and expand service	7. Business case RC Primary school Meals service	
			7. EQIA RC Primary School Meals Service	
14	RC	Home to School Transport - fundamental review of policy	14. Part Business case Home to School transport, including EQIA	Part business case deals with savings for 2014/15, later savings will require a further business case
16	CYP	Schools delegated budgets	16. Detailed Mandate CYP School budget	
			16. EQIA CYP School budget	
17	CYP	Review ISB - ALN contingency	17. Business case CYP ALN contingency in ISB	
			17. EQIA CYP ALN contingency in ISB	
18	CYP	School library service - combine with general library service	18. Business case CYP Schools library service	
			18. EQIA CYP Schools library service	
20	CYP	School Music service - reduction in subsidy	20. Cabinet approved mandate CYP Gwent Music	Work is continuing with Gwent Music service to identify the savings and any possible impact on the service
			20. EQIA CYP Gwent Music	
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	21. Cabinet approved Mandate CYP Other Collaborative Arrangements	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
22	SCH	SCH children's staff restructuring	22. Cabinet approved Mandate SCH Childrens restructure	Restructure report to go to Cabinet including EQIA
35	CYP/SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	35. Business case CYP and SCH Childrens Services review of ALN Strategy	Further work on later savings to be achieved will be reported in due course
		<b>ECONOMY &amp; DEVELOPMENT SELECT</b>		
1	RC	Development of Leisure Services	1. Business case RC Leisure services, with attached EQIA	

6	RC	Museums, Shirehall & Castles and Tourism	6. Business case RC Museums castles TICs Tourism	
			6. Equality Assessment RC Museums Castles TICs Tourism	
25	RC	Transport review and fleet rationalisation	25. Business case RC Fleet and Transport Management	
26	RC	Strategic Property Review (phase 2)	26. Business case RC Reduce Property Demand	
27	RC	Property services and procurement	27. Business case RC Property Services FM MGT Procurement, including EQIA	
28	RC	R & C Staffing restructures	28. Cabinet Approved Mandate RC Management and Administration staff structures	Restructure report to go to Cabinet including EQIA
31	CEO	ICT	31. Updated mandate CEO ICT proposal	

		<b>STRONG COMMUNITIES SELECT</b>		
5	RC	Sustainable energy initiatives	5. Cabinet approved mandate RC sustainable Energy	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Business case ALL Grant Review, including EQIA	Covers £100k from RC, CYP and CEOs
11	RC	Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	11. Detailed Mandate RC Highways Ops and Traffic management	
12	RC	Street Light savings	12. Business case RC Street Lighting 12. EQIA RC Street lighting	
13	RC	Street scene and pest control	13. Business case RC Street scene services incl pest control, including EQIA	
15	RC	Facilities - transfer functions to other providers	15. Business case RC collaboration or Transfer services to TCs and CCs, including EQIA	
29	CEO	CEO - efficiencies, including on line services, staffing structures	29. Detailed mandate CEO efficiencies and restructure	Restructure report to go to Cabinet including EQIA
30	CEO	CEO - OSS and libraries - staff efficiencies	30. Business case RC One Stop Shops and Libraries 30. EQIA RC One Stop Shops and Libraries	
36	RC	Cost neutral waste service	36. Business case RC Waste and Recycling, including EQIA	
37	RC	Waste Management - Project Gwyrdd	No further documents needed	Cabinet already approved business case and project underway

		<b>AFFECTING ALL</b>		
32	ALL	Review of additional payments	32. JAG Report CEO Additional payments 32. Itemisation CEO Additional payments 32. EQIA CEO Additional payments	

## 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	
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### 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

<b>Cost/Benefit Description</b>	<b>Current Budget</b>	<b>Target Saving</b>	<b>Timing 2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Cashable benefit</b>						
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>			
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				
None	<i>None</i>	<i>None</i>				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
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

<b>Cost/Benefit Description</b>	<b>Current Budget</b>	<b>Target Saving</b>	<b>Timing 2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Cashable benefit</b>						
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		
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				
None	<i>None</i>	<i>None</i>				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
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		
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				
None	<i>None</i>	<i>None</i>				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
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

<b>Issues- current threats to the benefits</b>
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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	
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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**

25<sup>th</sup> November 2013**Notice of Meeting:****Special Meeting of the Children and Young People Select  
Committee****Wednesday 27<sup>th</sup> November 2013 at 2.00pm  
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA****AGENDA**

Item No	Item
3.	<p>The following item was marked 'report not received' on the Children and Young People Select Committee Agenda dated 21<sup>st</sup> November 2013.</p> <p>Scrutiny of the following report provided by the Chief Officer, Regeneration and Culture (copy attached):</p> <p>(iii) Mandate 14 – Home to School Transport – Fundamental Review of Policy.</p>

**Paul Matthews,****Chief Executive**



## 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.

# 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	
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## 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
<b>Cashable benefit</b>						
<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	<b>Current performance</b>	<b>Target performance reduction in costs</b>				
.						
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				

## 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**

<b>Savings Proposal: Home to School Transport – fundamental review of policy.</b>		<b>Responsible Officer: Richard Cope</b>	
<b>Proposal number: 14</b>			
<b>Division: Transport</b>		<b>Date 24/10/2013</b>	
<b>Service area: R&amp;C</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
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.

## 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	
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### 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 <sup>st</sup> 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

<b>Savings Proposal: Schools delegated budgets</b>		<b>Responsible Officer: Deb Mountfield</b>	
<b>Proposal number: ____16</b>			
<b>Division CYP</b>		<b>Date 4<sup>th</sup> November 2013</b>	
<b>Service area</b>			
Protected characteristic	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
		<b>X</b>	
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 4<sup>th</sup> 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 <sup>th</sup> November 2013	Draft	S Hawkins/ S Randall-Smith	To consider: <ul style="list-style-type: none"> <li>reducing the contingency budget by £75,000 and,</li> <li>reducing the staffing in the SpLD Service by £65,000.</li> </ul>

### Approval

Cabinet sign off to proceed with proposal		Date	
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### 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"> <li>The SEN regulations require that Monmouthshire directs the education of Statemented pupils and it may be necessary to admit,</li> </ul>	<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"> <li>The assumption for this proposal would be that we would not need to make any delegation or in-year adjustments to statements.</li> </ul>



	<p>support and define additional support for pupils e.g. those directed by a tribunal.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>		<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
<b>Cashable benefit</b>						
<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
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				

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.				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
	<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				
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**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

<b>Savings Proposal: ALN Budget</b>		<b>Responsible Officer: Deb Mountfield/ Sharon Randall Smith</b>	
<b>Proposal number: ____17</b>			
<b>Division CYP</b>		<b>Date</b> 4 <sup>th</sup> + 21 November 2013	
<b>Service area</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
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 3/4<sup>th</sup> 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 4<sup>th</sup> & 21<sup>st</sup> 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	
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### 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>			
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				
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>				
<b>Cost</b> One off injection of funds to boost resource collection ready for new SLA.	<b>Current costs</b> £12,000	<b>Revised costs</b> £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

<b>Savings Proposal: Schools library service</b>		<b>Responsible Officer:</b>  <b>Deb Mountfield</b>	
<b>Proposal number:_____18</b>			
<b>Division CYP</b>		<b>Date 4<sup>th</sup> November 2013</b>	
<b>Service area</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
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 4<sup>th</sup> November 2013**



# 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	
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## 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

<b>Savings Proposal: Gwent Music support service</b>		<b>Responsible Officer: Deb Mountfield</b>	
<b>Proposal number: ___20</b>			
<b>Division CYP</b>		<b>Date 4<sup>th</sup> November 2013</b>	
<b>Service area</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
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 4<sup>th</sup> 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	
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## 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.	
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## 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 <sup>th</sup> September	draft	Vanessa Glenn	

### Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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### 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 1<sup>st</sup> 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 26<sup>th</sup> 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.

<b>Benefit Description</b>	<b>Current budget</b>	<b>Target saving</b>	<b>Timing</b>	<b>Non-Cashable Value</b>	<b>Benefit owner</b>
<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 <sup>st</sup> April	Cabinet report Meeting with HR Joint meeting with individual members of staff.HR/Unions. Consultation process commences.	By October  Post the 10 <sup>th</sup> October.		Simon Burch HOS Claire Robins. Sian Hayward. Tracy Jelfs. Ruth Derrick. Carol Buck

2014.				Tracy Welch.
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## Quick Wins

The activity should commence as soon as this matter has been considered and agreed in order to deliver the savings from the 1<sup>st</sup> 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	Unlikley	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 <sup>st</sup> 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



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## 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.

# 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 &amp; ALN Service Transformation v1 26/09/2013</i>

## Approval

Cabinet sign off to proceed with proposal		Date	
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## 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 Mounton 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.

<b>Risks - anticipated threats to the benefits</b>						
<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Proximity (when it is likely to occur)</b>	<b>Risk Owner</b>	<b>Mitigating Action</b>	<b>Action Owner</b>
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
<b>Issues- current threats to the benefits</b>						

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

- 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	<b>Permissions, objectives</b> (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									
	<b>Reporting timetable</b> - agree milestones and deadlines									
	Agree overall timetable									
2 RESEARCH	<b>Identify</b> available plans, actions, state of play	■								
	<b>Review</b> strategy documents, policies re: SEN, MH	■								
	<b>Review</b> 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	<b>Identify stakeholders</b> and influencers/leaders	■								
	<b>Engage stakeholders</b> (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	<b>Review</b> via SWOT: SEN/ALN at present and MH									
	Establish group to undertake									
	Conduct reviews									
	Present analyses									





## Appendix 5 What useable reserves are available over the medium term?

Useable revenue reserve projection using latest available budget and MTFP information

Balances	Financial year ending 31st March						
	2012 £000	2013 £000	2014 £000	2015 £000	2016 £000	2017 £000	2018 £000

### Council Fund

Council Fund (Authority)	6,184	6,203	6,203	6,203	6,203	6,203	6,203
School Balances	1,025	1,240	1,240	1,240	1,240	1,240	1,240
<b>Sub Total</b>	<b>7,209</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>

### Earmarked Reserves

Invest to Redesign Reserve	3,564	3,119	1,686	1,250	865	854	861
IT Transformation Reserve	1,698	1,383	715	715	715	715	715
Insurances & Risk Management Reserve	1,718	1,523	1,403	1,403	1,403	1,403	1,403
Capital Receipt Generation Reserve	519	332	129	4	(100)	(305)	(510)
Treasury Equalisation Reserve	1,125	1,125	924	883	883	883	883
Redundancy and Pensions Reserve	735	622	109	(206)	(477)	(554)	(631)
Capital Investment Reserve	2,122	1,592	1,626	1,626	1,108	589	589
Priority Investment Reserve	4,064	3,450	1,630	1,202	1,202	1,202	1,202
Single Status & Equal Pay Reserve	1,552	1,552	1,552	1,552	1,552	1,552	1,552
Museums Acquisitions Reserve	57	60	60	60	60	60	60
Elections Reserve	108	33	58	83	108	133	158
Grass Routes Buses Reserve	247	259	239	218	197	176	155
Restricted Use Reserves	579	502	502	502	502	502	502
<b>Sub Total</b>	<b>18,086</b>	<b>15,552</b>	<b>10,632</b>	<b>9,291</b>	<b>8,017</b>	<b>7,209</b>	<b>6,938</b>
<b>Total Useable Revenue Reserves</b>	<b>25,295</b>	<b>22,995</b>	<b>18,075</b>	<b>16,734</b>	<b>15,460</b>	<b>14,652</b>	<b>14,381</b>