

26th November 2014**Notice of Special Meeting:****Economy and Development Select Committee****Thursday 4th December 2014 at 10.00am
Council Chamber, County Hall, Usk.**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING
FOR ECONOMY AND DEVELOPMENT SELECT
COMMITTEE MEMBERS AT 9.30pm.**

AGENDA

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To scrutinise the draft Capital Budget Proposals 2015/16 to 2018/19 (copy attached).
4.	To scrutinise the Budget Proposals 2015/16 to 2018/19 (copy attached).
5.	To scrutinise service area budget mandates as follows (copies attached): i) Development of Leisure & Outdoor Education Services ii) Museums, Castles, TICs and Tourism iii) ICT Savings

6.	To scrutinise the Whole Authority Risk Log (to follow).
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Paul Matthews,
Chief Executive

Economy and Development Select Committee

County Councillors:

D.L.S. Dovey
D.L. Edwards
R.J.C. Hayward
S. Jones
J.L. Prosser
A.C. Watts
S. White
K. Williams
A. Wintle

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

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

Our priorities

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

Our Values

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

**AGENDA ITEM TBC**

SUBJECT: CAPITAL BUDGET PROPOSALS 2015/16 TO 2018/19

MEETING: Economy & Development Select Committee

DATE: 4th December 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To outline the proposed capital budget for 2015/16 and the indicative capital budgets for the three years 2016/17 to 2018/19.

2. RECOMMENDATIONS:

- 2.1 That Select Committee scrutinises the draft capital budget proposals for 2015/16 to 2018/19 for consultation purposes as set out and referred to in Appendix 2.

3. RECOMMENDATIONS AGREED BY CABINET ON 5TH NOVEMBER 2014

- 3.1 That Cabinet affirms the capital strategy, linked to the Asset Management Plan, which seeks to work towards a financially sustainable core capital programme without recourse to further prudential borrowing or use of capital receipts so that these resources can be directed towards the Council's priority of 21st Century Schools Programme, whilst recognizing the risks associated with this approach.
- 3.2 That Cabinet reviews the priorities in the Capital programme in the light of the Asset Management Plan and other demands for capital resources
- 3.3 That Cabinet approves the principle that new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- 3.4 That Cabinet agrees to the sale of the assets in accordance with the Asset Management Plan and identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.

3.5 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.

4. KEY ISSUES:

Capital budget strategy

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

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

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

- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- School kitchens budget to be ceased from 2015/16 on the basis that the project to upgrade school kitchens can be completed by then.
- Budget for Area Management was reduced from £60k to £20k in the programme
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the 21st century schools programme priority

Capital MTFP update

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

- The draft Asset Management Plan (AMP) (elsewhere on this agenda) provides the overall context for the capital MTFP
- The list of capital pressures falling upon the Authority's fixed assets has been updated and these form the backdrop to the programme presented here. Capital pressures of over £158 million are outlined in Appendix 1A.
- The provisional capital settlement was received on 8th October 2014. The capital MTFP had projected no increase in funding for 2015/16, however the provisional settlement has identified a very small decrease of £11,000 on 2014/15 levels.
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The rolled forward capital programme identified a deficit in year 4, the small surpluses caused by the settlement have enable Authority funding to be rolled forward to fund the deficit in the final year.

4.3 The major development schemes of the 21st century schools will dominate the programme over the next couple of years. The remaining capital programme from 2014/15 is essentially made up of the underlying core programme of works:

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

4.4 **Issues for the underlying programme**

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

In addition, there are a number of revenue savings proposals that will require capital investment to achieve. Whilst these schemes may have been classed as invest to save schemes in the past, with revenue savings paying for the additional prudential borrowing required, revenue savings are now needed to balance the revenue budget. Therefore any additional investment will either need to be self-

financing (without using the savings or income streams already captured in the revenue MTFP) or **displace** existing schemes/funding in the capital MTFP.

Details of such issues are provided in Appendix 1B together with any indicative costs. Given the early stage or evolving nature of some of these developments quantifying the financial consequence has not been possible at this stage, but they are provided with a view to highlighting a potential impact upon the current capital programme within this next MTFP window.

21st Century Schools

- 4.5 The 21st century schools programme is the most significant investment programme in the authority's schools for a generation. In order to achieve this ambition, the capital strategy outlined above is necessary to create an underlying core programme that is financially sustainable and therefore enable the Authority to concentrate its own resources on the priority of 21st century schools. The budget proposals include the 21st Century schools programme subject to Welsh Government confirming that match funding of circa £40 million is available. Final business cases are being worked on for further consideration by WG and final approval of funding that will come on stream in 2014/15. To this end a core funding commitment to the education programme has been maintained in the last 2 years to enable preparation work to continue. (See Appendix 3).

Available capital resources

- 4.6 The capital strategy identified above establishes that the core programme will be financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This is required in order to enable the Council's own resources of prudential borrowing and capital receipts to be prioritised for the 21st Century Schools Programme.
- 4.7 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of prudential borrowing for the 21st Century Schools Programme has been carefully assessed.
- 4.8 In the light of the above, the Council needs to make a concerted effort to maximize its capital receipts generation over the next few years. The table below illustrates the balance on the useable capital receipts reserve over the period 2015/16 to 2018/19 taking into account capital receipts forecasts provided by Estates and balances drawn to finance the existing programme. Further detail is provided in Appendix 4.

<u>GENERAL RECEIPTS</u>	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Balance as at 31st March	7,443	14,737	5,675	4,521

4.9 The above table illustrates that the capital receipts balance is set to reduce over the MTFP. This is dependent on the capital receipts forecasts provided materializing which in itself is a significant risk, then being used to fund the 21st century schools capital programme. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process.

4.10 Opportunities to generate further receipts and funding streams in line with the AMP are continuously being sought, these are outlined below:

- Review of accommodation/building in use by the council, with a view to further rationalization – will potentially release buildings for sale and this is also key in identifying revenue savings
- Identification of services that can be combined as part of the whole Place agenda and establishment of community Hubs, and therefore release buildings for sale
- Authority's role in low cost home ownership scheme – a business case is being prepared to identify the options available to maximize the receipt to be gained from this scheme.
- Community Infrastructure Levy – this will be relevant to sites after July 2015 and can include funding for more general 'place-making' schemes that support the growth proposed in the LDP e.g. sustainable transport improvements, upgrade/provision of Broadband connectivity, town centre improvements, education, strategic sports/adult recreation facilities and green infrastructure.

5. REASONS:

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

6. RESOURCE IMPLICATIONS:

6.1 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.

7. EQUALITY AND SUSTAINABILITY IMPLICATIONS:

7.1 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.

7.2 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

7.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

8. CONSULTEES:

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

9. APPENDICES:

Appendix 1 – Capital MTFP pressures and list of issues
 Appendix 2 – Capital budget summary programme 2015 to 2019
 Appendix 3 – Schools programme (including 21st Century Schools)
 Appendix 4 – Forecast capital receipts 2015/16 to 2018/19
 Appendix 5 – Capital receipts risk factors
 Exempt Appendix 6 – Forecast receipts
 Exempt Appendix 7 - Cost of Disposal
 Appendix 8 - Equality Impact Assessment

10. 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

11. AUTHOR:

Joy Robson – Head of Finance

12. CONTACT DETAILS:

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Appendix 1A - Anticipated Capital Pressures

Current Pressures

Description of Pressure	Forecast Cost
<p>ACM and Abergavenny regeneration - legal costs/compensation costs/completion of Aber regeneration project Overspend forecast 14/15 - £82,000 Potential extent of Compensation costs High house farm - £6,000,000</p>	6,082,000
<p>Shirenewton sewerage treatment plant - Estimate increased from £50k to £75k. Last service /inspection report received in Sept 2014 stated 'very poor general condition and system in desperate need of replacement'.</p>	75,000
<p>Penyrhiw, Llanwenarth Citra sewerage treatment plant – is being reactively managed and remedially repaired, but is well past economic repair.</p>	75,000
<p>Itton Common Sewerage treatment plant - There is currently £10k in the capital programme but anticipated cost of works suggests a requirement for an additional £15k due to the need to acquire an additional area of land.</p>	25,000
<p>Llanfoist Bridge - The failure of the stone blockwork on the River Usk by Llanfoist bridge in Castle Meadows, Abergavenny – This continues to get worse and whilst we occasionally fill the resulting voids as it slumps it will eventually fail more fundamentally probably associated with a major flooding event. Given its the likely site for the Eisteddfod this is becoming a much higher corporate risk.</p>	50,000
<p>Current Rights of Way issues (Whitebrook byway) - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.</p>	75,000
<p>Current Rights of Way issues (Wye and Usk Valley Walks) - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth Viaduct] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500</p>	86,000
<p>Current Rights of Way issues (Closed Dangerous Bridges) - part of the wider rights of way bridges pressure (see major pressures) but specifically relating to those bridges in such poor condition that they have been legally closed on health and safety grounds</p>	29,000

Monmouth Sportsground - The Monmouth Sports Pavilion is part of the land leased to the Monmouth Sports Association. The drain was diverted direct into the River Monnow when the second Monnow Bridge was constructed. However this needs to be reviewed to ensure it complies with all requirements. Capital costs are likely to be £10,000 for the sewer re-routing and connection works plus fees, the cost of a Section 104 Agreement with Welsh Water (DCWW) and the cost of adopting the sewer connection once the work is completed.	25,000
Radon Gas Surveys	30,000
Tree Risk Assessments	30,000
Caldicot Castle - Kitchen Modifications (£40k) to bring up to date and comply with environmental health requirements and to allow banquets to take place and provide additional income to the castle. Consolidation of fire and security alarms (£20k)	60,000
School Kitchen H&S Works - Gas safe interlock valves are now required to all school kitchens to comply with Gas safe regulations. Also required to these kitchens are replacement cookers as some of the units present do not have gas flame safety devices	36,000
Caldicot 3G pitch - Unanticipated ground conditions, electrical connection capacity and retention of original pitch by school are anticipated to increase costs.	55,000

Sub Total Current Pressures

6,733,000

Major Pressures	
Description of Pressure	Forecast Cost
The major review of the waste Mgt and recycling service is ongoing and will report in late Winter 2014 to Members with a proposal to delay revisions to the service until further analysis has been done. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.	2,100,000
Monmouth Community Amenity site upgrade - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.	2,000,000

<p>Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government.</p> <p>The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this.</p> <p>The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000
<p>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000
<p>Backlog on highways structures including old culverts, bridges and retaining walls.</p> <p>With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000
<p>Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Detailed estimates will be available Jan 2015. The bridge is currently under special management measures and inspection. Repair/ reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles.</p>	2,500,000
<p>Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	25,000,000
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	7,600,000
<p>Maintenance and H&S works to historic buildings. Little progress has been made to date as the only budget available is the already overstretched capital maintenance programme. Without remedial works, Health and Safety risks become higher, long term maintenance costs become higher and potential revenue is lost from e.g. tourism, bookings, exhibitions, use of the locations for large events i.e. Food festival. CADW and landlords could force authority to carry out emergency repairs.</p>	4,000,000
<p>School Traffic Management Improvements at Castle Park and Durand Primary Schools - based on works carried out on similar buildings.</p>	450,000
<p>Refurbishment of all Public Toilets</p>	250,000

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

Appendix 2 - Capital Budget Summary 2014 to 2019				
	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18	Indicative Budget 2018/19
Asset Management Schemes	1,929,278	1,929,278	1,929,278	1,929,278
School Development Schemes	42,998,450	22,446,500	3,644,000	2,350,000
Infrastructure & Transport Schemes	2,240,740	2,240,740	2,240,740	2,240,740
Regeneration Schemes	3,433,302	0	0	0
Sustainability Schemes	0	0	0	0
County Farms Schemes	300,773	300,773	300,773	300,773
Inclusion Schemes	850,000	850,000	850,000	850,000
ICT Schemes	0	0	0	0
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	20,000	20,000	20,000	20,000
TOTAL EXPENDITURE	53,272,543	29,287,291	10,484,791	9,190,791
Supported Borrowing	(2,420,000)	(2,420,000)	(2,420,000)	(2,420,000)
Unsupported (Prudential) Borrowing	(15,242,302)	(6,804,000)	7,613,000	(1,000,000)
Grants & Contributions	(21,780,250)	(12,746,250)	(2,462,000)	(3,112,000)
Reserve & Revenue Contributions	(489,541)	(489,541)	0	0
Capital Receipts	(11,840,450)	(5,327,500)	(11,715,791)	(1,158,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(53,272,543)	(29,287,291)	(10,484,791)	(9,190,791)
(SURPLUS) / DEFICIT	0	0	0	0

Appendix 3 - Schools capital programme	Financial Year 2015/16	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19
(includes Raglan)	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
Expenditure:				
Access For All	50,000	50,000	50,000	50,000
Thornwell Primary				
Raglan Primary	1,326,450	112,500		
Monmouth Comprehensive School - 1600 Place	19,171,000	11,167,500	1,797,000	1,150,000
Caldicot Comprehensive School - 1500 Place	18,700,000	9,116,500	1,797,000	1,150,000
Welsh Medium Secondary Schools	3,000,000	2,000,000		
Total Expenditure	42,247,450	22,446,500	3,644,000	2,350,000
Financing:				
Future schools funding - Raglan Primary	(647,250)	(56,250)		
21c schools project (grant and annuity)	(19,671,000)	(11,228,000)	(1,000,000)	(1,650,000)
External Grant Funding	(647,250)	(56,250)	0	0
MCC Capital Receipts	(679,200)	(56,250)		
21c schools project	(10,391,000)	(5,252,000)	(11,207,000)	(650,000)
Capital Receipts	(11,070,200)	(5,308,250)	(11,207,000)	(650,000)
Supported Borrowing	(50,000)	(50,000)	(50,000)	(50,000)
Unsupported Borrowing	(10,809,000)	(5,804,000)	8,613,000	0
Total Financing	(42,247,450)	(22,446,500)	(3,644,000)	(2,350,000)
(Surplus) / Deficit	0	0	0	0

Appendix 4 - Forecast Useable Capital Receipts				
Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and				
The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital				
GENERAL RECEIPTS	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£001
Balance as at 1st April	12,555	7,443	14,737	5,675
Less: capital receipts used for financing	(1,449)	(76)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(10,391)	(5,252)	(11,207)	(650)
	715	2,116	3,021	4,517
Capital receipts forecast	6,725	23,070	2,650	0
Deferred capital receipts	4	4	4	4
Less: capital receipts set aside:		(10,452)		
Balance as at 31st March	7,443	14,737	5,675	4,521
LOW COST HOME OWNERSHIP RECEIPT	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£001
Balance as at 1st April	109	109	109	109
Less: capital receipts used for financing	0	0	0	
	109	109	109	109
Capital receipts forecast	-	-	-	
Balance as at 31st March	109	109	109	109

Appendix 5 - Capital Receipts Summary and Risk Factors						
The analysis below provides a summary of the receipts and the respective risk factors:						
Risk Factor	2015/16	2016/17	2017/18	2018/19	Total	
	£	£	£	£	£	
Education Receipts						
Low	0	0	0	0	0	85%
Medium	850,000	250,000	0	0	1,100,000	10%
High	225,000	120,000	0	0	345,000	6%
	1,075,000	370,000	0	0	1,445,000	
County Farm Receipts						
Low	0	0	0	0	0	51%
Medium	0	0	0	0	0	0%
High	100,000	0	0	0	100,000	49%
	100,000	0	0	0	100,000	
General Receipts						
Low	0	0	0	0	0	0%
Medium	250,000	16,000,000	0	0	16,250,000	97.0%
High	300,000	200,000	0	0	500,000	3.0%
	550,000	16,200,000	0	0	16,750,000	
Strategic Accommodation Review						
Low	0	0	0	0	0	0%
Medium	0	0	0	0	0	0%
High	2,500,000	0	150,000	0	2,650,000	100%
	2,500,000	0	150,000	0	2,650,000	
Dependent on Outcome of LDP						
Low	0	0	0	0	0	0%
Medium	0	0	0	0	0	0%
High	2,500,000	6,500,000	2,500,000	0	11,500,000	100%
	2,500,000	6,500,000	2,500,000	0	11,500,000	
TOTALS						
Low	0	0	0	0	0	23%
Medium	1,100,000	16,250,000	0	0	17,350,000	40%
High	5,625,000	6,820,000	2,650,000	0	15,095,000	37%
					0	
Total	6,725,000	23,070,000	2,650,000	0	32,445,000	
Risk Factor key:						
High	- External factors affecting the potential sale that are out of Authority control					
Medium	- Possible risk elements attached but within Authority ability to control					
Low	- No major complications in forseen for the transaction					

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

REPORT:	Capital Budget Proposals 2015/16 to 2018/19
AUTHOR:	Joy Robson
MEETING AND DATE OF MEETING:	Economy & Development Select Committee – 4 th December 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: 14/11/14

Signed: *Robson*

Post: HEAD OF FINANCE

I accept/do not accept the recommendation made above.

Paul Matthews
Proper Officer

Date: 14/11/14

Appendix 8

The “Equality Initial Challenge”

Name: Joy Robson Service area: Finance Date completed: 28 th Oct 2014		Please give a brief description of what you are aiming to do. Present capital budget proposals for consultation	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

Signed Joy Robson Designation Head of Finance

Dated 28th Oct 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Capital budget proposals	Finance
Policy author / service lead	Name of assessor and date
Joy Robson	Joy Robson 28/10/14

1. What are you proposing to do?

Present capital budget proposals for consultation

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

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

3. Please give details of the negative impact

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

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

There has been no significant change to the programme

Signed...Joy Robson.....**Designation**...**Head of Finance**.....**Dated**...28/10/14.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Joy Robson		Please give a brief description of the aims proposed policy or service reconfiguration Capital budget proposals	
Name of the Division or service area Finance		Date “Challenge” form completed 28/10/14	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and		x	

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

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

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

➤	➤
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The next steps

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

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

Signed Joy Robson

Dated 28/10/14



SUBJECT: BUDGET PROPOSALS 2015/16 to 2018/19

MEETING: ECONOMY AND DEVELOPMENT SELECT COMMITTEE

DATE: 4TH DECEMBER 2014

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

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

2. RECOMMENDATIONS:

- 2.1 That Select scrutinises the budget savings proposals for 2015/16 released for consultation purposes
- 2.2 That Select Committee considers what alternative proposals, that have been Equality Impact assessed, can be submitted by 14th January 2015
- 2.3 That Select Committee notes Cabinet's intention to continue to work on the areas required to balance the Medium Term Financial Plan (MTFP)

3. KEY ISSUES:

Background

- 3.1 In February 2014, Cabinet approved an indicative MTFP position which used agreed assumptions to forecast the gap in resources over the four year period and identified significant savings targets of over £13 million to meet the gap. A balanced position was established with contingent use of reserve funding to smooth out the surpluses and deficits over the period.
- 3.2 Cabinet received a further report on the MTFP and budget position for next year in September. The report considered the significant financial challenge facing the Authority over the medium term following the receipt a letter from the LG Minister indicating that a planning assumption of a reduction of 4.5% should be considered for 2015/16, given the pressures in the Health budget, and that restrictions on public spending look set to continue for the foreseeable future. At that stage a number of possible scenarios were presented ranging from reductions in Aggregate External Finance (AEF) of -3% to -4.5% over the 4 year period causing gaps of between £8.1 million and £13.5 million.

- 3.3 The MTFP model used to develop the budget contains the base budgets for the Authority and is updated each year in the light of a revised set of assumptions that are identified to enable a gap between resources and expenditure to be highlighted. The model has been rolled forward a year and updated for the assumptions agreed in the September Cabinet report and the updated assumptions for the Treasury budget. The contingent use of reserve funding has been stripped out at this stage in order to work on the real gap in the model. The updated MTFP includes an assumed pay award of 1% for 2015/16. Cabinet will be aware that the pay settlement for the current financial year is still subject to agreement and this has the potential to impact on the level of savings required.
- 3.4 On the 8th October the results of the Provisional Settlement were announced, including the transfer of specific grants into and out of the Revenue Support Grant. The MTFP model had included a reduction of 2.3% in settlement funding for the Authority. The provisional settlement for Monmouthshire indicates a reduction of 4.3% and this has increased the gap to be closed by £2 million for 2015/16. Monmouthshire remains firmly at the bottom of the funding league table, with funding of £1018 per capita compared to the Welsh average of £1323.
- 3.5 Information on Specific Grants always lags behind the settlement figures and this year is no exception. However, the indications are that the 11 specific grants for education will be amalgamated into one Education Improvement Grant and be reduced by 9%. The Pupil Deprivation Grant, however, has seen an increase of 15.2%. In overall terms this could mean a reduction of grant funding for schools of £370k. There are other notable reductions to the Supporting People grant (7.5%) and the Sustainable Waste Management grant (3.0%). Whilst the Outcome Agreement Grant is in the list there is no individual authority breakdown provided as is normally the case in the provisional settlement. A draft response to the consultation on the provisional settlement is attached in Appendix 1. The MTFP model has been updated for this year's settlement and the transfers in and out of funding are passed directly to those services that they relate to. The model is now projecting forward reduced settlements of 4.3% across the remaining 3 years of the planning period.

Pressures

- 3.6 In addition to this, the pressures going forward have been reviewed and the changes to the pressures going into the model are:
1. Teachers pensions impact – **part year impact in 15/16 of £330k, full year impact in 16/17 of £566k**
 2. Children's social services - **£500k due to increasing numbers of looked after children** (subject of separate report Cabinet 3rd September 2014)
 3. Monmouth Leisure centre - **£150k due to a period of pool closure**, due to the need to reprovise the pool in conjunction with the 21st century school project
 4. The pressure for pensions auto enrolment has been reprofiled to start a year later than previously profiled.

5. Demographic pressure in social care – £250k in 2015/16 will be managed within social services and the savings from this area have been reduced in future years to reflect that this has been absorbed.
 6. No further pressures have been added for the last year of the model
- 3.7 The effect of the roll forward of the model, settlement projections and pressures revisions above is to create a revised gap of £13.5 million over the period of the plan. The previously agreed MTFP contained savings targets of £7.2 million in order to meet the gap identified on the assumptions used last year. Therefore in total the savings now required from 2015/16 onwards are £20.7 million. This is on top of the £7 million savings being delivered in 2014/15, and effectively means a 20% reduction on our controllable budget over a 5 year period.

Table: Summary position of MTFP

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

MTFP Strategy

- 3.8 Layering in these additional challenges in terms of the new gap on top of what the Authority was expecting to have to deliver is putting considerable strain on the capacity of the organisation. After several years of reducing budgets the means of achieving further savings becomes increasingly more challenging. The work streams and lead in times require sustained leadership and management capacity to ensure that the proposals can be worked up and the changes made to ensure required outcomes and savings are delivered. In the light of these circumstances, the approach adopted has been to work up next years proposals, whilst taking into account the medium term position. Therefore allowing some breathing space for further proposals to come forward for future years. Some work has been undertaken on the way the savings targets further out in the MTFP will be delivered and these are also included in this report. However much more work will be undertaken over the coming months to consider the remaining 3 years of the MTFP and what the future shape of the Authority needs to look like in the light of the emerging financial position.

3.9 This approach has been key to enabling a focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Partnership Agreement, to be maintained, namely:

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

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

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

Proposal	Link to Priority Areas / Single Integrated Plan	Link to Whole Authority Risk assessment
Schools budgets have been protected at 2014/15 levels, with a small reduction representing falling pupil numbers	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
The revenue impact of capital investment in the future schools programme has been factored into the plan. When this is taken into account the schools budget will meet the protection target required by Welsh Government	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	An assessment of the risks around the timing and value of capital receipts has been undertaken in the capital budget proposals
Social care budgets will see additional resources going into the budget for Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with

<p>The plan allows for the lead in time on the service transformation projects in Adults social care and Children's services for special needs, to ensure that the focus can be on developing services that are sustainable and improve the lives of individuals such as the ALN strategy</p>	<p>Services to protect vulnerable people Nobody is left behind</p>	<p>additional learning needs not being met</p>
<p>Changes to the housing team seeks to support the vulnerable</p>	<p>Services to protect vulnerable people Nobody is left behind Our County Thrives</p>	<p>Seeking to mitigate the risks around homelessness and the impact of welfare reform</p>
<p>Work has started on reshaping the leisure and tourism offer to ensure it supports the creation of jobs and wealth in the local economy.</p>	<p>Activities that support the creation of jobs and wealth in the local economy Our County Thrives</p>	
<p>The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services for example looking at how we rationalise and use our properties in the light of the Asset Management Plan, ICT in the light of iCounty strategy and vehicles more efficiently</p>	<p>This transition to new service models such as Community Hubs, contributes to the aims of creating a sustainable and resilient communities.</p>	<p>Addresses risks around the ability to sustain our priorities within the current financial climate</p>
<p>The need to think differently about what services should be delivered, how they should be delivered and what income can be generated has been a clear imperative in working up the proposals. Clear examples are the savings in Waste and Highways.</p>	<p>This transition to new service models contributes to the aims of creating a sustainable and resilient communities.</p>	

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

Public Engagement

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

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

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

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

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

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

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

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

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

Some of the ideas that have emerged during the engagement process were already being considered in the proposals attached to this report or have helped to reshape the proposals. For instance there was a regularly stated view that community facilities i.e. libraries and one stop shops, should be collocated and that the continued provision of free recycling and waste bags was not necessary. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the current budget mandates. These included changes to the use of community assets, developing new technology solutions and reviewing terms and conditions to make services more efficient.

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

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

Savings Targets

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

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

Impact of Capital MTFP

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

Council Tax

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

Summary position

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

Reserves strategy

- 3.23 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £13.2 million at the start of 2014/15 to £7.4 million at the end of 2018/19. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £5.9 million.
- 3.24 Whilst every effort will be made to avoid redundancy costs and the Protection of Employment policy is used to ensure redundancy is minimised, it is expected there may be some that are inevitable and reserve cover may be required for this, possibly in the region of £500,000 per year. Over the MTFP this could require £2 million reserve funding cover, if services are unable to fund the payments from their budgets.
- 3.25 The volatility of the Children's social services budget is going to be supplemented for 2015/16 with further funding, however if it is proposed to earmark the Priority Investment Reserve for next year to cover further pressures if they are not able to be contained.

- 3.26 The resulting impact on earmarked reserves would be to take the usable balance down to below £4 million at the end of the MTFP period.

Next Steps

- 3.27 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap over the MTFP may be closed. There is therefore a further opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to an EQIA and therefore a deadline to receive alternative proposals has been set as 14th January 2015.
- 3.28 Public engagement sessions (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place in first 2 weeks of December 2014. The scrutiny of and consultation on the budget proposals are key areas of this part of the budget process. The following dates have been set of the Select committees and work is continuing on providing dates for public consultation in the same timescales:

4th Dec 2014 10am Economy and Development

10th Dec 2014 2pm CYP

11th Dec 2014 10am Strong Communities

17th Dec 2014 10am Adults

- 3.29 The aim this year has been to establish the 2015/16 budget proposals and make progress earlier than in previous years so that slippage can be reduced and the next 3 years of the MTFP can also be worked on. Hence this budget report is a month earlier than last year. To that end it is proposed that the consultation timetable is also brought forward. The consultation will end on the 14th January 2015 to enable Council to consider the responses and approve final budget proposals on 22nd January 2015. Formal Council Tax setting will still take place at full Council on 26th February 2015 once the Police precept and all the Community Council precepts have been notified.

4. REASONS:

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

5. RESOURCE IMPLICATIONS:

As identified in the report and appendices

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The equality impacts of each individual saving proposal have been initially identified in the assessment and are linked to the saving proposal document. No significant negative impact has been identified. Further consultation requirements have been identified and

are on going. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

7. CONSULTEES:

SLT
Cabinet
Head of Legal Services
Head of Strategic Personnel

8. BACKGROUND PAPERS:

Appendix 1: Draft response to Provisional Settlement
Appendix 2: Education protection
Appendix 3: Note of Pressures
Appendix 4: Summary list of budget savings
Appendix 5: Individual proposals – detailed mandates or business cases with attached equality impact assessments, numbered between 1 and 42

9. AUTHOR:

Joy Robson
Head of Finance

10. CONTACT DETAILS:

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Appendix 1 – Response to Welsh Government on the Provisional Settlement

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

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

Dear Ms. Smith,

Re: Provisional Local Government Settlement 2015/16

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

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

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

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

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard. The provisional settlement announcement is again unaccompanied by many specific grants and this uncertainty is unhelpful to financial and service planning. Incorporation into RSG would avoid such problems but, as a minimum the WG should seek to make such announcements in a timely manner, so that all specific grant funding allocations are confirmed in the final settlement.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. It is not useful for service and financial

planning purposes that no indicative capital settlements have been made in the provisional settlement. The need to invest in priority areas such as 21st Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

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

Yours sincerely,

Councillor Philip Murphy – Cabinet Member

Appendix 2

Education protection

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

Draft

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

Appendix 4 Summary list of budget savings

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

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

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

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

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

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

1 Development of Leisure & Outdoor Education Services

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

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

Document Control

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

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

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

Executive Summary

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

Detailed Business Case

Vision

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

Outcomes

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

Blue Print

The Future State

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

Current state and gap analysis

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

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

Sub-total of efficiencies - £265,983.

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

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

Sub-total of income generation - £155,000

Total Savings £420,983

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

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

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

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

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

Cost-Benefit Analysis

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

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

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

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

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

Key Risks and Issues

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

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

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

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

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

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

Constraints

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

Assumptions

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

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

Recommendation

Implementing all options stated above.

High level Plan for delivery

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

- Ongoing consultation will be carried out.

Sign-Off

1 EQIA - DEVELOPMENT OF LEISURE AND OUTDOOR SERVICES

The “Equality Initial Challenge”

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

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

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

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

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

1. What are you proposing to do?

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

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

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

3. Please give details of the negative impact

None identified.

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

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

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

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

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

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

The “Sustainability Challenge”

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

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

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

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

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

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

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

The next steps

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

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

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

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

Signed I Saunders

Dated 21.10.14

6 Museums, Castles, TICs, Tourism

Document Control

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

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

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

Executive Summary

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

Detailed Business Case

Vision

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

Outcomes

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

Blue Print

The Future State

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

Current state and gap analysis

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

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

New ideas detailed below:

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

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

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

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

Options Appraisal

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

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

Cost-Benefit Analysis

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

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

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

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

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

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

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

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

Key Risks and Issues

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

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

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

Constraints

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

Assumptions

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

Evaluation and comparison of options

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

Recommendation

Implementing all options above

High level Plan for delivery

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

Sign-Off

6 EQIA MUSEUMS, SHIREHALL AND CASLTES AND TOURISM

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture Date completed: 16 October 2014		Please give a brief description of what you are aiming to do. Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Greater opportunities for developing learning packages with a range of groups.
Disability		No impact	
Marriage + Civil Partnership			Greater opportunities for marriage and civil partnership ceremonies
Pregnancy and maternity		No impact	
Race		No impact	
Religion or Belief		No impact	
Sex (was Gender)		No impact	
Sexual Orientation		No impact	
Transgender		No impact	

Welsh Language			<p>Further development of tourism content and promotion of attractions provides new opportunities to promote Welsh Language content.</p> <p>Increased possibilities to work in bilingual setting via learning opportunities.</p>
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤

Signed

I Saunders

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

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

1. What are you proposing to do?

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

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

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

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

3. Please give details of the negative impact

None identified

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

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

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

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

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

The “Sustainability Challenge”

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

			Museum Project
Encourage community participation/action and voluntary work			Creating greater volunteering opportunities and investment in volunteer programmes;
Targets socially excluded			Learning opportunities for a wide range of community groups. Existing projects have shown a positive benefit in terms of confidence building for socially excluded e.g. Memory Box Project with Building Bridges.
Help reduce crime and fear of crime			Increased use of castle grounds by a variety of users will ensure they are more accessible to all – more use means less opportunity for negative behavior.
Improve access to education and training			Improving provision of learning opportunities across cultural services and attractions
Have a positive impact on people and places in other countries		No impact	
PLANET			
Reduce, reuse and recycle waste and water		No impact	
Reduce carbon dioxide			Rationalisation in countryside

emissions			vehicle fleet will reduce emissions
Prevent or reduce pollution of the air, land and water		No impact	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact	
Protect or enhance visual appearance of environment			Increased use of grounds for weddings etc. will naturally lead to an enhanced visual appearance.
PROFIT			
Protect local shops and services			Maintain and develop core tourism assets /offer to support local economy and businesses
Link local production with local consumption			Continue to exploit opportunities to promote local goods, food etc.
Improve environmental awareness of local businesses		No impact	
Increase employment for local people			Maintain and develop core tourism assets /offer to support local economy and businesses
Preserve and enhance local identity and culture			Maintain and develop core cultural services, attractions, tourism assets /offer to enhance local sense of place and cultural connections
Consider ethical purchasing		No impact	

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

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

The next steps

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

<ul style="list-style-type: none"> • Rationalisation in countryside vehicle fleet will reduce numbers and 4x4s resulting in modest reduction in emissions • Maintain and developing core cultural services, attractions, tourism assets /offer gives positive benefits, to enhance local sense of place and cultural connections; to support the local economy and businesses, including jobs directly related to the tourism economy; and to directly increase and improve access to leisure, recreation and cultural facilities • Sites and attractions already exploit opportunities to promote local goods, food etc. and these proposals will assist them in continuing to do so
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- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

[Empty rectangular box for signature and date]

Signed

Dated

31 REVISED - ICT SAVINGS

Document Control

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

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

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

Executive Summary

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

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

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

This proposal aims to:

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

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

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

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

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

Detailed Business Case

Vision

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

Outcomes

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

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

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

Blue Print

The Future State

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

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

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

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

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

Current state and gap analysis

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

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

Cost-Benefit Analysis

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

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

Impact

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

Key Risks and Issues

Risks - anticipated threats to the benefits

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

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

Constraints

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

Assumptions

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

High level Plan for delivery

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

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

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

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

Sign-Off

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

31 EQIA - ICT SAVINGS

The “Equality Initial Challenge”

Name: Peter Davies Service area: Commercial and People Development Date completed: 20/10/14		Please give a brief description of what you are aiming to do. <ul style="list-style-type: none"> • Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) • Generate ongoing savings and user benefits from custom-built software solutions being developed 	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		No impact	
Disability		No impact	
Marriage + Civil Partnership		No Impact	
Pregnancy and maternity		No Impact	
Race		No Impact	
Religion or Belief		No Impact	
Sex (was Gender)		No Impact	
Sexual Orientation		No Impact	
Transgender		No Impact	

Welsh Language		No Impact	
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

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

EQUALITY IMPACT ASSESSMENT FORM

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

1. What are you proposing to do?

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

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

3. Please give details of the negative impact

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

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

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

The “Sustainability Challenge”

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

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

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

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

➤	➤
➤	➤

The next steps

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

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

Signed

Dated