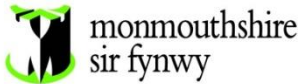


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
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Usk
NP15 1GA

Tuesday, 8 December 2015

Notice of Reports Received following Publication of Agenda.

Joint Select Committee

Wednesday, 16th December, 2015 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.


Item No	Item	Pages
4.	Final Scrutiny of the Budget Mandates for 2016-2017 <ul style="list-style-type: none">Revised Mandates: B5, B11, B20 and B23Remaining mandates attached for information	1 - 362

Paul Matthews
Chief Executive

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Mandates 2016/20

Resource scoping and financial position – Dec 2015

Mandate Details					Finance			Finance
Mandate Number	Mandate	Mandate Lead	Original Savings 16/17	Revised Savings 16/17	Additional Resources 16/17 £	Anticipated Capital Investment requirement 15/16 £	Anticipated Capital Investment requirement 16/17 £	
B1	Alternative Service Delivery Model	Ian Saunders	£354,000	£120,000	£60,000	£0	£1,000,000	Alternative service delivery model project team currently scoping delivery plans. Anticipated go live date from April 2017. Finance savings re-adjusted to reflect updated timeline.
B2	Rationalise business support teams	Tracey Harry	£50,000	£50,000	£0	£0	£0	Review of business support teams ongoing.
B3	Training Services Consolidation	Peter Davies	£50,000	£50,000	£0	£0	£0	Cost benefit analysis to be undertaken as part of the project, and a detailed option appraisal to identify market need and profitability prior to any investment. Any associated investment costs to be included as part of overall net savings identified.
B4	SRS ICT Business Development Options	Peter Davies	£100,000	£0	£0	£0	£0	A fuller assessment of risk together with financial modelling and a more developed understanding of the stages needed in order to release net savings to the Authority has resulted in a prudent view being taken to re-profile savings such that they commence in 2017/18 rather than 2016/17.
B5	Community Asset Transfer	Deb Hill Howells/ Ben Winstanley	£60,000	£160,000	£0	£0	£0	The savings have increased as income generation targets as we plan to enter into a competitive process to identify suitable partners that may wish to work with us to optimise use of our prime assets for community large scale events and other income generation activities.

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Agenda Item 4

B6	CIL	Mark Hand	£50,000	£0				This mandate has moved into 17/18 mandates as not achievable in 16/17.
B7	Legal Services	Rob Tranter	£25,000	£25,000	£0	£0	£0	Further negotiations with Melin Homes on service needs and details of SLA.
B8	Promoting Responsible Business Waste	Rachel Jowitt	£80,000	£80,000	£0	£0	£0	On target for full year savings.
B9	Planning Services - Income Generation	Mark Hand	£40,000	£40,000	£0	£0	£0	This is in line with Welsh Government policy that came into force in October 2015.
B10	Extension shared lodgings housing scheme	Ian Bakewell	£50,000	£50,000	£0	£0	£0	This is an increase on current service model. On target for full year savings.
B11	Leadership Team Structure Review	Paul Matthews	£225,000	£315,000	£0	£0	£0	An increase in original budget savings by further aligning organisational efficiency and maintaining focus on preserving front line delivery.
B12	Second Phase Review of subsidies to 3rd sector.	Will McLean	£75,000	£75,000	£0	£0	£0	Continuing to work with 3rd sectors affected groups to understand any potential impact.
B13	Highways Infrastructure Income Generation	Roger Hoggins	£150,000	£150,000	£0	£0	£0	Continue to monitor any potential risk regarding planning approval for advertisements, this could impact on the income if permission is delayed.
B14	Grounds - funding review	Rachel Jowitt	£75,000	£75,000	£0	£0	£0	Continue to work with community groups to ensure services are delivered.
B15	Highways maintenance - review	Roger Hoggins	£200,000	£200,000	£0	£0	£0	On target for full year savings in line with mandate proposals.
B16	Flexible employment options	Peter Davies	£50,000	£50,000	£0	£0	£0	This mandate is being considered in conjunction with B2. Managers will need to be supported with its delivery to ensure no operational impact.
B17	Business rates Evaluation - Appeals	Ruth Donovan	£140,000	£140,000	£0	£0	£0	Current analysis indicates on target for full year savings.

B18	Strategic Property Review	Deb Hill Howells/ Ben Winstanley	£160,000	£60,000	£0	£1,100,000	£0	Following further examination of adaptation / refurbishment costs potential savings relating to 16/17 and been reduced. The current projected capital costs will be updated following more options being explored.
B19	Property Services and Facilities Management review	Rob O'Dwyer	£100,000	£100,000	£0	£0	£0	This mandate has a correlation with mandate B18, delayed relocation of staff to Usk may have an impact on facility management savings identified.
B20	Phase 3 of Additional Learning needs review	Sharon Randall Smith	£200,000	£550,000	£54,000	£0	£0	Savings for 2016 will be in line with statutory consultation timescales. The savings have been realigned in line with updated timescales. In addition there are further savings identified to meet the MTFP and these include updating pricing policy for external providers and a delegated funding formula review based on current residential provision.
B21	Town and Community Councils	Kellie Beirne/ Roger Hoggins	£500,000	£400,000	£150,000	£0	£0	Continue to consult with town and community councils.
B22	Collaboration and realigning structures in operations	Roger Hoggins	£100,000	£100,000	£0	£0	£0	Financial savings due to Newport/MCC shared Passenger Transport Unit (PTU)
B23	Discretionary Fees and Income	Joy Robson	£498,599	£25,200	£0	£0	£0	This mandate has now been incorporated into the fees and charges report that will be presented to Cabinet in January with other budget proposals
			£3,332,599	£2,815,200	£264,000	£1,100,000	£1,000,000	

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Business Change Mandate (Including Budget Mandates) Proposal Number: **B1**
 Title: **Assess the feasibility to establish an Alternative Service Delivery Model**

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

Mandate Completed by	<i>Cath Fallon, Ian Saunders</i>
Date	<i>14th September 2015 Updated on 07.12.15</i>

How much savings will it generate and over what period?
£120k 2016/2017 – initial savings including service realignment, rationalisation and income generation. £254k 2017/2018 – initial savings due to 80% reduction on NNDR on new alternative service Delivery model.
Directorate & Service Area responsible
Enterprise – Tourism, Leisure and Culture
Mandate lead(s)
Ian Saunders/Cath Fallon/Tracey Thomas

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

A recent addition to Monmouthshire County Council's priorities is the desire to maintain locally accessible services aligning with our wider vision of creating sustainable and resilient communities. However with the current backdrop of austerity measures, there is a risk to the continued delivery of non-discretionary local services. This is particularly pertinent in the Tourism, Leisure, Culture, Outdoor Education and Youth Service areas where local services are operating in an environment where limited funding is available yet the community still wish to see the delivery of these local services maintained.

What evidence have you got that this needs to be addressed?

Historic operating data and a recent service area review has identified a need to rationalise the current working model and improve practices within the Tourism, Leisure, Culture, Outdoor Education and Youth Service area. The wider austerity backdrop also demonstrates that minor tweaking of services will not solve the significant budget deficit issue. There is therefore a need to look at an alternative service delivery model that will not only meet the Council's priority of maintaining locally accessible services but will also meet the needs of the community whilst supporting the ethos of inclusive public sector service delivery.

How will this proposal address this issue

This proposal seeks to consider the recommendations of the reviews within the service areas. An options appraisal will then be undertaken to consider all services within the scope of the proposed alternative service deliver model. A service realignment and rationalisation exercise within the Tourism, Leisure, Culture, Outdoor Education and Youth Services will also be undertaken as part of the process. Operating as a start up entity the features of the Model will be as follows:

- A spin out vehicle for delivering, growing and sustaining locally accessible services;
- Income generation service areas to be used to cross subsidise less profitable services to ensure locally accessible services are maintained
- Flexibility for the Council to address any non-performance or failure to deliver services at a local level through its sole ownership and pre-determined annual delivery plans;

- Compliance with EU procurement legislation and an ability to deliver services on behalf of the Council by making use of the TECKAL exemption and S77 regulation;
- Capital assets transfer and subsequent asset lock to be considered to enable scope to leverage in third party finance to facilitate the delivery of services;
- Tax efficiency via its charitable status i.e. NNDR relief, VAT relief, some exemptions on corporation tax, capability of achieving gift aid donations; and
- Potential TUPE of staff into the Model.

In addition a Trading Arm will be established to monetise and commercialise the alternative service delivery model enabling the opportunity to maximise profit potential in areas such as catering, retail, venue hire and events management – potential income/profit that the Council is currently losing to private sector operators.

What will it look like when you have implemented the proposal

The model requires economies of scale to be successful therefore implementation of the proposal will take place over several years.

During 2015/16 an assessment of the service area reviews will be undertaken along with an options appraisal and cost benefit analysis to identify areas of duplication, inefficiencies and budget savings to ensure that any services are operating at maximum efficiency, following which a business case will be presented.

In 2016/2017 we will look to generate initial savings including income generation, service realignment and rationalisation. Explore Capital assets transfer and subsequent asset lock to enable scope to leverage in third party finance to facilitate the delivery of services. Defining and preparing a full five year business plan case ready for the new model commencing in 2017.

In 2017/2018 the preferred model and associated Trading Arm will commence operating.

Expected positive impacts

This approach offers better value for money and service delivery to the Council and Monmouthshire communities and visitors as the Model will:

- have a clearly aligned purpose and vision;
- be functional and fit for purpose;
- operate at low cost yet maximise commercialisation opportunities;
- address historic issues associated with service delivery such as operating in uncompromising spaces;
- enable rationalisation of services with opportunities to develop site specific community access projects rather than a generic offer; whilst
- enabling de-duplication of skills through the rationalisation of current structures and assets.

Expected negative impacts

The development and subsequent delivery of the model is likely to lead to:

- a rationalisation of service delivery points;
- a subsequent reduction in staff numbers due to the realignment and rationalisation exercise;
- the Council no longer having full control over the delivery of services that will be contained within the Alternative Delivery model; and
- an increase in governance pressures with the establishment of an alternative delivery model Board for strategic direction.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Tourism, Leisure, Culture and Youth Services	£318,026.66	£120,000		£120,000				Service realignment, rationalisation & income generation.
Tourism, Leisure, Culture and Youth Services		£254,000			£254,000			£254,000 NNDR 80%

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Status Quo	<ul style="list-style-type: none"> • Net cost of the cultural 'service' alone in 2014/15 was £1.08m. 2015/16 budget is £770k therefore the service is currently running at a deficit. • The museums service is hugely overstretched and unsustainable • The whole service area is operating independently of each other so opportunities for cost efficiencies and savings are being lost • Potentially profitable services such as catering are being run by the private sector so valuable profits that could support vulnerable services are being lost • Leisure and Outdoor Education maintain current income levels however the opportunity for investment, growth and new income targets will not be achievable. 	Cabinet
Outsourcing of central services to private companies or joint venture vehicles in which the local authority and a private company participate.	<ul style="list-style-type: none"> • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed • The council will not maintain full control. 	
Local Asset Backed Vehicles (LABVs) – where the local authority will transfer assets and a private company partner will match the value of those assets with capital to deliver infrastructure projects.	<ul style="list-style-type: none"> • Only addresses part of the problem as this model is focussed on service delivery rather than infrastructure per say. • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed • The council will not maintain full control. 	
The use of wholly owned or joint venture for-profit, mutually-owned companies capable of distributing profits to the local authority.	<ul style="list-style-type: none"> • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed 	
The use of individual discrete trusts to deliver	<ul style="list-style-type: none"> • Although popular evidence suggests that there are more benefits to be gained by economies of scale. 	

particular services – this has proven popular in relation to leisure services;		
The outsourcing of management services related to particular functions to wholly owned local authority companies – such as the Arm’s Length Management Organisations (ALMOs)	<ul style="list-style-type: none"> • The proposed Trust Model is an expansion of an ALMO but with a community purpose • The Trading Arm also offers an opportunity for increased income generation and cross subsidisation 	
Joint commissioning with other local authorities	<ul style="list-style-type: none"> • Monmouthshire County Council will not maintain full control. 	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Pre review stage consultation	Staff, members, DMT, SLT	April 2015

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	Various dates	Cultural services review started process which started to consider TLC and beyond
Other Service Contributing to / impacted	14 th /15 th Sept	Budget workshop and SMT Budget sessions with all mandate holders & HOS
Senior leadership team	25 th Aug	Budget mandates on agenda
Select Committee	22 nd 24 th Sept informal formal. Formal 4 th November.	
Whole Local Authority staff group	28 th September via the staff conference.	
Public or other stakeholders	Consultation commences on the 8 th October and runs until 30 th November. Events will take place on week commencing 16 th and 23 rd November. (in line with consultation plan)	
WLGA and feedback from established models/operational trust	November Feedback from WLGA and CEO’s of Alternative delivery models have provided technical feedback around NNDR and timescales which is why the mandate regarding this part	

	has been re-aligned to 2017. Also Welsh Government have suggested funding may become available for transformation
Cabinet (sign off to proceed)	This is planned for 6 th January 2016

Will any further consultation be needed?		
Name	Organisation/ department	Date
Select – There will be a joint super select	All committees	16 th December
Workforce Engagement event	All teams together from Leisure, Outdoor Education & Youth	15 th December
Consultation with all stakeholders is key for this mandate and will be on going throughout the mandate where and when appropriate.		

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Assessment of existing service area review and consideration of additional reviews to be undertaken i.e. Leisure Services and Youth Service	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Sept – Feb 2016
Staff consultations	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	September 2015 onwards
Assessment of viability of existing MCC CIC CMC ² to determine if it can be adapted to fit new purpose	Cath Fallon/CMC ² Board Members	Sept – Mar 2016
Establishment of Trading Company and new service delivery model (if CMC ² is deemed unsuitable)	Cath Fallon	June - Dec 2016
Capital Assets Transfer to Model to enable NNDR savings and scope for new Model to leverage in third party finance	Cath Fallon/Ian Saunders/Ben Winstanley	Sept – March 2017
Financial disaggregation of service area budgets and cost benefit analysis to identify areas of duplication, inefficiencies and budget savings to ensure any services transferred into the model will be operating at maximum efficiency.	Cath Fallon/Ian Saunders/Finance colleagues	Sept – March 2016
Assess capital investment requirements prior to capital assets being transferred into Model	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – Sept 2016

Commence lease termination process for those assets that will no longer be required for new Service Delivery model.	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – Sept 2016
Identify suitable staffing structures for both the Service Delivery Model and the Trading company and commence TUPE and recruitment processes.	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Dec 2015 – Dec 2016
Establishment of policy and procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Establishment of governance structures for Service Delivery Model to include a Board of Directors	Cath Fallon	April 2016 – September 2016
Establishment of banking and audit procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Service Delivery Model and Trading Company to commence trading		December 2016 – March 2017

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Extension of Amion contract to undertake further service reviews £30,000	Invest to Redesign Cabinet report Oct 2014	Buy in from service leads and Senior Leadership Team
Backfilling of Senior Officer posts to enable the model to be developed and delivered Professional advocacy and skills regarding legal issues and facilitation of workshops £60,000	Invest to Redesign Cabinet report Oct 2015	Tender document now on Sell To Wales so will shortly have more defined figure.
As the review evolves and we look at realignment and rationalisation and prepare a full five year business plan case ready for the new model commencing in 2017 there could be potential redundancy costs.	Unknown until full business case is developed.	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Identification of cost savings and efficiencies to be made as a result of service reviews		£254						
Process	Identification of service rationalisation opportunities for services included in the proposed model.	£120k							
Staff	Identification of staffing efficiencies as a result of service reviews. Morale, labour turnover.	tbc							
Customer	As a new service delivery model established with a drive to maintain locally accessible services excellence in customer service delivery will be key. Once established key performance targets will be set which will be clarified as part of the annual service delivery plans.	tbc							

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8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Lack of buy in from Senior Leadership team	Strategic	Proposal yet to be approved	Low	high	Low	Full options appraisal and delivery plan to be presented.	Low

Lack of buy in from Council Members	Strategic	Proposal yet to be approved	Low	High	High	Full options appraisal and delivery plan to be presented.	Low
Financial disaggregation of service area budgets	Operational	Current lack of clarity	Medium	High	High	Clear financial analysis to be presented by financial colleagues.	Low
Lack of acceptance from staff members	Operational	Current confusion as a result of limited information available.	Medium	Medium	Medium	Clear options appraisal and delivery plan to be presented. Full consultation process to be undertaken.	Low
Council will no longer have full control over the delivery of the services that will be contained within the service delivery model.	Strategic and operational	Service delivery model will be guided by an independent Board	Medium	High	Medium	As the Council will be the sole member of the service delivery model there is little risk that the Board will make decisions that are contrary to the priorities of the Council.	Low
Council will be required to make a payment for the delivery of services pertaining to the annual delivery plan.	Strategic and operational	An annual payment will be made by the Council in return for services delivered.	Low	Medium	Low	Key performance measures and targets will be included in the annual delivery plan to ensure that non-performance or failure can be addressed immediately.	Low

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
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Alternative delivery model and trading company will be approved	Given the backdrop of increasing austerity if local service delivery is to be maintained then new methods of delivery will be required	Cabinet/Council
The service area reviews will identify opportunities for service rationalisation and increased efficiencies.	The opportunity to assess the viability of current services through the lens of rationalisation and increased efficiency is highly likely to identify cost savings. In addition the rationalisation and subsequent realisation of the capital assets of some sites will not only lead to a capital receipt but also reduced overheads across the service areas.	Cabinet/Council

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

How will we monitor the mandate?

We will monitor the mandates :-

- The mandate will be monitored via the usual mandate monitoring plan ever quarter. The monitoring will be carried out by internal stakeholders from HR, Legal, Finance, Comms and Mandate Programme management. Monitoring will be reported alongside all other mandates and will publicised.
- A scrutiny panel will be established from all select committees to formally scrutinise the mandate during all stages of delivery.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Dates	Who will complete the evaluation?
In line with business case	Chief Officer, Kellie Beirne. – Full evaluation will reported to scrutiny and cabinet.



<p>Name of the Officer completing the evaluation</p> <p>Phone no: 07876545793 E-mail:iansaunders@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The aim is to move the services inside tourism, leisure and culture into a new delivery model (trust) operating at arm's length from the council. The trust will be commercially driven via a trading company whilst ensuring local services are maintained and improved. Mandate B1</p>
<p>Name of Service Tourism Leisure & Culture (there will also be consideration to Youth Service and Parks/Open Spaces)</p>	<p>Date Future Generations Evaluation 19th Sept 2015</p>

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9. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The new trust will provide employment, training and ensure the service are run with quality. Many of the services included in the model do provide positive outcomes to communities.</p> <p>A trust model would pay reduced rate of NNDR. While benefitting the trust this would reduce the tax take that is available for redistribution to other</p>	<p>The current services need investment and the trust model gives an opportunity to invest in people and ensure people have skills to do their job. If the trust does not go ahead the services may have to close</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	public services in Wales including Monmouthshire.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Ensure that decisions are made after careful consideration to future needs	Work closely with biodiversity team
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Enhanced community services such as leisure, sports development & culture have a massive role to play in ensuring health and well-being is at the centre of peoples lives. Maintaining services will allow the continuation of GP exercise referral programme which has a positive impact for those referred including those with mental health problems who benefit from exercise	Working with key partners to ensure key programs are delivered such as exercise referral. If the services are more efficient at marketing what they do and access to services is improved then health will benefit
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The role of the trust as a hub for information and networks. High footfall through these services and a connected workforce should ensure this is positive.	Services such as tourism, events ensure viable and resilient communities by generating footfall
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	In a positive way the trust will help deliver some of the priorities of Welsh Govt programs	Ensure services are aware of key Welsh Government initiatives and connect.
A Wales of vibrant culture and thriving Welsh language	The trust will focus on attracting more people to enjoy participation in many different activities. The	To increase use and the quality on offer should be a key driver for the trust. If more people are more

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	package of tourism, leisure and culture is at the heart of this model.	active more often or regularly participating in art and culture there are many positive benefits.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	A trust model of provision offers the potential to put services on a more sustainable financial footing. This would maintain a service offer to a much broader section of the population that if left to the private market alone which would be likely to result in higher prices which would exclude those on lower income groups which proportionately contain more older people and people with disabilities	All people will have opportunities to progress have access to services and thrive.

How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	Short term need is maintaining quality services and looking to develop sustainable business models that have long term viability. Long term business plans, investment plans and capital investment plans would all ensure the future generations are considered in this process.	The development of the trust will include the need for decisions to be made with the long term needs of the business/service. A board of trustees would help guide the process to ensure the correct balance is delivered.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The services in tourism leisure and culture have key stakeholders and partners that they currently work with. Internal MCC departments, Sport Wales and Art Wales, CADW, Public Health Wales and Town & Community Councils all factor heavily in working together.</p>	<p>The work around partners and delivering key programs are critical for the trust. There would be work on governance and business plans to ensure collaboration is in the centre of the model.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>The services in tourism leisure and culture have key stakeholders and partners that they currently work with. Internal MCC departments, CYP, Sport Wales and Art Wales, CADW, Public Health Wales and Town & Community Councils all factor heavily in this work and consultation is planned going forwards</p>	<p>The community and users groups will be included as in the cultural services review. Also our key stakeholders.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The need to explore options and invest in resources to ensure this work moves forward at pace is recognized.</p> <p>The current budgets for maintenance and investment across MCC is extremely limited.</p>	<p>The trust would develop business plans and investment strategies to help improve</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>If the trust model is viable then the end product will be a vehicle which provides the community, economy and environment benefits. Improved people led services with improvements to buildings and improved management of environment and outdoor spaces.</p>	<p>Some initial work completed in the review of cultural services and the need to commit to widespread consultation and delivering the model.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Access to services impacts all ages. If the new trust provides better quality facilities and keeps them open this is positive. A trust model of provision offers the potential to put services on a more sustainable financial footing. This would maintain a service offer to a much broader section of the population that if left to the private market alone which would be likely to result in higher prices which would exclude those on lower income groups which proportionately contain more older people and people with disabilities		Sustainable delivery models
Disability	Trust will continue to work with key partners and organisations to support. A trust model would maintain a service offer which is affordable to a much broader section of the population than if left to private provision. Lower income groups tend to include a higher proportion of people with disabilities		Any agreement to transfer services to a new organisation, there needs to be a requirement to adhere to the Council's policies on Equality. This includes access to goods and services, recruitment and retention of staff. The service will undertake a profile of it's users and monitor service use 24 months after the transfer to any new organisation to ensure that should any unforeseen negative impact materialize then it is identified and addressed.
Gender reassignment	Neutral	Neutral	As above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	Neutral	Neutral	As above
Race	Neutral	Neutral	As above
Religion or Belief	Neutral	Neutral	As above
Sex	Neutral	Neutral	As above
Sexual Orientation	Neutral	Neutral	Neutral
Welsh Language	Neutral	Neutral	Neutral

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The new trust will ensure levels of safeguarding are at the same levels as they currently stand inside the local authority.		
Corporate Parenting	It is essential that responsibilities currently undertaking by the various departments inside TLC are built into future plans for the trust. Certainly passport to leisure schemes and various schemes give access to LAC's and other vulnerable groups. Services such as youth, outdoor education and leisure all contribute to this area.		Links/governance to MCC must be maintained in the new delivery model to ensure these responsibilities are maintained/considered.

5. What evidence and data has informed the development of your proposal?

Over the last few financial periods the services have had around 30% efficiencies and an increased expectation to drive enhanced levels of income. With the continued pressure of the MTFP the services are at a stage where some of them will close if a new model is not developed. Each site needs significant investment to maintain levels of income and to increase commercial output.

The various services have undertaken reviews – the most recent being the cultural services review and interpretation of the recommendations are currently underway. The review of outdoor education service is also near to completion.

Welsh Government have completed the expert museums review which has given some recommendations around coordinating leadership to deliver local services, local authority to consider all models of deliver and also development of collections and skills – Welsh Government that museums directly provided by authorities should be give relief from NNDR on the same basis as museums that are operated by charities.

Neighbouring authorities have moved their leisure services into a trust model and have seen some positive investments leading to enhanced income opportunities.

Initial project work has identified that a new trust model (currently looking at several options) would give some immediate benefits in particular around NNDR whilst looking at a timetable to work through the necessary governance, consultation necessary.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The new model trust would look to develop its existing offer across MCC. The need for clear vision and purpose and close working with stakeholder and community groups/user groups. The opportunity to create and deliver a clear business plan for each service with investment strategy and move forward with commercial opportunities as they present themselves.

Current budgets inside property maintenance and capital programs have been diminished and prioritized for the 21st Century schools program.

The trust would be in a position to move quickly and make decisions at a faster pace than current local government legislation – this too would be critical to ensure the trust is a success.

To introduce a commercial trading arm which will help to generate income into the trust and also ensure the specialized skills are available to drive this area of the business.

Grants and some programs are not available to local authority so opportunities to increase this area.

Work is underway to put a project group together which includes staff/union liaison, governance, communications – senior officers will be seconded to the project to ensure this work moves at the pace necessary for implementation.

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7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Budgets and information	Ongoing	Ian Saunders, Cath Fallon	
Speak to staff and update progress - consultations	Sept 15 - onwards	Ian Saunders	
Write paper around resources & project needs – extending scope of consultants brief.	Sept 15	Kel Beirne	
Governance arrangements	Sept 15 - onwards	Cath Fallon	

Deliver timetable of progress and milestones	Ongoing	Project team & Amion	
Move buildings into trust vehicle	By April 2015	Ian S, Cath F, service managers, legal and estates	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	As the project progresses.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B02
Title: Rationalise Business Support Teams

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

Mandate Completed by	<i>Tracey Harry</i>
Date	<i>2 September 2015</i>

How much savings will it generate and over what period?
50k in 16/17 recurring
Directorate & Service Area responsible
Whole authority
Mandate lead(s)
Tracey Harry

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

To examine the directorate business support/admin across the organisation in order to identify possible opportunities for rationalisation, including examination of spans of control, structures and capacity.

What evidence have you got that this needs to be addressed?

It has been noted amongst managers that we have never reviewed the whole organisation's business support/administrative function. Given the reduction in resources that have taken place operationally this is an opportunity to examine the impact that has had on business support teams.

How will this proposal address this issue

It will potentially identify opportunities for redesigning arrangements to best support operational teams in an ever changing environment.

What will it look like when you have implemented the proposal

The Business support function across the organisation will have the appropriate skills, knowledge and structure to deal with the demands and individual needs of services.

Expected positive impacts

Our aim is to deliver both financial and operational benefits to individual services.

Expected negative impacts

Managers will need to become more self sufficient and embrace the benefits of the available technology within the organisations.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Whole organisation	Tbc(awaiting finance)	50k	Improved operational and management efficiency	50k				

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do nothing	No resource available to review the whole business support/admin function across the organisation. Due to the service complexities it is impossible to use a blanket approach to support provided.	
Outsource business support or collaborate with another LA	Given the complexities around of the range of current support arrangements would there be an independent provider.	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	August 2015	
Select Committee	22 nd October 2015	None
Public or other stakeholders	8 th October – 30 th November 2015	none
Cabinet (sign off to proceed)	Meeting scheduled for the 6 th January 2016	
Staff	Commences on 28 th September via staff conference	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Ongoing consultation with all affected groups	Whole organisation	ongoing

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Identify the current directorate support/admin support arrangements currently operating across directorates	Tracey Harry /all services /finance	completed
Identify any disparities in capacity/ spans of control and structures	Managers involved in reviewing business support in their service areas	completed
Identify areas where anomalies or operational opportunities exist	Desk top exercise identified admin and business support across organisation. Liaised with managers where business support has not been reviewed to look for opportunities to rationalise or deliver more effectively	ongoing £27 k identified through removal of a vacant post and reduction in business support capacity through realignment of structure removal of excess capacity

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None identified at this point. But there may be investment in ICT that is identified in order to improve operational efficiency.		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Saving of 50k	50k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Positive engagement from services in the review.							
IT functionality							
Management resistance							
Business support already been reviewed		Directorates have already included business support arrangement as part of previous budget round savings	very	Savings target wont be achieved		none	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That there are opportunities to make efficiencies in operational business support.	Because we have never carried out a review and there are significant differences business support structures across the organisation.	

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly until fully achieved.	Tracery Harry in conjunction with managers



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Tracey Harry</p> <p>Phone no:07796610435 E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>B2 – Rationalise Business Support Teams</p>
<p>Name of Service</p> <p>CEX</p>	<p>Date Future Generations Evaluation form completed</p> <p>7th September2015</p>






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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Maximises the use of our business support capacity across the organisation by identifying and addressing inefficiencies in structures, practice, skills and knowledge</p>	<p>Through obtaining a clear and thorough understanding of the business support needs of the organization</p> <p>Full involvement of managers and staff in the review.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>N/A</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Potentially provide uncertainty to business support teams.	Involvement of all concerned throughout a clear and transparent process.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	By providing streamlined, efficient business support will positively impact on Monmouthshire citizens.	Consider all feedback including customer comments and complaints.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Equal opportunities principles will be applied throughout the review and change processes.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>The review is based on ensuring that the business support function is fit for purpose in the medium and long term</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>Learning from teams across the organisation to maximize benefits of sharing experience and knowledge and best practice. Streamlining systems and processes.</p>	
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>See budget mandate for consultation with key stakeholders</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Aim of review is to ensure resources are used efficiently and effectively whilst improving the business support service.</p>	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Better service delivered to citizens. Use of technology maximized and efficiency improved.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	No		
Disability	No		
Gender reassignment	No		
Marriage or civil partnership	No		
Race	No		
Religion or Belief	No		
Sex	No		
Sexual Orientation	No		
Welsh Language	no.		

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	One of the principles on which the review is based is to ensure that all safeguarding and corporate parenting issues are fundamental to all considerations.		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

No evidence that a whole authority business support review has been undertaken. Previous business support reviews have been done in silos.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This section should give the key issues arising from the evaluation which will be included in the Committee report template.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	In line with the project plan. Final evaluation following year one of implementation.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B3

Title: Training Service Consolidation

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

Mandate Completed by	Peter Davies
Date	14 th September 2015

How much savings will it generate and over what period?

Targeted recurrent annual savings of £50,000 with effect from 1st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17.

Directorate & Service Area responsible

This mandate concerns the consolidation of the Authority's existing training functions into one consolidated offer. The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate.

Mandate lead(s)

Peter Davies – Head of Commercial and People Development

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The Authority has a number of training functions that currently operate autonomously, each with its own training resources to oversee the administration and delivery of training as well as to drive external income generation from selling training externally.

What evidence have you got that this needs to be addressed?

As stated the training offer from the Authority is delivered in a disparate fashion. A training network has recently been established and there was consensus agreement that there were opportunities to drive efficiencies and income generation opportunities through a more coherent and consolidated training offer.

How will this proposal address this issue

The intention is to create one training service out of the out of Corporate Training (Talent Lab), Leisure Training (MonAcademy), Community Learning, Raglan Training Centre and Youth Service Training. The proposal will look to identify the most optimum use of resources to deliver the Authority's training functions through optimum use of training administration and resources, cost effective training delivery methods, effective use of training venues and the improved marketing of the training offer such as to stimulate increased external training income. The proposal will also look to remove any duplication in training courses that are currently being provided (e.g. first aid training).

What will it look like when you have implemented the proposal

There will be one overarching marketing and brand strategy in place for training being delivered by the authority. The strategy would go hand and hand with the consolidation of the various training functions. Consolidation does not necessarily mean that there will be one single training function but an acceptance that there are opportunities to deliver savings through the most effective and optimum use of resources.

Expected positive impacts

There are multiple positive impacts from the creation of one training provider. As stated above benefits will comprise optimum use of training administration and resources, cost effective training delivery methods, effective use of training venues and the improved marketing of the training offer such as to stimulate increased external training income. The proposal would also look to remove any duplication in training courses that are currently being provided (e.g. first aid training).

Expected negative impacts
Care will need to be taken to ensure that the existing individual training offers being successfully delivered are not negatively impacted whether in terms of the training quality, brand reputation, scope for income generation etc. Consideration also needs to be given to the budget pressures being managed currently in a number of the training functions including Community Learning (loss of funding), Raglan training (income shortfalls) and the Youth Service (savings already identified from their training function).

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Various training departments*	TBC	£50k	To be confirmed	£50k	£50k	£50k	£50k	£50k recurrent savings

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* Training departments included within scope comprise Corporate Training (Talent Lab), Leisure Training (MonAcademy), Community Learning, Raglan Training Centre and Youth Service Training.

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do Nothing	Limited scope to deliver efficiencies and savings; greater potential for efficiencies and savings from looking at the recommended option above.	Peter Davies
Buy in training provision	The training functions are an asset to the Authority that can be capitalised upon	Peter Davies

from external providers	in terms of scope for income generation. There is however scope to look at buying in training provision where it is either more cost effective or training expertise is not held in-house. This will be a blended consideration within the option being recommended.	
Collaborate with other authorities or training providers	This option will be looked at as a potential future consideration. For 2015/16 the focus will be to ensure that a single training service delivers optimum savings. The opportunities for greater collaboration will naturally be explored in parallel with this mandate as timescales would not allow for this to be considered in 2015/16. It should be noted there are proposals already in place for the Social Care Workforce Development Partnership to move towards a collaborative solution.	Peter Davies

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
<ul style="list-style-type: none"> Senior Leadership Team Senior Management Team Relevant Department Heads – as part of training network meetings that have been established as well as separate exploratory discussions. 	Community Learning Youth Service Raglan Training Leisure (MonAcademy) Corporate Training	Various

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	17 th Sept 2016	We will continue to consult and shape with the current training teams as work develops.
Other Service Contributing to / impacted	17 th Sept 2016	
Senior leadership team	17 th Sept 2016	
Select Committee	22 nd October Select	

Public or other stakeholders	28 th September Staff Conference Public Engagement 8 th October – 30 th November	
Cabinet (sign off to proceed)	Scheduled meeting 6 th January 2016	

Will any further consultation be needed?

Name	Organisation/ department	Date
Relevant teams / staff	Community Learning Youth Service Raglan Training Leisure (MonAcademy) Corporate Training	To be determined as part of development of business case

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Engage staff teams to discuss opportunities arising from the proposal	Peter Davies / relevant departments heads and training leads	September 2015
Mobilise a project team responsible for developing the business case for the proposals outlined	Peter Davies / relevant departments heads and training leads	October 2015
Undertake a review of the existing training functions to identify scope for quick wins and for recurrent cash and non-cash efficiencies through adoption of a 'whole system' approach	Project team	October 2015
Explore accommodation options	Project team / Estates	November 2015
Undertake market testing exercise to explore opportunities to increase external	Project team	November 2015

income potential		
Finalise brand and marketing strategy	Peter Davies / Project team lead	January 2016
Finalise the business case	Project team lead	February 2016
Implement proposals	Project team lead, relevant department heads and training leads	April 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Project team lead may need to be a part-time/full-time dedicated role for a period	Backfill may be required to cover for any suitable candidate	
Input from Organisational Development Manager to support mini 'system' review of training function(s)	Capacity of Organisational Development Manager to be reviewed	
Potential need for external advice in order to undertake market testing	To be managed from within existing budgets	
Graphic design and marketing input for training materials, web presence etc.	To be managed from within existing budgets	
Potential investment in training administration systems	Bid may need to be considered from ICT reserve. Any annual software maintenance and licence costs to be managed from within existing budgets	
Potential investment in revised accommodation options so that they are fit for purpose	Dependent on level of costs identified	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Cost of training per delegate	TBC							
Budget	Income generation	TBC							
Process	Accommodation utilisation rate	TBC							
Staff	Instructor performance / course feedback	TBC							
Customer	% Increase in skills/learning	TBC							
Customer	Customer satisfaction	TBC							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the council's policy.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Suitable and affordable accommodation not available to meet needs	Operational	Existing accommodation is too costly in some areas and may not be available in future as a result of the next phase of the Strategic Accommodation	Likely	Substantial	Medium	Creative solutions to be sourced that all shared used of accommodation	Low/Medium

		Review					
Insufficient external demand for training	Operational	Shortfalls against income targets have occurred.	Possible	Substantial	Medium	Market testing exercise to be completed; Branding and marketing advice to be received	Low/Medium
Staff don't have access to e-learning and training materials on the Intranet	Operational	Only a half of the workforce currently have access to the Authority's network and intranet	Almost certain	Moderate	Medium	Identify solutions by which all staff have a means by which they can access the Authority's training materials and any e-learning/audio/video material. Currently being explored corporately.	Low/Medium

9. Assumptions

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

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Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the £50k savings identified can be achieved over and above existing budget pressures being managed	Business case to take account of budget pressures and plans in place to address and mitigate pressures	Peter Davies

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
On a quarterly basis following implementation from 1 st April 2016 as part of ongoing performance monitoring; Formal reviews on an annual basis.	Peter Davies – Head of Commercial and People Development

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B03 - Proposal</p> <p>To consolidate the offer for existing training functions across the authority into one training service</p>
<p>Name of Service</p> <p>Lead department – People Services, Enterprise Directorate</p> <p>Various training functions from across the Authority are included in this mandate</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p>




1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposal looks to identify efficiencies through the authority's disparate training functions being consolidated into one service offer. The proposal would also look to ensure that the limited training resources of the authority are focused both on the core training needs of the organization/customer base as well as sourcing opportunities to generate external training income.</p>	<p>Positive impact will be increased through:</p> <ul style="list-style-type: none"> (a) Effective engagement with training teams and the organization at large; (b) Undertaking a service review to ensure that the systems in place to administer training are as effective as possible

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		<p>(c) Undertaking a review of training accommodation to ensure that scope for rationalization/optimization is undertaken</p> <p>(d) Undertaking market testing to assess opportunities to generate external training income</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Where practicable a greater focus will be placed on being able to deliver training through e-learning or web based solutions, avoid the need for travel to and from training venues.</p>	<p>Training venues to be selected based on the travel times of those attending to ensure that carbon footprint and impact is minimized. Car sharing to be promoted.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Training programmes are continuing to focus on both physical and mental wellbeing, with training being delivered based on identified needs of staff / customers.</p>	<p>Ensuring that systems are in place to capture organizational data around sickness reasons to ensure that training is designed accordingly.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Where relevant and practicable training materials will be provided in Welsh.</p>	<p>Marketing and generating awareness amongst staff of e-learning solutions that is also available in Welsh.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Training programmes will continue to be designed to meet the needs of all groups no matter what their background or circumstances.	No further action deemed necessary.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>There is an acceptance that the Authority's training functions need to operate on more of a sustainable footing. This being recognized focus will be on ensuring that the most effective use of training resources is made.</p>	<p>Continuing to exploit the potential to generate external training revenues will further contribute to ensuring the sustainability of the training service.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>Work will continue to further develop relationships with existing partners as well as to identify future partners.</p>	<p>Scoping exercise to be undertaken to look at other partner organisations, third sector organisations, businesses and training companies and the scope to undertake further collaboration work that will allow the training service to be provided more effectively or efficiently.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>Senior Leadership Team, Members, Cabinet, Select Committees, Training teams, staff, partner organisations</p>	<p>Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. Training teams will be engaged at all stages of the development of the proposal and business case. Continuous feedback will be sought.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Training programmes will be designed based on identified needs.</p>	<p>Effective evaluation and measurement frameworks will continue to be developed to ensure that trainees are able to demonstrate what they have learnt and how they have applied it.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Delivering the Authority's core training needs through an effective and efficient training service will benefit staff and communities alike.</p>	<p>Training materials will look to embrace the core principles of sustainable development.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	-
Disability	N/A	N/A	-
Gender reassignment	N/A	N/A	-
Marriage or civil partnership	N/A	N/A	-
Race	N/A	N/A	-
Religion or Belief	N/A	N/A	-
Sex	N/A	N/A	-
Sexual Orientation	N/A	N/A	-
Welsh Language	Where relevant and practicable training materials will be provided in Welsh.	N/A	Marketing and generating awareness amongst staff of e-learning solutions that is also available in Welsh.

D39052

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	N/A	N/A	-
Corporate Parenting	N/A	N/A	-

5. What evidence and data has informed the development of your proposal?

<p>Existing training plans and programmes Feedback from meetings with training leads Strategic accommodation review phase 2 (draft)</p>

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Impacts envisaged from the implementation of this proposal are seen as wholly positive on both wellbeing and sustainable development fronts. Positive impacts include the consolidation of training functions allowing for a more effective and efficient service delivery to be modelled, focusing on training that reduces the need for travel, a continued focus on training that supports health and wellbeing, and a need to consider training materials being provided in Welsh where practicable. There are no identified equality impacts resulting from this proposal.

The form has been useful in highlighting the need to enshrine sustainability, wellbeing and equality implications into the proposal, ensuring that positive impacts are optimized.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
No further actions beyond those listed in the evaluation form above			

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

<p>The impacts of this proposal will be evaluated on:</p>	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on an annual basis as part of annual training plans.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B5

Title: Optimisation of Assets and Attractions

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

Mandate Completed by	Deb Hill-Howells & Ben Winstanley
Date	14.09.15 Updated 8.12.2015

How much savings will it generate and over what period?
£160k in 2016/17
Directorate & Service Area responsible
Community Delivery and Commercial and People Development, Enterprise
Mandate lead(s)
Deb Hill-Howells, Ben Winstanley, Peter Davies and Ian Saunders

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Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

To reduce holding costs by transferring assets to community organisations that are in a position to continue to deliver local services through acceleration of Community Asset Transfer (CAT). To increase income opportunities through optimising assets and attractions by working in partnerships with those organisations and partners able to allow us to achieve aspirations and create new markets and opportunities.

What evidence have you got that this needs to be addressed?

Localism Act 2011, ongoing consultation by WAG to adopt / amend this provision.

Local groups/ organisations are already in the process of undertaking a community asset transfer, Raglan Village Hall group being the first application approved by Cabinet in July 2015.

There are opportunities to extend our reach in terms of new income generation through optimising the use of our assets and attractions. However with too few people to enable us to achieve this, manifest need for capital investment and the requirement for expertise and specialisms in areas such as event planning, catering, targeted marketing and extending reach to global markets – there is a need to identify and work with the partners that are able to help us achieve this.

How will this proposal address this issue

This mandate proposes that transfer of 2 assets which currently facilitate the provision of local services. Melville Theatre is a single storey circa 1898 property located on the outskirts of the town centre in Abergavenny. The property is grade II listed and is occupied by Regulatory Services, Gwent Careers and Gwent Theatre. Green fingers and Dance Blast also occupy self-contained buildings within the curtilage of the site.

Chepstow Drill Hall is a single storey property situated at the rear of Chepstow Museum. The property is occupied by Chepstow Town Council and Chepstow Boxing Club.

Should we proceed with a transfer of the asset to local community organisations (which are able to demonstrate a robust and viable business case) the Council will be ensuring the sustainability of local facilities whilst reducing its revenue operating costs.

We will also enter into a competitive process to identify suitable partners that may wish to work with us to optimise use of our prime assets for community and large-scale events, festivals, accommodation and other income-generating activities.

What will it look like when you have implemented the proposal

In the event that the Council agrees to the release of the two assets, local groups will be invited to apply to take over the assets. The proposal will involve them evidencing that they have a viable business plan, are sustainable in the longer term and will continue to maintain local service provision. The Council's position will be safeguarded through the provision of pre-emption and clawback clauses within conveyance documents which will prevent the assets subsequently being disposed of for alternative provision.

The proposed community asset transfers will support the Council's vision of sustainable and resilient communities, result in a reduction in property holding costs, whilst empowering local communities to deliver local services.

Discussions would need to be concluded with Gwent Careers to advice of the proposed change in ownership, but their lease will continue to safeguard their occupation. It is proposed that regulatory services are transferred to the Community Learning and Youth Centre at Pen y Pound. This would require some adaptations to facilitate a self-contained entrance for users of the service. There is sufficient office accommodation and car parking to enable this provision.

Green Fingers could continue insitu at the Melville Theatre Site (their occupation could be excluded from any transfer or regularised into a long leasehold on a peppercorn rent) or they could also have the option to transfer to the Community Learning site.

It is anticipated that the local groups may need support preparing business plans and in the transition year following transfer, we would propose that the Council provides this support through advice technical support rather than revenue provision.

In relation to asset optimisation – the 'end product' will be a commercial partnership(s) that enables us to create broader reach in terms of marketing, attracting new international markets, high-order events and optimisation of our assets to allow exploration of new areas and potential in order to achieve higher levels of sustainable income.

Expected positive impacts

The continuation of local services, upskilling of local communities and the maintenance of valued local provision. The Council will benefit through a reduced revenue commitment to maintain assets that are currently being held to provide local services.

The Council can work in partnership with tourism and heritage industry experts in order to reduce costs, become more efficient and generate new sustainable revenue flows.

Expected negative impacts

It is proposed that the assets are transferred at less than best price, using the powers afforded via the General Disposals Consent Order 2003. Therefore there will be the loss of a capital receipt to the Council (all capital receipts are currently ring fenced to the 21st century schools programme) which could impact on the Council's ability to deliver current capital commitments.

There may be some community reaction since the Council will no longer be the sole party or provider, of assets and attractions in the future. There may also be some minor limitations on public access to certain areas at certain times, when private events may be in operation. The end game however, is generating new and additional income through which to support the upkeep of assets in order that they remain sustainable features of the local offer.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Estates (Melville Theatre)	55k (actual cost in 14/15)	50k (would be loss of rental)	0	50k				50k This is the net cost to the Council.
Estates (Drill Hall, Chepstow)	10k (actual cost in 14/15)	10k	0	10k				10k
Income generation through commercial partnerships aimed at optimisation of events, marketing, private engagements and complementary activity on council sites, assets and attractions		£100k new income generation		100k				100k

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Withdraw concessionary rental grants from Gwent Theatre and Dance Blast, thereby increasing the rental income from the building to offset running costs.	This would result in increased financial burdens to local community organisations that are unlikely to be able to sustain this uplift and would potential close result in a loss of service to the local community.	Estates
Sell the asset at market value	Current occupiers have leases that prevent MCC from gaining vacant possession and therefore we would be required to sell the asset with the sitting tenant's insitu. This would reduce the value of the asset and would not provide any safeguards for the existing occupiers in the longer term.	Estates
Change the use of the asset to maximise value	Initial discussions have been undertaken with the Local Planning authority, given that the site is located within a flood plain and the main building is listed, there are currently no viable alternative uses.	Estates
Continue to operate the sites and attractions as they are currently run	Scenario planning exercises demonstrate that a 'business as usual' approach at a time when funds are significantly reducing and income generation targets are floundering, would be extremely dangerous.	TLC
Dispose of assets and attractions	In the medium-term the assets and attractions are part of explorations around Alternative Delivery Model work 'Trust Plus'.	Estates and TLC

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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
None		

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Estates Team Meeting	13th August	Review of options that led to proposal.
Other Service Contributing to / impacted		Preliminary discussions with Community Learning as regards capacity at centre in Pen y Pound.
Senior leadership team	November 2015	Agreed to add 'asset optimisation' to mandate
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
	Procurement	Dec 2015
Community occupiers & groups		
Regulatory Services	Chief Executives	
Green fingers	Social Services	

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Undertake consultation with stakeholders	Estates	Oct – Jan
Identify costs to re-locate regulatory services to Pen y Pound	Property Services/ Estates	Oct
Secure funding for required adaptations	Estates	Nov - Feb
Identify preferred position of Green fingers and adapt plans accordingly	Social Services/ Estates	Oct – Jan
Invite expressions of interest from Community Groups who would wish to take over assets	Estates	Jan – Feb
Work with preferred bidders to develop viable business plan and effect transfer	Estates / Legal	March – June
Develop and issue tender brief to market for asset optimisation – select preferred partners and develop legal and contractual arrangements	Estates/ Legal/ Procurement/ TLS	January-March 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc.

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Works to CEC building at Pen y Pound in event Green fingers and Regulatory Services transfer locations	TBC	
Any outstanding repairs & maintenance will need to be completed prior to transfer	Property Maintenance Budget	
Community groups / councils may require support for 12 months to enable the transfer of the asset.	TBC	Specialist advice on preparing a business plan, running and maintain a service and building.

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Reduction in property holding costs	60k							
Budget	Increase in income generation through which to contribute to sustaining cultural, tourism and heritage assets and attractions	100k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Community groups do not want to take over sites	Operational	Will be need for community groups to take over running costs and management arrangements. They may not have capacity / resources to do this.	High	High	High	Provide support & advice for a 12 month period following transfer (but not revenue). Help community groups to develop business plan prior to transfer to support fund raising activities	High
Community groups may want buildings upgraded prior to transfer	Operational	Previous experience of Park Street transfer	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med
Lack of funding to upgrade Pen y Pound building prevents re-location of Regulatory Services and Green fingers	Operational	No funding for works currently in place. If unable to re-locate services we will be unable to undertake asset transfer (we would not want to increase holding costs by entering into a lease with associated rental & service charge commitments).	Med	High	High	Finalise discussions with services to ascertain operational need, finalise designs and securing funding (based on minimal adaptations to enable efficient running of service).	Med
Transfers may	Strategic	No CATs have	Low	Med	Med	Pre-emption and clawback rights enable	Low

<p>take place and groups not sustainable after limited period of time, resulting in loss of capital asset and potential depreciation of the building and loss of local services</p>		<p>currently taken place in Monmouthshire so no evidence of long term successful projects. Nature of community organisations (excluding town & community Councils) is that they rely on volunteers and therefore potentially less resilient if not successful in recruiting and maintaining volunteers and funding.</p>				<p>Council to step in and prevent asset being sold for alternative use. Also need to investigate step in rights in the event that the community organisation folds or ceases to provide services.</p>	
<p>Little or no interest from the market in commercial partnerships or JVs to enable asset optimisation. In turn this may result in service withdrawal or limited availability (for example, reduced opening hours) for certain assets and attractions</p>	<p>Strategic</p>	<p>Some of the assets have manifest and significant investment needs – this may dampen appetite of potential partners.</p>	<p>Medium</p>	<p>Med</p>	<p>Med</p>	<p>Test for EOIs, begin exploratory conversations with potential partners and seek great practice examples from other places.</p>	<p>Med</p>

Underscore income targets	Strategic	Income generation is already struggling due to the issues already cited in this mandate. Given the timescale pressures, it may not be possible to get agreements and partnerships in place and make a full year's revenue generation.	Medium	Med	Med	Track process to agreed timescales and be clear about investment needs in order for any 'invest to generate' issues to be known about and planner for, up-front	Med
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9. Assumptions

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

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Assumption	Reason why assumption is being made (evidence)	Decision Maker
Community groups come forward to take over buildings	If no incorporated community organisation comes forward we will not be in a position to undertake transfer (we could however choose to sell them and reduce holding costs albeit that the capital receipt would be reduced due to sitting tenants)	Community organisations /MCC
Members agree to the transfer	If member approval not forthcoming, then will be unable to make savings	Cabinet
Members agree to any potential partnerships or JV	If member approval is not forthcoming, income generation cannot occur	Cabinet
The community will support the arrangements and understand that new ways of working must be explored and adopted if assets and attractions are to be sustained.	Community support will be critical to success of potential partnerships	Friends of groups, volunteer groups and local community groups. Town and community councils will play a key facilitating and supportive role.

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
March 2017	Estates Manager / Directorate accountant



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Debra Hill-Howells & Ben Winstanley Phone no: 01633 644281 or 01633 644965 E-mail: debrahill-howells@monmouthshire.gov.uk benwinstanley@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This budget mandate proposes the transfer of 2 council owned properties into community ownership, to increase income opportunities to optimize assets and attractions by working in partnerships with those organisation and partners able to allow us to achieve aspirations and create new markets and opportunities.</p> <p>From mandate B5 – Community Asset Transfer</p>
<p>Name of Service</p> <p>Estates, Enterprise</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th September 2015 / Updated 7th December</p>




1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The budget mandate involves the proposed transfer of 2 council owned buildings into community ownership to enable them to deliver local services. This will facilitate the up skilling of local communities in order for them to manage the asset and deliver the service and that the service provision is modelled at the local level.</p>	<p>To ensure the future of the community asset the property transfer document will contain safeguards to protect the asset from disposal to an alternative use. We will strive to ensure that assets remain within our communities.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	It is proposed that the properties are disposed as existing to maintain local services, therefore there will be a neutral impact on biodiversity and ecosystems.	None
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The services currently provided from the buildings support local communities through art, culture and gardening as well as providing social opportunities.	The proposal to undertake community asset transfers is designed to transfer control of the assets to the service providers to safeguard the future of these valued local services. We will also look to work with any partners to continue to protect local assets.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Transferring control of the assets to local communities will strengthen their role within the cultural and social aspects of community life. Support (non financial) will be provided during the transition period to transfer knowledge and develop skills.	Support (non financial) will be provided during the transition period to transfer knowledge and develop skills as well as support the development of business plans.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Services are delivered locally and procurement for building adaptations will be undertaken through approved frameworks.	Procurement legislation and best practice will be observed.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The properties are currently used to provide cultural and sporting activities. The transfer of the assets into the control of the local community will enable them to continue to provide services.	Support (non financial) will be provided during the transition period to transfer knowledge and develop skills as well as support the development of business plans.
A more equal Wales	The transfer of the assets will be to local groups that can demonstrate a viable, sustainable business case.	The business plan will require local community groups to be explicit about how their proposals will

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances	This will need to consider equality as well as financial issues.	impact on the protected characteristics achieving equality of access.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>This proposal seeks to safeguard the long term future of the buildings and the services that they deliver by transferring the assets into the control of the local communities. This will involve the potential loss of a capital receipt to the Council, this is however offset by the social and community value that will accrue as a result of the proposed transfers.</p>	<p>There will protection within the legal agreements to safeguard the future of the properties and prevent the buildings being used for alternative uses.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>The proposed transfer of the assets will enable communities to deliver local services in a way that meets their local needs. Transferring the asset will give communities control and security over service provision.</p>	<p>The implementation of the Community asset Transfer policy in advance of WAG implementing the Localism Act provisions relating to community ownership.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>We have received approaches from Community groups who would be interested in these buildings. No formal consultation will be undertaken until we have approval to proceed with the proposal.</p>	<p>The Councils Community Asset Transfer policy provides the framework around which the consultation and discussion with community groups will be undertaken.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Transferring the assets into local ownership will release the revenue commitment for front line services. The local communities will have an asset from which to consolidate or develop local service provision as well as access alternative funding streams.</p>	<p>The proposed transfer of the asset will help safeguard the local services as the transfer will be undertaken at less than best consideration.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Transferring the assets will provide local communities with local control, potentially provide opportunities for volunteering or paid employment and develop local skills.</p>	<p>We will work with the community groups selected to take over the assets, to ensure that their proposals are viable, promote equality and are sustainable in the longer term.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral	Neutral	
Disability	Neutral	<ul style="list-style-type: none"> • If asset transferred will new management group be as supportive of disabled service users (Dance Blast) with any accessibility issues in the two venues as Council does currently under DDA and Equality Act. • Does the Council remain owners of the property,if so we have responsibility for compliance with the legislation above • Ensure that with the transfer of regulatory services to Youth Centre that the new entrance and access to rest of building is fully compliant.for disabled people. • Under section 4 of mandate consultation with community occupiers and groups under the terms of Equality Act is a vital requirement as early as possible • 	
Gender reassignment	Neutral	Neutral	
Marriage or civil partnership	Neutral	Neutral	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	Neutral	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	Neutral	Neutral	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	No impact	<i>No impact</i>	
Corporate Parenting	No impact	No impact	

5. What evidence and data has informed the development of your proposal?

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The Localism Act 2011
 The Councils Community Asset Transfer policy
 Review of property holding costs

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This budget mandate supports the vision of sustainable and resilient communities by promoting the transfer of buildings into the control of local incorporated groups who are able to demonstrate that they have a viable and sustainable business plan that will support the development of the local community.

As a consequence of this proposal the Council will potentially relinquish the capital value of the assets which would have been used to support the 21st schools agenda.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Ensure that any bids received are robust, viable and sustainable and that the value their proposals bring to the local community offset the loss of capital value.	At the point that a decision is made to progress the mandate and the CAT application process is implemented.	Estates	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Estates Business Plan quarterly review
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Business Change Mandate (Including Budget Mandates) Proposal Number: B7
Title: Legal Services Review Opportunities for Income Generation

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

Mandate Completed by	Robert Tranter
Date	15 th September 2015

How much savings will it generate and over what period?
Income generation target to increase by £25,000 through the provision of legal advice to public service providers.
Directorate & Service Area responsible
Legal Services & Land Charges
Mandate lead(s)
Robert Tranter

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

To receive income from providing legal advice to Melin Homes on planning agreements and consider any other external work to reduce the net cost of Legal Services and Land Charges to the council.

To build on the findings from the Legal Services Review which aims to ensure that the council maximises opportunities to reduce its spend on legal advice through reducing the need to purchase external independent legal advice whilst maximising any income generation opportunities.

What evidence have you got that this needs to be addressed?

Melin Homes has expressed an interest in requiring legal advice on planning agreements and paying for the advice received. Public organisations without their own legal service could access legal advice from the council more cost effectively than procuring services through a private legal firm in areas where the council's legal team has expertise and capacity. A discussion with Melin suggests that there is potential to provide legal advice on planning agreements.

How will this proposal address this issue

Potential to generate initial income up to £25,000 for the council (but this may need to be netted off any costs of appointing a further legal officer, if required), further scoping of potential work is required.

What will it look like when you have implemented the proposal

Subject to demand, Melin Homes and other public service providers will pay for any legal advice provided by Legal Services.

Expected positive impacts

Income generation and to provide a cost effective legal service to other public bodies.

Expected negative impacts

Any income received may have to pay for employing an extra legal officer to undertake the work for Melin Homes and other public service providers, if existing capacity is insufficient. It is not known at this stage how much legal work public bodies may require, and subsequently the likely levels of income to be generated.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

		What savings and efficiencies are expected to be achieved?						
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
The mandate is income generation rather than savings.	£500,175	£25,000 on going		£25,000				£25,000

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
To provide the advice without employing a further legal officer.	There is little capacity within the current team to undertake the additional work but until the level of instructions from Melin and other public bodies becomes known, no decision on employing an additional legal officer will be taken.	Robert Tranter

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Legal Services	MCC	September 2015

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 nd October 2015	
Public or other stakeholders	Staff conference 28 th September 8 th October – 30 th November 2015	
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Legal Services	MCC	Autumn 2015

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Meeting Melin Homes to understand level and type of service required.	Robert Tranter	Autumn 2015
Scope potential demand for legal services from other public bodies.	Robert Tranter	31st January 2016

Appoint further legal officer if required following completion of scoping exercise.	Robert Tranter	31 st March 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
To appoint a legal officer if required.	Fee income	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Melin	Level of instructions and fee income	£25,000							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Level of income the Melin instructions will generate.	Operational	Scoping exercise not completed to date	Medium	High	High		
The income from Melin may not cover the cost of employing another legal officer.	Operational		Low	High	Low		

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)
Demand for Legal Services from Melin from 1 st April 2016 will generate net income of £25k.	Early discussions with Melin could lead to potential purchase of Legal Services from the Council.

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Once implemented	Tracey Harry

DRAFT



<p>Name of the Officer completing the evaluation Robert Tranter</p> <p>Phone no: 01633 644064 E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B07 – Legal Services</p> <p>Generate additional fee income from other public bodies to reduce the net cost of legal services to the council.</p>
<p>Name of Service Legal Services & Land Charges</p>	<p>Date Future Generations Evaluation form completed</p> <p>September 2015</p>






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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To make use of existing in-house skills to generate extra fee income. Provide more effective service to other public bodies.</p>	<p>If existing capacity is insufficient for the level of potential new instructions from other public bodies then an increase in workforce may be required subject to business case.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>neutral</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Capacity within the team to undertake the additional work will need to be considered.	Consideration of the employment of an extra resources i.e legal officer or admin.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Encourage public bodies to work more closely together to provide services in a more effective way.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The proposal should benefit social, economic & environmental well-being.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The proposal has no negative impacts in these areas.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Neutral	See the table below.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term planning for the future</p> <p>Balancing short term need with long term and</p>	<p>Current financial climate within current financial sector requires us to look to maximise resources and offer cost effective services within the council. In addition the mandate aims to offer the same cost effective services to other public bodies where demand exists.</p>	<p>To maximize the use of resources.</p>
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>By working with a fellow public sector organization to offer cost effective legal services.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their</p>	<p>We have identified our stakeholders within the recommendation being other public bodies as well as the legal team within Monmouthshire. These stakeholders will have us scope out the opportunities and shape the proposal further in line with skill knowledge and experience the demand of potential customer.</p>	<p>We will continue to consult and shape with all stakeholders.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Ensuring the outcomes of the service review are acknowledged and that recommendations are delivered this will ensure the level of skills and resources are fit for purpose.</p>	<p>If the proposal is successful, the council will spend less resources on its Legal Service.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This proposal will particularly benefit people and economy by provider greater job security, wider cost effective legal service, opportunities for broadening legal expertise.</p>	<p>Preparation for the legal by delivering any skill gaps to the current team once the demand is identified. By delivering a competitive pricing structure and robust SLA.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	neutral	neutral	
Disability	neutral	neutral	
Gender reassignment	neutral	neutral	
Marriage or civil partnership	neutral	neutral	
Race	neutral	neutral	
Religion or Belief	neutral	neutral	
Sex	neutral	neutral	
Sexual Orientation	neutral	neutral	
Welsh Language	neutral	neutral	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding			The proposal does not affect the council's wellbeing duty.
Corporate Parenting			None.

5. What evidence and data has informed the development of your proposal?

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 Melin has expressed a wish to obtain legal advice from the council on planning agreements. This is the initial idea and further scoping work is required to measure demand on offering our legal services to other public bodies.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

(+) Opportunities to make the council more sustainable buy offering our current service in a more cost effective way to other public bodies. Provide opportunities for longer term career development for the current legal service team members.

(-) The risk is that if early demand become greater than current resource capacity then this could impact on council own legal services requirement.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Consult with the relevant legal team to gain views, ideas and scope project.	Autumn	Robert Tranter	
Finalise the legal services review as this will feed into the mandate and will inform the current resource levels and skill set.	By service review deadline	Rob Tranter	
Meet Melin to agree the level of expected instructions.	Autumn	Robert Tranter	
Explore all potential demand from other public bodies	By end of January 2016	Robert Tranter	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	On going in line with SIP and council monitory and budget reporting.
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Business Change Mandate (Including Budget Mandates) Proposal Number:
 Title: Promoting responsible business waste management – Household Waste Recycling Centre
 Access

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

Mandate Completed by	<i>Rachel Jowitt</i>
Date	<i>08/12/15</i>

How much savings will it generate and over what period?
£80k in a full year, recurring
Directorate & Service Area responsible
Operations, Waste and Street Scene
Mandate lead(s)
HoS – Rachel Jowitt, Lead officer Carl Touhig

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Monmouthshire has 4 Household Waste Recycling Centres – Llanfoist (Abergavenny), Usk, Troy (Monmouth) and Five Lanes (Caerwent). The sites are permitted for use by householders only. However a recent review has evidenced that the sites are frequently being used by businesses for the disposal of their waste – notably general refuse, garden waste, plasterboard and rubble. For example rubble tonnages have increased by nearly 75% in two years. Businesses are responsible for sourcing the disposal of their waste in line with the principles of producer responsibility and have a legal duty to manage their waste in accordance with the waste hierarchy (reduce, reuse, recycle, recover energy and disposal as a last resort).

In 2015-16 MCC introduced a charge for kerbside recycling on businesses to ensure that the waste budget was not subsidising business recycling. This proposal continues this trend of ensuring that businesses are fully responsible for their waste and householders and council tax are not subsidising business activity. The review demonstrated that there was a significant number of vans and commercial vehicles accessing our sites, many of which used the sites a number of times a week.

It needs to be made clear there are other outlets for businesses to dispose of their waste. Llanfoist and Five Lanes have weighbridges and businesses are able to have their waste weighed and pay Viridor the appropriate fee for the management of the waste. There are also other waste management businesses operating in Monmouthshire who would be able and willing to help businesses responsibly manage their waste.

If the driver can demonstrate that the vehicle is registered solely for social and domestic waste (proof by means of an insurance document will be required) the vehicle/driver will be issued with a pass which will allow 6 visits per annum. To support this change the HWRCs and MCC staff will be on hand to offer advice and support for businesses needing to dispose of their waste or recycling.

The saving will be generated by a reduction in the tonnage that is coming through the site. Although most of the material is recyclable and has contributed to MCC's recycling rate there is a cost for the management of this material. Whilst difficult to exactly quantify the tonnages it is crudely estimated that approximately 800-1,000 tonnes would be reduced. That is 2% of total waste arisings. Due to the material types and cost of their management it is estimated that c.£80,000 could be saved by reducing the amount that is paid to Dragon Waste through the CA Site Contract.

Please note the draft policy for implementation is at Appendix 1 below

What evidence have you got that this needs to be addressed?

Increasing tonnages of “construction/ business “ type waste.

Feedback from Dragon Waste/ Viridor staff

Being on site and reviewing commercial activity

No. of disclaimers

How will this proposal address this issue

Only using householders to use the HWRCs will reduce tonnage and ensure businesses can demonstrate they are managing their waste responsibly.

What will it look like when you have implemented the proposal

Better control of those using the HWRCs. The householders will also have a better customer experience at the site. Currently HWRC staff's time is taken dealing with van drivers going through the disclaimer process. With this burden removed HWRC operatives will be able to help and advise householders on how to recycle.

The contract for the HWRCs is due for renewal 2017-18. It must be noted therefore that as part of the development of the specification officers will determine whether a system can be introduced and managed by the new contractor/[partner which would allow businesses to access the HWRCs on a cost recovery basis.

Expected positive impacts

Reduction in abuse of HWRC staff by commercial operators leading to reduced tonnages with subsequent reduction in costs.

Expected negative impacts

Anger and frustration amongst those businesses that have to date been disposing of waste free of charge. Engagement has already begun with suspected businesses using the sites. The Disclaimer and follow up MCC letter makes it clear that there is a budget mandate proposing changes, and once the mandate has been approved then the Disclaimer letter will make it incredibly clear that from 1st April '16 business waste will be banned from the sites. We will also look to give out leaflets, put up signs etc. and engage with businesses to make them aware of how to manage their waste appropriately.

Inconvenience for businesses that have previously accessed Troy and Usk, however they will be able to use the appropriate facilities on offer at Llanfoist or Five Lanes.

Possible risk of increased fly tipping and this was a big concern raised during the consultation process. However neighbouring Council's have undertaken similar initiatives and have not seen an increase in fly tipping. Quite often the concern is not reflected when the change is implemented. Waste colleagues will work closely with Environmental Health colleagues to make businesses aware of their waste responsibilities and manage their waste and recycling in an appropriate and responsible manner. Given there are outlets for appropriate waste disposal there is no excuse for fly tipping and MCC will act accordingly in terms of prosecutions.

It must also be stressed that the majority of the tonnage is recyclable and has therefore made a generous contribution to MCC's recycling performance. If only recyclable material is withdrawn from the site an expected 1-3% reduction in our recycling rates could be seen. However this negative impact will be mitigated through Project Gwyrdd and the introduction of Incinerator Bottom Ash recycling. This should deliver a 4-6% increase on the recycling rate so overall through this two initiatives a positive increase in recycling rates should be seen.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

Service area	What savings and efficiencies are expected to be achieved?							
	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Waste Civic amenities sites	There is not a standalone budget. This expenditure forms part of the overall CA Site Contract which is currently worth £539k	£80,000		£80,000				£80,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Remove access for all vans completely – no exceptions	Unfair for private individuals that use a van for social/domestic use	Waste team
Continue as is	Businesses are abusing the CA sites and avoiding charges - unaffordable	Waste team
Introduce a charge for use of the sites by businesses	The administration, management and technology needed on site to introduce a charge would negate the income made and therefore would at best be cost neutral rather than a long term saving. The existing contract for the HWRCs is due for renewal post 2017-18. The development of the specification will include a feasibility assessment of introducing a modern charging system for businesses to use the HWRCs.	Waste team

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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Carl Touhig	Ops, waste and street scene team	July '15
Dragon Waste / Viridor	Dragon Waste operate the sites on MCC's behalf. They have been involved in the development of the policy.	July 15
MCC budget consultation process		Oct-Nov 15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?

Department Management Team	August '15	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 nd October 2015	
Public or other stakeholders	Staff conference 28 th September 8 th October – 30 th November	Mandate made clearer that there are alternative arrangements open to businesses to manage their waste in accordance with the law.
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
n/a		

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Lead in time to Advise businesses that the facility to use the CA sites is being withdrawn	Waste team	
Policy developed (done) and internal consultation	Waste team	Sep 15
Select Committee Consideration	Waste team	Oct 15
Policy approved - Single Member Decision	Waste team	Jan / Feb 16
Notification to businesses using the site	Waste team	Feb –Mar16
Implementation	Waste team	Apr 16
Monitoring of the sites & fly tipping	Waste team & environmental health	2016-17

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual t 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Tonnage	Tonnages of waste generated at the CA sites	800t less							
Budget	£ expenditure on key material streams through CA site contract	£80k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/		Risk Assessment	Mitigating Actions	
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	Operational	Reason why identified (evidence)	Likelihood	Impact	Overall Level		Post mitigation risk level
Businesses annoyed by the loss of the opportunity to use HWRC sites	operational	Businesses will incur additional cost	high	low	low	Clear communications to users and members who will be approached by unhappy businesses	low
Abuse of HWRC staff	Operational	Businesses may abuse the Dragon Waste/Viridor staff	High	High	High	The draft policy would give approval for Viridor staff to refuse access and if appropriate refer the matter to the Police.	
Reduction in recycling rate at HWRCs and overall performance for MCC	Strategic	The materials mainly deposited at HWRCs by businesses is recyclable and the increases seen in recent years have benefited MCC's recycling rate. We are however unable to determine how much residual waste businesses are depositing	Low	Low	Low	The risk is low because in 2016-17 MCC will see the recycling benefit of Project Gwyrdd where Incinerator Bottom Ash will be recycled as a contract condition. The HWRC van ban may deliver a 1-3% reduction where as PG should deliver a 4-6% increase so MCC should still see an increase in overall recycling rate.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Waste tonnages and therefore saving	The tonnages modelled are estimated as the waste team is unable to accurately predict the tonnages being brought in by businesses to the sites	Waste team

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Monthly post implementation	Waste team (data collection)








<p>Name of the Officer Rachel Jowitt</p> <p>Phone no: 07824 406356 E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To ensure that Household Waste Recycling Centres are used only by householders and therefore introducing a ban at the sites for vans and trailers.</p>
<p>Name of Service Waste & Street Services</p>	<p>Date Future Generations Evaluation 14th September 2015</p>

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal ensures that the principle of Producer Pays is introduced at the Household Waste Recycling Centres and thereby promotes responsible waste management and efficient use of resources by businesses who are currently using the sites.</p>	<p>The change will mean that businesses will have to make separate arrangements for the management of their waste. This may introduce a new cost stream for businesses. MCC officers will be on hand to advise businesses on responsible management</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Neutral</p>	<p>Neutral</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	neutral	neutral
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	neutral	neutral
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Businesses will be responsible for their waste in line with the principles of Producer Responsibility which should deliver on environmental outcomes	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	neutral	neutral
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Neutral as the proposal is not aimed at individuals and the services they receive <i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i>	neutral

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>This will help businesses become aware of their overall environmental and waste management responsibilities thereby ultimately leading to better environmental management of that material <i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>MCC will be working with their contractual partners Dragon Waste / Viridor on the development and implementation of this proposal. Advice will also be given to businesses on appropriate waste and recycling management.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement is ongoing with businesses who we think currently use the sites. Once a decision is made proactive engagement will be taken to advise them of the changes and how they can best plan to change practices. <i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>When businesses are advised of the ban they will be advised on how to reduce waste and how to ensure it is still disposed of appropriately.</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This initiative is to ensure responsible waste management and thereby contributing to an overall positive impact on Future Generations and sustainable development principles. <i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The proposal does not have an impact on protected characteristics as individuals are not being affected. It is aimed at businesses to ensure the safe and appropriate management of their waste.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Like 4 above, the proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

<p>Increasing tonnages of "construction/ business " type waste.</p> <p>Feedback from Dragon Waste/ Viridor staff</p> <p>Being on site and reviewing commercial activity</p> <p>No. of disclaimers</p>

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

<p>Positive</p> <p>Reduction in tonnages and thereby cost through the sites. Implementation of Producer Pays principles at HWRCs and businesses being advised of their responsibilities. Householders using the sites should have a better experience at the sites and operatives will be able to advise them more on how to recycle their waste.</p> <p>Negative</p> <p>Increased financial burdens on those businesses currently using the sites – however they will be advised how they can source appropriate disposal facilities.</p> <p>Potentially more fly tipping however this has not been demonstrated in neighbouring LAs where initiatives such as this have been introduced.</p>
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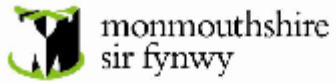
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 st draft completed
Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

- Monthly monitoring of fly tipping
- Quarterly monitoring of waste tonnages
- Monthly monitoring of expenditure
- Engagement with Viridor on staff and businesses still trying to use the sites



Household Waste Recycling Centre Policy

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

Monmouthshire County Council provides four HWRCs for use by householders in Monmouthshire. These are situated in Llanfoist Abergavenny, Five Lane Caerwent, Mitchel Troy Monmouth, and Usk.

The purpose of the HWRCs is to provide residents of Monmouthshire with access to facilities to recycle and dispose of household waste, the sites are not for use by businesses and traders. To ensure that the sites are used in the manner intended, the following document details the following:

- Site Access Policy: Details the basis on which the site may be accessed
- Waste Acceptance Policy: Details what waste may and may not be taken to the site. Failure to use the sites in accordance with the above will result in the access of an individual to the sites being suspended or terminated.

Section 1: Site Access Criteria

Opening times:

1. All HWRCs are open every day except for Christmas Day, Boxing Day, New Year's Day. Sites are open between the hours of 08:00 and 18:00 and 08:00 to 16:00 Christmas Eve and New Year's Eve.
2. Access to the sites may be restricted in the following circumstances:
 - a. Within 10 minutes of closing time (Last Entry): This is to allow site staff to comply with site permit regulations.
 - b. During period where skips and bins are being collected/unloaded etc: This is to comply with health and safety restriction, and may need to be undertaken several times per day.
 - c. Due to unforeseen circumstances: There may be times when site staff are required to restrict access or close sites for safety reasons.
3. Site opening hours may be subject to review and changes, details will be publicised via a range of media including Monmouthshire County Council website.
4. Opening and closing hours including the Last Entry will be clearly displayed at the site access

Use by non-Monmouthshire residents:

5. The HWRCs are for use by Monmouthshire residents only.
6. Site users may be requested to provide proof of identification and evidence of residence within Monmouthshire. Acceptable documentation will include the following:
 - a. Photo driving license;
 - b. Passport AND utility bill/council tax document.

Vehicles permitted to use site:

7. Residents may only access the HWRC in privately registered vehicles. Accepted vehicles include:
 - a. Cars,
 - b. Four wheel drives,
 - c. People carriers,

- d. Pick-ups (see below for restriction),
 - e. Vans (see below for restriction)
8. Site users with pick-ups or vans will be asked to provide insurance documentation prior to visiting the sites. Where this clearly shows that their vehicle is registered for private (non-commercial) use an annual permit will be issued for that vehicle for up to 6 visits. All other site rules will apply.
9. Vehicles with a trailer/horse box up to 1.2 metres (4ft) length may access the HWRC to deposit recycling and waste. Trailers over 1.2 metres length and / or designed / modified to provide extra depth for greater load capacity will not be permitted access to the HWRC. No double axle trailers will be allowed access on site.
10. Pedestrian access into the HWRC is not permitted.

Commercial Waste:

11. Producers or carriers of commercial waste are not permitted to dispose of this waste on the HWRCs.
12. A vehicle carrying commercial waste is deemed to be:
- a. Any vehicle that has an insurance policy that covers commercial use.
 - b. Any sign written vehicle
 - c. Any vehicle suspected of carrying commercial waste;
13. If a member of site staff suspects a vehicle of carrying trade waste, the vehicle will not be permitted on site / permitted to empty their vehicle.
14. Producers or carriers of commercial waste can use Five Lanes or Llanfoist transfer stations to dispose of their waste. There will be a charge for this. On arriving at the site, the commercial waste carrier will be required to go over the 'weighbridge' and pay per tonne for disposal of the waste.
15. There is also some provision at the sites for producers of commercial waste to recycle certain materials at the HWRCs, however, there is a charge for doing so. The materials that commercial waste producers can recycle are the following:
- a. Garden waste
 - b. Wood
 - c. Hardcore
 - d. Fridges
 - e. Small appliances
 - f. Glass
 - g. Fluorescent lighting tubes.
16. Those wishing to dispose of commercial waste or recycling at the transfer stations should contact the relevant site in advance to ascertain price per tonne of disposing of waste, and current site capacity. Contact numbers for the sites are as below:
- a. Five Lanes: 01633 400013
 - b. Llanfoist: 01873 854604

Failure to comply with site access policy:

17. Failure to comply with any aspect of the site access policy will result in the persons being denied entry to the site, or being asked to leave the site.
18. Any person that refuses to leave the site when requested will be reported to the Police.

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

19. Only household waste of the type associated with the usual production from a household will be accepted. Commercial waste is not accepted on site. See [material acceptance list](#) for further information.
20. Site staff have the right to check any waste being brought into the site to ensure waste is deposited in accordance with this waste acceptance policy.

Maximising recycling and pre-sorting waste:

21. To maximise recycling and minimise waste sent to landfill at the HWRC, residents are asked to pre-sort all waste types before arrival at the site and use the correct container for the waste type. Only waste that cannot be recycled elsewhere on site should be placed in a general waste container
22. In order to ensure waste is properly deposited in accordance with legislation and to divert as much waste from landfill as possible, site staff may ask residents to open bags of unsorted waste, and may open bags and sort waste to recover recyclable materials.
23. Any waste that is suitable for re-use will be prepared for re-use and may be sold through any re-use centre as prescribed by Monmouthshire County Council

Ownership of waste on site:

24. Items deposited at the site become the property of Dragon Waste Ltd (working on behalf of Monmouthshire County Council)

Hazardous waste:

25. Certain household materials are classed as hazardous waste. Hazardous household wastes require safe handling and storage and may be subject to a quantity and acceptance restriction. Hazardous household wastes must be delivered to the site in a safe manner and deposited as directed by site staff and in accordance with the site rules.
26. Examples of HW include asbestos, oil, fluorescent tubes, paint and batteries.

Material acceptance list:

27. The list below shows what materials can be taken to which sites. Note: The list is not exhaustive, if an item does not appear on the list, please contact Monmouthshire County Council for information.

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Aerosols (empty only)	y	y	y	y	
Aluminium foil	y	y	y	y	
Asbestos	y	x	x	y	See asbestos
Batteries (car)	y	x	x	y	
Batteries (household)	y	y	x	y	
Books	y	y	y	y	
Cameras and Video Cameras	y	y	y	y	
Cans and tins	y	y	y	y	
Cardboard	y	y	y	y	

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
CD players and other hi-fi equipment	y	y	y	y	
CDs and DVDs	y	y	y	y	
Computers, printers and other IT equipment	y	y	y	y	
Cookers	y	x	x	y	
Dishwashers	y	x	x	y	
Doors (internal, external and garage)	y	x	y	y	See DIY waste policy
DVD Players and video	y	y	y	y	
Electric tools (drills etc)	y	y	y	y	
Fire Extinguishers					Domestic type
Fluorescent lighting	y	x	x	y	
Freezers	y	y	y	y	
Fridges	y	y	y	y	
Garden waste	y	y	y	y	
Gas cylinders (empty only)					
Glass bottles and jars	y	y	y	y	
Glass panes	y	x	y	y	See DIY waste
Hair dryers, curlers,	y	y	y	y	
Helium cylinders (empty only)					
Kettles (electric only)	y	y	y	y	
Large electrical appliances	y	x	x	y	
Microwave ovens	y	x	x	y	
Mobile phones	y	y	y	y	
Oil (cooking)	y	y	y	y	
Oil (engine)	y	y	x	y	
Paints (internal and external), varnish, white spirits	y	x	x	y	See DIY waste policy
Papers, magazines and junk mail	y	y	y	y	
Plasterboard	y	x	y	y	See DIY waste
Plastic bottles and packaging	y	y	y	y	
Refuse (unsorted waste)	y	y	y	y	
Rubble (including bricks and ceramics)	y	x	y	y	See DIY waste policy
Scrap metal	y	y	y	y	
Sheds (garden only)	y	x	y	y	See DIY waste
Small electrical appliances	y	y	y	y	
Smoke detectors	y	y	y	y	
Sofas/settees/couches					
Telephone directories and catalogues	y	y	y	y	
Televisions	y	y	y	y	
Textiles (clothes, shoes, bed linen, towels, cloth, bags, belts etc)	y	y	y	y	

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Toaster	y	y	y	y	
Tumble dryers	y	x	x	y	
Tyres (car and bike only)					2 tyres per year
Wardrobes and cabinets					
Washing machines	y	x	x	y	
Wood and timber (includes chipboard)	y	y	y	y	

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

- a. Comply with all aspects of the HWRC policy – including the Waste Acceptance Policy and a Site Access Policy.
- b. Comply with all directions and all instructions given by site staff in their application of the site policy.
- c. Comply with all health and safety rules for the sites (available from site reception on request), including:
 - i. Paying due care and attention to traffic and pedestrian movements, comply with speed limits and ask site staff if assistance is required with manoeuvring a vehicle;
 - ii. Ensuring that children and animals remain in vehicles at all times;
 - iii. Wearing suitable footwear on site at all times;
 - iv. Not smoking on site.

Behaviour on site:

29. Monmouthshire County Council will not tolerate violence, aggression, threatening behaviour or harassment toward site staff or other site users. Any incidents will be recorded and may be reported to the Police and site user will be asked to leave the site.

Requests to leave site:

30. Site staff may request for any site user to leave the site if:
- a. They believe they are bringing trade waste to the site.
 - b. The site user is aggressive or using threatening behaviour to site staff or other site users.
 - c. They believe the site user is otherwise not acting in accordance with the site policy or the site health and safety rules.
31. The decision to ask a site user to leave the site is at the discretion of the site manager/supervisor.
32. If on request a user refuses to leave the site, the incident will be reported to the Police.
33. The Council will fully support management of the site in relation to waste being deposited and interactions with site visitors where the actions of site staff have been reasonable and in accordance with the policy.

CCTV use:

34. A CCTV system is in operation at certain sites. Monmouthshire County Council will monitor site usage and details maybe used for the purposes of preventing and detecting crime or waste enforcement activities.

Asbestos Acceptance Policy

What is classed as Asbestos waste?

35. The only type of asbestos waste that is accepted is cement bonded asbestos, this is found in places such as garage roofs and sheds.
36. Note: Asbestos found in insulation pipe lagging IS NOT ACCEPTED in any of the HWRCs. Householders must make separate arrangement for the collection and disposal of that waste from an independent contractor.

Where can it be taken?

37. Cement Bonded Asbestos is a hazardous waste and will only be accepted at Llanfoist and Five Lanes HWRCs.

How much can be taken to a site per year?

38. 4 standard sized sheets per year, with each sheet being of no greater size than 120cm by 60cm.
39. Or the bagged equivalent of the above.

How must asbestos be presented and handled on site?

40. Asbestos which is taken to the HWRC must be wrapped in the following way:
 - a. Whole sheets must be double wrapped in heavy duty polythene, and both layers must be taped securely with heavy duty tape (such as duct tape).
 - b. Small or broken pieces must be double bagged using small heavy duty bags and both bags must be taped securely with heavy duty tape (such as duct tape). Builder's rubble bags will not be accepted.
 - c. The waste must be marked 'Asbestos'.
41. Where possible, asbestos should be transported in whole sheets to avoid the release of asbestos fibres.
42. Householders should be aware that HWRC site staff are not permitted to handle asbestos, so they must be capable of putting it in the container on site without assistance.
43. Only householders are permitted to bring this type of waste to site. Contractors dealing with waste on behalf of the householder must only bring such waste to Llanfoist or Five Lanes and will be charged per tonne for disposal.
44. For guidance on safe handling, contact the Health and Safety Executive on **0845 345 0055**, or see: www.hse.gov.uk/asbestos.

Those bringing asbestos waste to the site will be required to:

45. Call the site in advance, using the contact numbers below, to confirm that there is adequate space to store the asbestos safely, otherwise you may be turned away upon arrival.
 - a. Llanfoist: 01873 854 604
 - b. Five Lanes: 01633 400 013
46. On arrival at the site, make contact with site staff (there will usually be at least one member of staff in and around the HWRC site).

47. Provide to site staff:

- a. ID,
- b. Proof of residency within Monmouthshire,
- c. Vehicle registration,
- d. Sign a register of attendance at site.

48. Note: The register will be checked against previous visits in order to ensure householder does not exceed yearly limit.

What can householders do with asbestos waste if they have more to dispose of than the permitted amount?

49. If householders wish to dispose of more than the permitted amount they are expected to hire a specialist contractor and a skip, they are not permitted to take it into the site.

DIY Waste Acceptance Policy

What is classed as DIY waste?

50. Waste defined as DIY waste for the purpose of this document includes the following:

- a. Bricks, rubble, ceramics (tiles etc), soil
- b. Bathroom and Kitchen fixtures and fitting (eg toilets, sinks, baths, shower cubicles, cupboards),
- c. Wooden garden sheds (up to 2m²),
- d. Internal and external doors (2 items only, glass removed from frames),
- e. Garage doors
- f. Glass panes (glass shelves, small window glass, note broken shards will not be accepted)
- g. Plasterboard (small amount of clean off cut pieces, with no contamination attached)
- h. Oil based paints and varnish, (note empty/dried metal tins go in scrap bin) Paints suitable for re-use include masonry and external emulsions, etc.

51. DIY waste for the purpose of this document refers only to materials arising from small scale works in a householders own property. For large scale works, householders are expected to use a private waste contractor and hire a skip.

Where can it be taken?

52. DIY waste is only accepted at Llanfoist and Five Lanes and Troy (note space at Troy is limited, please only take very small amounts of DIY waste to this site).

How much can be taken to a site per visit?

53. Up to 5 rubble sacks per household per visit.

54. Or, equivalent amount in a medium sized car boot or small trailer.

55. Each household may bring DIY waste to the site no more than twice per month.

How must it be presented and handled on site?

56. Presentation:

- a. Rubble, hardcore materials and soil: This must be contained in sacks or receptacles and emptied directly into the correct container.
- b. Reusable items including bath and kitchen fittings, doors, architectural fittings etc should be passed to site staff for assessment for reuse.

57. Unhitching of trailers and shovelling materials is not permitted.

58. Only householders are permitted to bring this type of waste to site. Contractors dealing with waste on behalf of the householder must only bring such waste to Llanfoist or Five Lanes and will be charged per tonne for disposal.

Those bringing DIY waste to the site will be required to:

59. On arrival at the site, make contact with site staff (there will usually be at least one member of staff in and around the HWRC site).

60. When and if required to provide to site staff:

- a. ID,
- b. Proof of residency within Monmouthshire,
- c. Vehicle registration,
- d. Sign a register of attendance at site.

61. Note: The register will be checked against previous visits in order to ensure householder does not exceed yearly limit.

What can householders do with DIY waste if they have more to dispose of than the permitted amount?

62. If householders have more than the permitted waste to dispose of they can do a number of things, for example:

- a. They may take the waste to Llanfoist or Five Lanes and pay per tonne to dispose of the waste
- b. They could hire a skip from a private waste contractor.



<p>Name of the Officer Rachel Jowitt</p> <p>Phone no: 07824 406356 E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To ensure that Household Waste Recycling Centres are used only by householders and therefore introducing a ban at the sites for vans and trailers.</p> <p>Mandate B8</p>
<p>Name of Service Waste & Street Services</p>	<p>Date Future Generations Evaluation 14th September 2015</p>






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1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal ensures that the principle of Producer Pays is introduced at the Household Waste Recycling Centres and thereby promotes responsible waste management and efficient use of resources by businesses who are currently using the sites.</p>	<p>The change will mean that businesses will have to make separate arrangements for the management of their waste. This may introduce a new cost stream for businesses. MCC officers will be on hand to advise businesses on responsible management</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Neutral</p>	<p>Neutral</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	neutral	neutral
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	neutral	neutral
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Businesses will be responsible for their waste in line with the principles of Producer Responsibility which should deliver on environmental outcomes	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	neutral	neutral
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Neutral as the proposal is not aimed at individuals and the services they receive <i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i>	neutral

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>This will help businesses become aware of their overall environmental and waste management responsibilities thereby ultimately leading to better environmental management of that material <i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>MCC will be working with their contractual partners Dragon Waste / Viridor on the development and implementation of this proposal. Advice will also be given to businesses on appropriate waste and recycling management.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement is ongoing with businesses who we think currently use the sites. Once a decision is made proactive engagement will be taken to advise them of the changes and how they can best plan to change practices. <i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>When businesses are advised of the ban they will be advised on how to reduce waste and how to ensure it is still disposed of appropriately.</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This initiative is to ensure responsible waste management and thereby contributing to an overall positive impact on Future Generations and sustainable development principles. <i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
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Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Like 4 above, the proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

<p>Increasing tonnages of "construction/ business " type waste.</p> <p>Feedback from Dragon Waste/ Viridor staff</p> <p>Being on site and reviewing commercial activity</p> <p>No. of disclaimers</p>

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

<p>Positive</p> <p>Reduction in tonnages and thereby cost through the sites. Implementation of Producer Pays principles at HWRCs and businesses being advised of their responsibilities.</p> <p>Negative</p> <p>Increased burdens on those businesses using the sites. Potentially more fly tipping however this has not been demonstrated in neighbouring LAs where initiatives such as this have been introduced.</p>

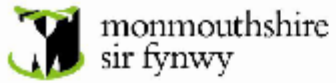
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

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Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Monthly monitoring of fly tipping
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	Quarterly monitoring of waste tonnages Monthly monitoring of expenditure Engagement with Viridor on staff and businesses still trying to use the sites
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Household Waste Recycling Centre Policy

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

Monmouthshire County Council provides four HWRCs for use by householders in Monmouthshire. These are situated in Llanfoist Abergavenny, Five Lane Caerwent, Mitchel Troy Monmouth, and Usk.

The purpose of the HWRCs is to provide residents of Monmouthshire with access to facilities to recycle and dispose of household waste, the sites are not for use by businesses and traders. To ensure that the sites are used in the manner intended, the following document details the following:

- Site Access Policy: Details the basis on which the site may be accessed
- Waste Acceptance Policy: Details what waste may and may not be taken to the site. Failure to use the sites in accordance with the above will result in the access of an individual to the sites being suspended or terminated.

Section 1: Site Access Criteria

Opening times:

1. All HWRCs are open every day except for Christmas Day, Boxing Day, New Year's Day. Sites are open between the hours of 08:00 and 18:00 and 08:00 to 16:00 Christmas Eve and New Year's Eve.
2. Access to the sites may be restricted in the following circumstances:
 - a. Within 10 minutes of closing time (Last Entry): This is to allow site staff to comply with site permit regulations.
 - b. During period where skips and bins are being collected/unloaded etc: This is to comply with health and safety restriction, and may need to be undertaken several times per day.
 - c. Due to unforeseen circumstances: There may be times when site staff are required to restrict access or close sites for safety reasons.
3. Site opening hours may be subject to review and changes, details will be publicised via a range of media including Monmouthshire County Council website.
4. Opening and closing hours including the Last Entry will be clearly displayed at the site access

Use by non-Monmouthshire residents:

5. The HWRCs are for use by Monmouthshire residents only.
6. Site users may be requested to provide proof of identification and evidence of residence within Monmouthshire. Acceptable documentation will include the following:
 - a. Photo driving license;
 - b. Passport AND utility bill/council tax document.

Vehicles permitted to use site:

7. Residents may only access the HWRC in privately registered vehicles. Accepted vehicles include:
 - a. Cars,
 - b. Four wheel drives,
 - c. People carriers,

- d. Pick-ups (see below for restriction),
 - e. Vans (see below for restriction)
8. Site users with pick-ups or vans will be asked to provide insurance documentation prior to visiting the sites. Where this clearly shows that their vehicle is registered for private (non-commercial) use an annual permit will be issued for that vehicle for up to 6 visits. All other site rules will apply.
9. Vehicles with a trailer/horse box up to 1.2 metres (4ft) length may access the HWRC to deposit recycling and waste. Trailers over 1.2 metres length and / or designed / modified to provide extra depth for greater load capacity will not be permitted access to the HWRC. No double axle trailers will be allowed access on site.
10. Pedestrian access into the HWRC is not permitted.

Commercial Waste:

11. Producers or carriers of commercial waste are not permitted to dispose of this waste on the HWRCs.
12. A vehicle carrying commercial waste is deemed to be:
- a. Any vehicle that has an insurance policy that covers commercial use.
 - b. Any sign written vehicle
 - c. Any vehicle suspected of carrying commercial waste;
13. If a member of site staff suspects a vehicle of carrying trade waste, the vehicle will not be permitted on site / permitted to empty their vehicle.
14. Producers or carriers of commercial waste can use Five Lanes or Llanfoist transfer stations to dispose of their waste. There will be a charge for this. On arriving at the site, the commercial waste carrier will be required to go over the 'weighbridge' and pay per tonne for disposal of the waste.
15. There is also some provision at the sites for producers of commercial waste to recycle certain materials at the HWRCs, however, there is a charge for doing so. The materials that commercial waste producers can recycle are the following:
- a. Garden waste
 - b. Wood
 - c. Hardcore
 - d. Fridges
 - e. Small appliances
 - f. Glass
 - g. Fluorescent lighting tubes.
16. Those wishing to dispose of commercial waste or recycling at the transfer stations should contact the relevant site in advance to ascertain price per tonne of disposing of waste, and current site capacity. Contact numbers for the sites are as below:
- a. Five Lanes: 01633 400013
 - b. Llanfoist: 01873 854604

Failure to comply with site access policy:

17. Failure to comply with any aspect of the site access policy will result in the persons being denied entry to the site, or being asked to leave the site.
18. Any person that refuses to leave the site when requested will be reported to the Police.

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

19. Only household waste of the type associated with the usual production from a household will be accepted. Commercial waste is not accepted on site. See ['material acceptance list'](#) for further information.
20. Site staff have the right to check any waste being brought into the site to ensure waste is deposited in accordance with this waste acceptance policy.

Maximising recycling and pre-sorting waste:

21. To maximise recycling and minimise waste sent to landfill at the HWRC, residents are asked to pre-sort all waste types before arrival at the site and use the correct container for the waste type. Only waste that cannot be recycled elsewhere on site should be placed in a general waste container
22. In order to ensure waste is properly deposited in accordance with legislation and to divert as much waste from landfill as possible, site staff may ask residents to open bags of unsorted waste, and may open bags and sort waste to recover recyclable materials.
23. Any waste that is suitable for re-use will be prepared for re-use and may be sold through any re-use centre as prescribed by Monmouthshire County Council

Ownership of waste on site:

24. Items deposited at the site become the property of Dragon Waste Ltd (working on behalf of Monmouthshire County Council)

Hazardous waste:

25. Certain household materials are classed as hazardous waste. Hazardous household wastes require safe handling and storage and may be subject to a quantity and acceptance restriction. Hazardous household wastes must be delivered to the site in a safe manner and deposited as directed by site staff and in accordance with the site rules.
26. Examples of HW include asbestos, oil, fluorescent tubes, paint and batteries.

Material acceptance list:

27. The list below shows what materials can be taken to which sites. Note: The list is not exhaustive, if an item does not appear on the list, please contact Monmouthshire County Council for information.

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Aerosols (empty only)	y	y	y	y	
Aluminium foil	y	y	y	y	
Asbestos	y	x	x	y	See asbestos
Batteries (car)	y	x	x	y	
Batteries (household)	y	y	x	y	
Books	y	y	y	y	
Cameras and Video Cameras	y	y	y	y	
Cans and tins	y	y	y	y	
Cardboard	y	y	y	y	

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
CD players and other hi-fi equipment	y	y	y	y	
CDs and DVDs	y	y	y	y	
Computers, printers and other IT equipment	y	y	y	y	
Cookers	y	x	x	y	
Dishwashers	y	x	x	y	
Doors (internal, external and garage)	y	x	y	y	See DIY waste policy
DVD Players and video	y	y	y	y	
Electric tools (drills etc)	y	y	y	y	
Fire Extinguishers					Domestic type
Fluorescent lighting	y	x	x	y	
Freezers	y	y	y	y	
Fridges	y	y	y	y	
Garden waste	y	y	y	y	
Gas cylinders (empty only)					
Glass bottles and jars	y	y	y	y	
Glass panes	y	x	y	y	See DIY waste
Hair dryers, curlers,	y	y	y	y	
Helium cylinders (empty only)					
Kettles (electric only)	y	y	y	y	
Large electrical appliances	y	x	x	y	
Microwave ovens	y	x	x	y	
Mobile phones	y	y	y	y	
Oil (cooking)	y	y	y	y	
Oil (engine)	y	y	x	y	
Paints (internal and external), varnish, white spirits	y	x	x	y	See DIY waste policy
Papers, magazines and junk mail	y	y	y	y	
Plasterboard	y	x	y	y	See DIY waste
Plastic bottles and packaging	y	y	y	y	
Refuse (unsorted waste)	y	y	y	y	
Rubble (including bricks and ceramics)	y	x	y	y	See DIY waste policy
Scrap metal	y	y	y	y	
Sheds (garden only)	y	x	y	y	See DIY waste
Small electrical appliances	y	y	y	y	
Smoke detectors	y	y	y	y	
Sofas/settees/couches					
Telephone directories and catalogues	y	y	y	y	
Televisions	y	y	y	y	
Textiles (clothes, shoes, bed linen, towels, cloth, bags, belts etc)	y	y	y	y	

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Toaster	y	y	y	y	
Tumble dryers	y	x	x	y	
Tyres (car and bike only)					2 tyres per year
Wardrobes and cabinets					
Washing machines	y	x	x	y	
Wood and timber (includes chipboard)	y	y	y	y	

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

- a. Comply with all aspects of the HWRC policy – including the Waste Acceptance Policy and a Site Access Policy.
- b. Comply with all directions and all instructions given by site staff in their application of the site policy.
- c. Comply with all health and safety rules for the sites (available from site reception on request), including:
 - i. Paying due care and attention to traffic and pedestrian movements, comply with speed limits and ask site staff if assistance is required with manoeuvring a vehicle;
 - ii. Ensuring that children and animals remain in vehicles at all times;
 - iii. Wearing suitable footwear on site at all times;
 - iv. Not smoking on site.

Behaviour on site:

29. Monmouthshire County Council will not tolerate violence, aggression, threatening behaviour or harassment toward site staff or other site users. Any incidents will be recorded and may be reported to the Police and site user will be asked to leave the site.

Requests to leave site:

30. Site staff may request for any site user to leave the site if:

- a. They believe they are bringing trade waste to the site.
- b. The site user is aggressive or using threatening behaviour to site staff or other site users.
- c. They believe the site user is otherwise not acting in accordance with the site policy or the site health and safety rules.

31. The decision to ask a site user to leave the site is at the discretion of the site manager/supervisor.

32. If on request a user refuses to leave the site, the incident will be reported to the Police.

33. The Council will fully support management of the site in relation to waste being deposited and interactions with site visitors where the actions of site staff have been reasonable and in accordance with the policy.

CCTV use:

34. A CCTV system is in operation at certain sites. Monmouthshire County Council will monitor site usage and details maybe used for the purposes of preventing and detecting crime or waste enforcement activities.

Asbestos Acceptance Policy

What is classed as Asbestos waste?

35. The only type of asbestos waste that is accepted is cement bonded asbestos, this is found in places such as garage roofs and sheds.
36. Note: Asbestos found in insulation pipe lagging IS NOT ACCEPTED in any of the HWRCs. Householders must make separate arrangement for the collection and disposal of that waste from an independent contractor.

Where can it be taken?

37. Cement Bonded Asbestos is a hazardous waste and will only be accepted at Llanfoist and Five Lanes HWRCs.

How much can be taken to a site per year?

38. 4 standard sized sheets per year, with each sheet being of no greater size than 120cm by 60cm.
39. Or the bagged equivalent of the above.

How must asbestos be presented and handled on site?

40. Asbestos which is taken to the HWRC must be wrapped in the following way:
 - a. Whole sheets must be double wrapped in heavy duty polythene, and both layers must be taped securely with heavy duty tape (such as duct tape).
 - b. Small or broken pieces must be double bagged using small heavy duty bags and both bags must be taped securely with heavy duty tape (such as duct tape). Builder's rubble bags will not be accepted.
 - c. The waste must be marked 'Asbestos'.
41. Where possible, asbestos should be transported in whole sheets to avoid the release of asbestos fibres.
42. Householders should be aware that HWRC site staff are not permitted to handle asbestos, so they must be capable of putting it in the container on site without assistance.
43. Only householders are permitted to bring this type of waste to site. Contractors dealing with waste on behalf of the householder must only bring such waste to Llanfoist or Five Lanes and will be charged per tonne for disposal.
44. For guidance on safe handling, contact the Health and Safety Executive on **0845 345 0055**, or see: www.hse.gov.uk/asbestos.

Those bringing asbestos waste to the site will be required to:

45. Call the site in advance, using the contact numbers below, to confirm that there is adequate space to store the asbestos safely, otherwise you may be turned away upon arrival.
 - a. Llanfoist: 01873 854 604
 - b. Five Lanes: 01633 400 013
46. On arrival at the site, make contact with site staff (there will usually be at least one member of staff in and around the HWRC site).

47. Provide to site staff:

- a. ID,
- b. Proof of residency within Monmouthshire,
- c. Vehicle registration,
- d. Sign a register of attendance at site.

48. Note: The register will be checked against previous visits in order to ensure householder does not exceed yearly limit.

What can householders do with asbestos waste if they have more to dispose of than the permitted amount?

49. If householders wish to dispose of more than the permitted amount they are expected to hire a specialist contractor and a skip, they are not permitted to take it into the site.

DIY Waste Acceptance Policy

What is classed as DIY waste?

50. Waste defined as DIY waste for the purpose of this document includes the following:

- a. Bricks, rubble, ceramics (tiles etc), soil
- b. Bathroom and Kitchen fixtures and fitting (eg toilets, sinks, baths, shower cubicles, cupboards),
- c. Wooden garden sheds (up to 2m²),
- d. Internal and external doors (2 items only, glass removed from frames),
- e. Garage doors
- f. Glass panes (glass shelves, small window glass, note broken shards will not be accepted)
- g. Plasterboard (small amount of clean off cut pieces, with no contamination attached)
- h. Oil based paints and varnish, (note empty/dried metal tins go in scrap bin) Paints suitable for re-use include masonry and external emulsions, etc.

51. DIY waste for the purpose of this document refers only to materials arising from small scale works in a householders own property. For large scale works, householders are expected to use a private waste contractor and hire a skip.

Where can it be taken?

52. DIY waste is only accepted at Llanfoist and Five Lanes and Troy (note space at Troy is limited, please only take very small amounts of DIY waste to this site).

How much can be taken to a site per visit?

53. Up to 5 rubble sacks per household per visit.

54. Or, equivalent amount in a medium sized car boot or small trailer.

55. Each household may bring DIY waste to the site no more than twice per month.

How must it be presented and handled on site?

56. Presentation:

- a. Rubble, hardcore materials and soil: This must be contained in sacks or receptacles and emptied directly into the correct container.
- b. Reusable items including bath and kitchen fittings, doors, architectural fittings etc should be passed to site staff for assessment for reuse.

57. Unhitching of trailers and shovelling materials is not permitted.

58. Only householders are permitted to bring this type of waste to site. Contractors dealing with waste on behalf of the householder must only bring such waste to Llanfoist or Five Lanes and will be charged per tonne for disposal.

Those bringing DIY waste to the site will be required to:

59. On arrival at the site, make contact with site staff (there will usually be at least one member of staff in and around the HWRC site).

60. When and if required to provide to site staff:

- a. ID,
- b. Proof of residency within Monmouthshire,
- c. Vehicle registration,
- d. Sign a register of attendance at site.

61. Note: The register will be checked against previous visits in order to ensure householder does not exceed yearly limit.

What can householders do with DIY waste if they have more to dispose of than the permitted amount?

62. If householders have more than the permitted waste to dispose of they can do a number of things, for example:

- a. They may take the waste to Llanfoist or Five Lanes and pay per tonne to dispose of the waste
- b. They could hire a skip from a private waste contractor.

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Business Change Mandate (Including Budget Mandates) Proposal Number: B9

Title: Planning Service – Income Generation

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

Mandate Completed by	<i>Mark Hand</i>
Date	<i>01/09/2015</i>

How much savings will it generate and over what period?
--

£40,000 increase in planning fee income from 16/17 onwards.

Directorate & Service Area responsible

Planning / Enterprise

Mandate lead(s)

Mark Hand

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Final mandate approved by Cabinet	Date:
--	--------------

1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Reduce the net cost of the Planning service by increasing the budgeted income line by £40k.

What evidence have you got that this needs to be addressed?

Reduced budget settlements from the Welsh Government mean that Local Authorities must seek to reduce the costs of the services provided, or where appropriate deliver the services differently or cease service delivery. Planning is a statutory function, so the service cannot be ceased.

How will this proposal address this issue

Increasing the budgeted income line for Development Management (N120) will reduce the net costs of providing the Planning service. Fee income comes from a combination of measures:

- Statutory planning application fees. These are set by the Welsh Government. As of 01/10/15 planning application fees are being increased by, on average, 15%. Based on the average annual fee income over the last five years, this 15% increase amounts to an additional £69.5k per annum;
- An additional £5k per annum is predicted based on a new charge for discharging planning conditions;
- The Council currently provides a fee-earning discretionary pre-application advice service. New legislation makes this a mandatory service, and as such the Welsh Government will set the fees. Fees proposed via a current consultation, if imposed, would result in a £5k reduction in income against current income levels;
- The increased planning fees are accompanied by new regulations that require the application fee to be refunded if applications are not determined within 24 weeks of the agreed deadline (or 16 weeks for some applications). Every effort will be made to avoid having to pay a refund, and this budget mandate assumes that no refunds are payable. It would only take one large

application to incur a refund to negate the whole £40k income increase proposed by this budget mandate.

Carl Sergeant, Welsh Minister for Planning and Natural Resources, has written to all Local Authorities in August 2015 stressing the importance of ensuring planning services are properly resourced and advising that the 15% application fee increase is expected to be used to secure planning service improvements for customers. [WG - Planning Resource 190815.pdf](#) . Consequently, while this budget mandate offers a £40k budget saving (by increasing the budgeted income and therefore reducing the net cost of the service), the remaining £29.5k is retained to fund service improvements and as a contingency given significant budget line increases in the last two years.

It is worth noting that, in collating evidence for the 2015 planning application fee increase, the Welsh Government confirmed that application fees meet just 60% of the cost of dealing with applications, which itself is only part of delivering the planning service. Consequently, even with the 15% fee increase, the service will not be cost neutral.

What will it look like when you have implemented the proposal

The Development Management income budget line will increase by £40k.

Service delivery will be unaffected by the budget mandate proposal. Some additional income will be retained for service improvements as required by the Minister.

Expected positive impacts

The net cost of the planning service will be reduced, in turn reducing the Council's overall net costs.

Expected negative impacts

Caution should be exercised in financial forward planning because application fees are directly linked to wider economic activity for example the housing market. Simply assuming a year-on-year income increase caused Local Authorities problems when the economic downturn occurred in 2008.

It should be noted that the budgeted income line for planning application fee income in 15/16 is £93k higher than the budgeted income for 14/15 and £44k higher than actual income in 14/15. This £93k increase comprises:

- £20k as a one-off increase to contribute towards overspend in Children's Services in 15/16;
- £49k to align the budget income line with actual income;
- £24k budget income line increase.

Excluding the one-off £20k amount detailed above, the 15/16 budget target is £577k, which marginally exceeds the highest income

level received in the last 5 years. (The lowest income in the five year period was £344k in 2011/12 and the mean was £464k).

Significant increases have already been made to the planning income budget target in recent years, and caution needs to be exercised over assumptions that fee income will continue to increase year on year given that fees are set by the Welsh Government, and income is heavily reliant on the wider economy.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Planning application fee income	577,111	£40,000	n/a	£40,000	0	0	0	£40,000

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Offer a lesser saving	Corporate objective of maximising savings to offset LG settlement cuts not achieved.	MH
Offer a greater saving	Taking into account budget trends from the last 5 years, the volatility of the market, and the Welsh Government explicit requirement that application fee increases be reinvested into improving the planning service, £40k is considered to be the maximum sustainable and deliverable income increase.	MH

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Dave Loder	Finance	01/09/2015
Phil Thomas and Kim Lloyd	Planning	12/08/2015
Select Committee	Economy & Development Select Committee	04/11/15
Public and other stakeholders	8 th October to 31 st November	
Cabinet (sign off to proceed)	6th January 2016	

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	12/08/15	None
Other Service Contributing to / impacted	28/09/15	Staff conference – no changes made
Senior leadership team		None
Select Committee	04/11/15	None – mandate supported
Public or other stakeholders	Staff Conference 28 th September 6/10/15-30/11/15 Public Consultation Period	
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
n/a Application fees are set by WG and the decision has already been made to increase them by 15% as of 01/10/2015.	n/a	n/a

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
n/a	n/a	n/a

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

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Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Planning application fee income								
Budget	Fee refunds incurred								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		

Application fee income drops	Operational	Fee levels fluctuate affected primarily by the economy and by other external factors e.g. Government subsidies for renewable energy developments	Medium	High	Medium	Effective trend- and evidence-based budget monitoring.	Medium
Application fee refunds due	Operational	New regulations allow for a fee refund if an application is not determined within a set time period	Medium	Medium	Medium	Seek applicant's agreement to extended deadline. If not agreed, ensure application is determined before refund kicks in. Ensure other stakeholders (e.g. internal and external consultees) are aware of this issue. Determine application before refund deadline.	Low
Mandatory application fees are reduced	Strategic	Fees are set by WG, so beyond MCC's control.	Low	High	Low	Recent consultation on proposed increases, so highly unlikely to now be reduced.	Low

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Application workload remains constant (and therefore fee income plus 15% increase achieves the additional income target)	Best predictions based on trends over the last 5 years.	Mark Hand

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
30/04/2017	Mark Hand

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Mark Hand</p> <p>Phone no: 01633 644803 E-mail: markhand@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Budget mandate B09 – Planning Service – Income Generation.</p> <p>Increase Development Management income line by £40k (net) due to Welsh Government decision to increase mandatory planning application fees from 01/10/15.</p>
<p>Name of Service</p> <p>Planning</p>	<p>Date Future Generations Evaluation form completed</p> <p>13/09/2015</p>

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9. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.




Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive: reducing the net cost of the planning service will ensure the statutory service remains sustainable and jobs are retained within MCC and wealth generation externally is enabled via planning decisions. The area of work undertaken by the planning section directly and indirectly influences use of resources, wealth creation and employment, via planning policy and land use</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed</p>



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>planning decisions. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: the service will be more expensive for customers, and therefore does not generate wealth for all in itself, but this is a result of a WG decision to increase application fees.</p>	<p>mandate is considered to be the maximum reasonable compromise.</p> <p>NB The Welsh Government has recognised that planning application fees do not achieve cost recovery, in fact achieving approximately only 60% of the costs incurred in determining planning applications. However, being a mandatory statutory service the fees are set by the Welsh Government so MCC cannot increase the fee further.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences biodiversity and ecology via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: n/a.</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed mandate is considered to be the maximum reasonable compromise.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences access to healthy lifestyle choices via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: n/a.</p>	<p>Fees are waived for people who are registered disabled and applying for planning permission to adapt their homes. (This is a requirement of the mandatory fees set by Welsh Government).</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial to securing these outcomes.</p> <p>Negative: Increased application fee costs would adversely affect customers, however it will have greatest impact on the biggest applications which are typically submitted by large companies. For smaller scale applications, e.g. house extensions, the application fee is minimal compared to the project costs (e.g. application fee = £190, typical extension = £30k build cost).</p>	<p>Fees are waived for people who are registered disabled and applying for planning permission to adapt their homes.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: none.</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed mandate is considered to be the maximum reasonable compromise.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positive: The area of work undertaken by the post indirectly influences these matters via planning policy and land use planning decisions. The Welsh language is now a material planning</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>consideration. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: none.</p>	<p>mandate is considered to be the maximum reasonable compromise.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Positive: The area of work undertaken by the post indirectly influences equality and the ability of people to meet their potential, via planning policy and land use planning decisions.</p> <p>It is important to note that the increased application fees are the result of a Welsh Government decision: this is not in the control of MCC. Access to the planning service as a customer would not be disproportionately altered as a result of the protected characteristics of age, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership. Applications to modify homes by people who are registered disabled are exempt from application fees. Charities receive a discounted fee.</p> <p>Negative: none.</p>	<p>None.</p>

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>The fee increases are the result of a WG decision. The use of the increased fees to reduce the net cost of the planning service seeks to maintain the sustainability of provision of this vital statutory service. The budget mandate notes concerns regarding the volatility of the development industry at present as economic recovery is underway.</p>	<p>Budget trends will be closely monitored to ensure the revised income line is sustainable.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Ensuring the planning service is properly resourced will enable effective community engagement to be maximised. Reducing the net cost of the service via increased income helps to sustain the current level of service.</p>	<p>n/a</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p>The application fee increases are the result of a WG decision, following public consultation, as part of the Planning (Wales) Act 2015.</p> <p>The increased income line proposed as part of this budget mandate will be subject to Member and public consultation as part of the budget setting process.</p>	<p>The forthcoming budget setting consultation process.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal seeks to avoid making cuts to the service by using additional income to reduce the net cost of service delivery. The economy is showing signs of recovery, which in turn means increased development activity and an increase in the number of complex planning applications. Ensuring that a sustainable and effective planning service remains in place is essential to aiding economic recovery and delivering the Council’s objective of building sustainable and resilient communities.</p>	
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p>The work undertaken by planning service directly relates to promoting and ensuring sustainable development and its three areas: environment, economy and society. It is important to ensure this work is adequately resourced, which this proposal seeks to achieve by reducing the net cost of the service without reducing capacity.</p>	<p>n/a</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	None	None	This proposal seeks to reduce the net costs of the planning service by increasing the income line by £40k. The increased income is a result of increased mandatory planning application fees, which are set by the Welsh Government.
Disability	None	None	Planning application fees are waived for people who are registered disabled and applying for planning permission to adapt their homes. (This is a requirement of the mandatory fees set by Welsh Government).
Gender reassignment	None	None	This proposal seeks to reduce the net costs of the planning service by increasing the income line by £40k. The increased income is a result of increased mandatory planning application fees, which are set by the Welsh Government.
Marriage or civil partnership	None	None	See above
Race	None	None	See above
Religion or Belief	None	None	See above
Sex	None	None	See above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	None	None	See above
Welsh Language	<p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i></p> <p>None.</p>	None	See above

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None.	None as a direct result of the budget mandate proposal. Increased planning application fees may have a minor adverse impact where property extensions are needed to facilitate care, however these mandatory fees are set by Welsh Government.	n/a
Corporate Parenting	None.	None.	n/a

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5. What evidence and data has informed the development of your proposal?

Based on the fee income over the last 5 years, the 15% increase in mandatory planning application fees, decided by the Welsh Government, is expected to equate to £69.5k additional fee income per annum. This budget mandate proposes to increase the Development Management income line by £40k. Not all of the income increase has been put forward under this mandate for several reasons. Firstly, the Welsh Minister has explicitly stated that the increased fee income must be reinvested into improving the planning service. Secondly, fee income is uncertain and has varied significantly over recent years. It is directly affected by the UK economy and housebuilding, as well as by other external factors such as changes to renewable energy feed-in tariffs which will see a significant reduction in large scale renewables applications and associated planning fee income. Thirdly, the new legislation includes a provision for application fees to be refunded if an application is not determined within a specified timescale. While every possible effort will be taken to avoid refunding a fee, it would take only one significant application fee to be refunded to negate the fee income increase. The fee income budget line has already been increased significantly over the recent years, having increased by £220k (60%) since 2010. Consequently, there is now little scope for income fluctuations.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This section should give the key issues arising from the evaluation which will be included in the Committee report template.

The work undertaken by Planning directly relates to promoting and ensuring sustainable development. It is important to ensure this service is adequately resourced, which this proposal seeks to achieve by reducing the net cost via increased income rather than via service cuts. Full consideration has been given to the financial implications, which are sustainable in the foreseeable future in the context of the challenging financial climate facing Local Authorities.

In terms of the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, there are no direct implications as a result of this budget mandate proposal to amend the income line.

There are no implications, positive or negative, as a direct result of the budget mandate for corporate parenting or safeguarding.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Budget setting consultation			
Apply the increase planning application fees in line with Welsh Government.	October 2015		

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	In line with the SIP and usual budget monitoring. Full review of mandate April 2017.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B10
Title: Extension of Shared Lodging Scheme

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

Mandate Completed by	Ian Bakewell, Housing & Communities Manager
Date	27 th August 2015 / updated 9 th December 2015

How much savings will it generate and over what period?
Proposal will generate £40,000 additional income and make £10,000 revenue savings in 2016/17
Directorate & Service Area responsible
Enterprise – Housing & Community Services
Mandate lead(s)
Karen Durrant, Private Sector Housing Manager

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The Housing (Wales) Act 2014 has created a statutory duty from 27th April 2015 for the Council to prevent homelessness, which effectively extended the statutory homeless duty, which remains in place. The new duty to prevent homelessness applies to all households. As has historically been the case, there continues to be an on-going shortage of accommodation that can be used to discharge the respective duties, which has previously been the reason for the need to use B & B, albeit this need has been significantly reduced.

Although the Housing (Wales) Act 2014 now allows the Council to discharge the said duties using private rented housing, which is a helpful provision for the Council, the Act also, together with the Code of Guidance and the Homeless (Suitability of Accommodation) (Wales) Order 2015 has increased the requirements of the Council and the need to fulfil on the suitability of accommodation for applicants eg relevance of proximity to schools, employment, health facilities, affordability, support infrastructure etc. The availability of private rented housing in Monmouthshire (as is the case with social housing) continues to be limited. At the time of writing there is a significant need for family accommodation in Monmouthshire and currently there are 8 family households waiting for accommodation available, five of which are needed in Chepstow. Providing single persons accommodation is also a challenge.

It is therefore, a priority of Housing & Communities to strengthen links with the private rented sector. Work on this has already started through the establishment of a joint Private Sector Housing Team with Torfaen County Borough Council. A key component of the link with the private sector is the Shared Housing Scheme, which has been operational since 2013. A wider intention is to establish a landlord 'offer' that will effectively package the benefits a landlord can secure through working with the Private Sector Housing Team. The option for a landlord to offer a property for use by the Council for Shared Housing will form part of the offer.

This mandate proposal, therefore, is to continue developing and expanding the existing House-share scheme.

It is also proposed to widen the direct provision of the Housing Solutions Team by applying the Shared Housing learning and experience together with the additional capacity and resilience of the Private Sector Housing Team, to develop a Private Leasing proposal for consideration. The availability of Private Leasing for Monmouthshire through the Council will not only add to the range of options currently available for private landlords but will also add to the wider attractiveness and marketability of the landlords offer. It is vital that private landlords do not regard accommodating vulnerable households as a risk and are reassured and have confidence in working with the Council

The different service strands provided by the Private Sector Housing Team provides building blocks for potentially establishing a Lettings Agency in the medium term, where a charge could be levied. This would need to be agreed by Torfaen County Borough Council under the current arrangements.

What evidence have you got that this needs to be addressed?

In addition to the new statutory duty, there are a number of factors that inform the said proposal:

- The overall on-going demand for assistance from the Housing Solutions (formerly Housing Options) Service continues to grow
- Level of homeless application determinations and acceptance of full duty
- Level of successful homeless prevention and proportion discharged into private rented sector
- No. of applicants on the Housing Register

How will this proposal address this issue

The proposal facilitates the Council to have a stock of accommodation that is directly under the control and management of the Council. The control enables the Council to have management responsibility, reducing risk and inconvenience to private landlords. The proposal will effectively expand the availability of affordable accommodation, particularly for single person households.

What will it look like when you have implemented the proposal

It is proposed to expand the current portfolio of Shared Housing units to 58 by the end of March 2017 and assuming there is agreement for the Council to start private leasing, a target of 5 private leasing units is proposed.

The intention (subject to Torfaen County Borough Council's agreement) is to have a formal written landlord offer that can be marketed and promoted. Shared Housing and Private Leasing would form part of the landlords offer.

Expected positive impacts

- Increased abilities to discharge the respective duties relating to the Housing (Wales) Act 2014 and complying with the increased restrictions in terms of suitability.
- Shared Housing has provided an additional housing option for Monmouthshire particularly for single people – accommodation that otherwise wouldn't have been provided
- The increase in stock will also facilitate the current participation in the Afghan Translator Re-Location programme
- Acquiring private leased units provides more control to the Private Sector Housing Team in the context of re-housing vulnerable households who are regarded to be of a higher risk and won't be rehoused by other landlords.

- It supports minimising the use of B & B (although won't necessarily eliminate it)
- It will generate income for the Council
- It will strengthen the Council's 'offer' to private landlords
- Some landlords have indicated they would prefer to work with the Council rather than other organisations

Expected negative impacts

- As the scheme grows there is an increased need for management support to deal with sign-ups, inspections, repairs, nuisance, rent arrears etc. The structure of the Private Sector Housing Team support this and any additional management needs can be funded from the scheme income
- Due to the vulnerability of the Council's client group, properties can be susceptible to breaches of occupation by residents. This can create financial risks to the Council eg rechargeable damage. This will be managed through a risk based approach to matching applicants with suitable properties.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Private Sector Housing Team – Shared Housing & Private Leasing		£40,000 income		40,000		-	-	40,000
Housing Solutions		£10,000 savings		10,000				10,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Requesting RSL partners to support the increased availability of housing stock.	This <u>is</u> being progressed and all partners have agreed to support this. Some accommodation is already being provide on this basis and discussions are actually in progress about certain addresses.	Karen Durrant
Developing a lodging model	This is an option that Housing & Communities are keen to pursue (perhaps with Children’s Services and Supporting People) and there is a need, but due to other commitments and priorities it is considered resourcing the development of this model will be difficult.	Karen Durrant
Expanding the role of the existing private leasing model beyond being used temporary accommodation for homeless people	Properties are increasingly being used for homeless prevention, and the Council has received agreement to expand the current portfolio. However, requests to use properties for Shared Housing hasn’t been progressed	Karen Durrant

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4. Consultation

It isn’t considered that there is a need to consult on the principal of the on-going expansion of the Shared Housing Scheme because the service is now well established and prior scrutiny and consents have previously been undertaken/acquired through Adult Select and

Cabinet. It is proposed though that for new properties identified for using as shared housing, prior to securing units, the local elected member will be informed of intentions.

It is proposed that internal consultation will be undertaken with Finance and through the Enterprise management structure in respect of Private Leasing with a view to acquiring Cabinet approval.

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Torfaen CBC	Housing Services	26.08.15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	Economy & Development 4 th Nov 2015	
Public or other stakeholders	8 th October – 30 th November 2015	
Cabinet (sign off to proceed)	Meeting Scheduled 6 th Jan 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
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Direct advertising of MCC need for rooms and properties eg press releases, website, landlord hub etc	Lindsay Stewart	
Prepare private leasing project proposal including cost modelling	Karen Durrant	December 2015
Liaise with RSL partners to provide properties	Lindsay Stewart	Jan 2016
Publish landlord offer	Karen Durrant	Jan 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
There may be a need for additional management resource	The management support will come from the existing Private Sector Housing Team and if necessary, the scheme income would need to be used to fund an additional post	None

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Customer	Customer satisfaction with accommodation provided								

Process	% of potentially homeless prevented for at least six months (This was a statutory PI but was withdrawn for 15/16)								
Process	No. of completed homeless prevention enquiries successfully completed through assistance into the private rented sector								
Process	No. of shared housing units								
Process	No. of private leased units								
Process	Level of income								
Process	No. of B & B placements								
Process	No. of homeless applications determined								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Opposition from neighbours	Operational	There is often a perception that clients assisted by the Housing Solutions Service are high risk. On occasions, individuals will breach their accommodation agreement	Medium	Medium	Medium	Applicants will be risk assessed with regards to suitability of placements	
Housing Benefit regulations could change		The existing regulations facilitate the payment of a management charge. This potentially could be reduced	Medium	High	Medium	Break clauses in agreements enable the Council to end leases Cost modelling has been undertaken assuming lower management charges. The scheme is still viable but would result in lower income.	

Demand could fall	Strategic & Operational		Low	High	Medium	Break clauses in agreements enable the Council to end leases	
Landlords may not be interested in participating in the scheme	Strategic & Operational		High	High	High	It is a priority for Housing & Communities and the Private Sector Housing Team to develop relationships with landlords. This is being undertaken through a range of methods: <ul style="list-style-type: none"> • Telephone duty system • Landlords Hub (landlord network) • Named contacts • Wider support mechanisms eg housing support • Scheme will form part of wider landlord offer • 	
Voids not filled quickly resulting in lost income			Low	High	Medium	Regular and on-going monitoring of voids	
High maintenance costs due to damage or cleaning	Operational	Past experience is that some clients will cause damage and not keep their room clean	Medium	Medium	Medium	Regular inspections Scope to recharge Agreements will be enforced, which ultimately could result in occupants being evicted.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That demand for housing advice and provision will continue	Historical demand statistics relating to homelessness and potential homelessness	Karen Durrant
That housing benefit regulations will not be changed in relation to management subsidies	No feedback has been received from DWP about possible changes	Karen Durrant

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
March 2017	Ian Bakewell, Housing & Communities Manager



<p>Name of the Officer completing the evaluation Ian Bakewell</p> <p>Phone no: 01633 644479 E-mail: ianbakewell@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>B10 – Extension of shared lodging scheme.</p> <p>To continue the development of the House share & Lodging Scheme and re-introduce private leasing</p>
<p>Name of Service</p> <p>Housing & Community Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>26th August 2015</p>



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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positively contributes through an efficient use of resources that helps to generate wealth by being able to reduce the financial pressure to allow council to deliver its priorities. People being able to access more suitable accommodation within their communities more independently.</p>	<p>The mandate will help to relieve the pressure on existing resources, particularly the demand for social housing in the context of alleviating homelessness</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Neutral</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positively contributes to the health of homeless and potentially homeless people through the provision of good quality accommodation.</p> <p>The schemes supports improved private sector housing</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positively contributes by helping applicants remain in their community</p>	<p>On occasions its not always possible to accommodate people in their preferred area of choice. This proposal will reduce the need to accommodate people away from their home areas</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>By people being accommodated in more stable local accommodation benefits in all 3 ways.</p> <p>Subject to Council decisions, may be scope to potentially used to support Syrian refugees</p> <p>Will be used to facilitate the Council's decision to participate in the Afghan Translator re-location programme</p>	<p>People will have better facilities that will encourage physical wellbeing. They will have opportunity to reduce outgoings by have better facilities and the ability to use live skills and being integrated into the community.</p> <p>Full Council motion on 24.09.15 and agreement to investigate assisting</p> <p>The Council has already started to re-locate Afghan Translators to Monmouthshire</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positively contributes by providing a stable home that supports people to access opportunities</p>	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>The mandate deliberately supports the provision of short to medium term housing accommodation, designed to alleviate housing crisis. The objectives of Shared housing and private plans to provides the building blocks increasing the availability of private sector accommodation as a viable alternative to social housing.</p>	<p>The increased use of private sector housing will continue to support increase a behavior change in applicants in terms of considering private sector housing as a viable option rather than defaulting to social housing as has historically been the case.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>The Council is currently working with Torfaen County Borough Council through the joint Private Sector Housing team. Torfaen can access the accommodation and Torfaen support the management of the service and assist to identify new landlords</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Involving those with an interest and seeking their views</p>	<p>The following are stakeholders:</p> <p>Torfaen County Borough Council Housing Services – the existing scheme forms part of the shared resource of accommodation for the joint Housing Solution Service which, therefore, can also be accessed by Torfaen residents. The Scheme, therefore, supports Torfaen to meet their statutory duties as well as the Council.</p> <p>Housing Support providers – the Scheme offers good quality accommodation which helps address/support wider housing needs eg substance misuse; mental health etc</p> <p>Shelter Cymru – provide an independent advocacy role which applicants can access if they consider they need redress on how their housing needs have been supported. Shelter will seek to challenge the Council if they consider the Council isn't meeting its statutory responsibilities</p> <p>Housing Solution clients – the scheme widens the provision for single people</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The on-going development of the Houseshare scheme is specifically designed to support homeless prevention. The scheme creates an additional housing option for the Housing Solutions Service and allows accommodation to be pro-actively offered (subject to demand and vacancies) to avoid taking a homeless application.</p> <p>The development of Private Leasing will create an additional housing option and expand provision</p> <p>There may be scope for the Scheme to support the Syrian Refugee crisis, subject to any decisions by the Council</p>	<p>The establishment of the Shared Housing Service in February 2013</p> <p>The Scheme is already supporting the Home Office Afghan Translator re-location programme</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The service particularly positively impacts on local private sector landlords in terms of income generation which will support the local economy. This in turn will support associated supply chains, such as repair and maintenance contractors (eg plumbing, heating and electrical services) and local suppliers such as builders merchants etc.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Older people can potentially access the service, but shouldn't need to due to other provision though the Housing Register	None	
Disability	Disabled people can access the service	None.	
Gender reassignment	neutral	None	
Marriage or civil partnership	neutral	None	
Race	neutral	None	The Houseshare service is currently benefiting the Afghan Translator re-location programme
Religion or Belief	neutral	None	
Sex	neutral	None	
Sexual Orientation	neutral	None	
Welsh Language	neutral	None	

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Both Houseshare and Private Leasing accommodation will be available to alleviate safeguarding risks. Requests for assistance are often received from victims of abuse	<i>No negative impacts</i>	The Council current uses one of the Shared Housing properties as a women only dedicated facility to support victims of domestic abuse
Corporate Parenting	Both Houseshare and Private Leasing can be used to support Corporate Parenting issues if necessary The Housing Solutions Service liaises closely with Children's Services and the Llamau Family mediation service	No negative impacts	All 16/17 year olds are referred to the Llamau Family Mediation worker, who is co-located with the Housing Solutions Service, for assessments.

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5. What evidence and data has informed the development of your proposal?

Homeless and homeless prevention statistics

Housing Register data

Housing & Communities financial data

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive benefits of this mandate are:

- Additional housing options for vulnerable households
- The Council is better able to meet its statutory duties under the Housing (Wales) Act 2014
- The mandate mitigates against the use of B & B
- The mandate will generate additional income for the Council

The main negative impacts are:

- The mandate increases the management implications for the Private Sector Housing Team. In the short-term, any new stock, however, can be absorbed by the team
- It increases financial risks to the Council in terms of possible arrears and recharges. Managing this, however, is part of the management role of the Private Sector Housing Team

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7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Continue seeking to identify private landlords who may be potentially interested in the scheme	This is a routine weekly activity	Karen Durrant, Private Sector Housing Manager	Discussions with potential new landlords are in progress
Actively start looking to identify Private Leasing opportunities and to develop a Private	September – December 2015	Karen Durrant, Private Sector Housing Manager	One property in Chepstow has already been identified and

Leasing proposal for approval by Cabinet			discussions are in progress with the owner. Cost modelling has commenced

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	March 2016. The scheme will be evaluated as part of the ongoing monitoring of the Council's Housing Solutions Service through, which forms part of the Adults Select Committee work programme
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Business Change Mandate (Including Budget Mandates) Proposal Number: B11

Title: Leadership and Management Restructure

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

Mandate Completed by	Paul Matthews / Kellie Beirne
Date	15.09.15 Updated 7.12.15

How much savings will it generate and over what period?

The realignment of key senior posts and roles will generate £225k in efficiency savings and an additional £90k from a whole-authority review of engagement, communications, marketing and Whole Place Total £315.00.

Directorate & Service Area responsible

Chief Executives'

Mandate lead(s)

Paul Matthews and Kellie Beirne

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The objective of this mandate is to build upon the already significant re-adjustments made to senior management structures within the Council aimed at flattening tiers, reducing hierarchy and driving ongoing efficiency savings. The first structural re-design carried out by the Chief Executive in 2010 alluded to the need for staffing structures to constantly adapt and adjust to a 'permanent state of transition'. This mandate aims to further advance this and to ensure that as the whole organisation works to become more efficient and effective, corresponding changes are made to systems and structures to support purpose, priorities and values-driven leadership. It includes in particular, a focus on how we create better alignments across engagement, marketing, Whole Place and communications.

What evidence have you got that this needs to be addressed?

The evidence base is:

- Indicative settlements show significantly reduced resources over the medium-term
- Prospect of further structural and policy change in the short and medium-term
- Engagement, Whole Place, marketing and communications currently operate disparately and although links are made, where possible, its clear that we need to leverage the value of more local engagement and community empowerment
- The need to ensure staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement - and demonstrate contribution to core purpose: 'sustainable and resilient services'
- The need to ensure alignment between service changes and redesign and resultant altered staffing needs

How will this proposal address this issue

The proposal is for comprehensive re-adjustment of structures, posts, roles and functions, so that the organisations' leadership, values, alignments, processes and structures are fit for purpose as we adapt to further waves of change and instability and continued financial turbulence. Our aim ongoing, is to create a whole new cost structure for our organisation and as such we must in-build the ability of our staff teams to be nimble, fleet of foot and flexible. This is more than just re-jigging posts and structures to achieve a financial efficiency – the fundamental aim is to create organisational structures, systems, processes and behaviours that are capable of demonstrating 'council of the future' capabilities.

People are our best resource and we need to ensure they are playing to their strengths and are positioned to serve our organisation and our communities in the most effective ways. This proposal is entirely in the spirit of our People and Organisational Development Strategy and our aim to create the whole-organisation conditions that allow people to connect to their purpose in order to deliver sustained improvements for our residents, businesses, partners and communities.

What will it look like when you have implemented the proposal

Fully implemented, the proposal will alter the role and shape of key elements of leadership and management structures to ensure we have the right people in the right places and posts to enable delivery of the priorities that communities tell us matter most – promoting excellence in education, protecting the vulnerable, supporting enterprise and maintaining local services. In the light of the changing policy, financial and social backdrop – this process has to be about much more than matching people to posts and ‘service responsibilities’ and becoming more lean and efficient - even these have to be clear objectives. There will be a particular focus on how we build the structures and competencies for deeper, meaningful local engagement and align our whole-authority approaches to engagement branding and marketing.

These changes are about reinforcing necessary leadership competencies and promoting the ‘can do’ purpose-driven mind-sets that create the kind of culture we want to grow our people in.

Expected positive impacts

- Aligning people’s skills and competencies to delivery objectives and priorities
- Further reinforcing our ability to be nimble, adaptive and flexible
- Increased organisational efficiency and effectiveness
- Impact is in top tiers of organisation and maintain focus on preserving the front-line
- Reinforcement of principles of People and Organisational Strategy – people with purpose improve performance

Expected negative impacts

- Fewer people with a keener focus on priorities and what we can afford to do – will inevitably mean there will be some things we can no longer do and the best we can do to mitigate this, is to be clear and upfront about what these things will be.

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2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?						
Service area	Current Budget £	Proposed Cash	Proposed non	Target year		Total Savings

		Savings £	cash efficiencies – non £	16/17	17/18	18/19	19/20	proposed
Chief Executives'		£102,000		102,000				102,000
Enterprise, CYP & SCH		£73,000		73,000				73,000
Operations		£50,000		50,000				50,000
Engagement, Communications, Marketing and Whole Place review		£90,000		90,000				90,000
Total		£315,000						£315,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
N/A	Developing the most efficient and effective staffing structure and leadership and management systems – is an ongoing objective and is ingrained as part of our overall approach to improving services.	Chief Executive

4. Consultation

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
SMT	August 2015	ongoing over period of last 12 months
Other Service Contributing to / impacted		
Senior leadership team	September 2015	
Select Committee	Covered in all	<ul style="list-style-type: none"> Children & Young People - 21st October at 2pm

	selects	<ul style="list-style-type: none"> • Strong Communities - 22nd October at 10am • Economy & Development - 4th November at 10am
Public and other stakeholders	8 th October to 31 st November	
Cabinet (sign off to proceed)	6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Indivual teams/ JAG and Unions as relevant	People Services	Sept-Dec 2015

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Share information on structure redesign and identify specific changes	Leadership Team	September 15 – October 15
On going Consultation with individuals and Unions as required.	Leadership Team	October to end of march 16
Implementation - <ul style="list-style-type: none"> • Reviewing structures and business need. • Implementation of Protection of employment policy. 	Leadership Team	April 2016 or before if achievable
Establish any potential redundancy costs (if appropriate)	Leadership Team / finance	January 2015

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc.

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)

Potential redundancies	Change management reserve	
HR expertise required	Within current establishment	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Reduction in staffing cost	315,000							
Performance	KPIs and Improvement Plan								

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8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Reduced workforce at time of significant operational pressure and policy/ structural	Strategic and operational	Becoming more efficient will result in some cases, in fewer people. Data tells us demand is peaking for certain services. Policy and financial context is changing.	Medium	Medium	Medium	Amount sought in terms of financial savings relatively small – opportunities to reduce staff time are being taken (as opposed to delete posts) will be taken wherever possible. Whole organisation structure will be reinforced to mitigate any impact of losses so that key roles covering core priorities are covered with the relevant levels of expertise.	High

change and further potential impacts around loss/ reduction of experience							
Potential impact on customer satisfaction and perception as some non-priority activities will no longer be carried out	Strategic and operational	Demand for all services remains high	Medium	Medium	Medium	Need strong message through the engagement process that we can no longer continue to run all the services and provide all functions we have 'til this point.	Med
Desired linkages across engagement, Whole Place and communications are not made in the way envisaged and gaps occur, potentially impacting income generation	Strategic	Income generation and 'selling' key aspects of our offer is critical to future sustainability	Medium	Medium	Medium	Ensure alignments occur effectively and in line with community need and priorities. Follow patterns developed via community governance review and focus on those areas in which highest potential exists.	Med

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Financial efficiencies	Efficiencies can be achieved as a result of changes in workforce and proposed	Chief Executive and Leadership

will be one outcome of this exercise	realignments	Team
Better alignment of core communication, engagement and Whole Place activities to achieve a 'whole team' focus	There should be a better impact on engagement across the board as teams currently operate separately	Chief Executive and Leadership Team

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
September 2016	Senior Leadership Team



<p>Name of the Officer Paul Matthews/Kellie Beirne</p> <p>Phone no: 01633 644686 E-mail: kelliebeirne@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Mandate : B11</p> <p>The objective of the mandate is to build upon the already significant re-adjustments made to senior management structures within the Council aimed at increasing leadership flexibility, flattening tiers, reducing hierarchy and realigning spans of control.</p>
<p>Name of Service Cross Organisation</p>	<p>Date Future Generations Evaluation September2015/Updated 07/12/2015</p>






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1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The mandate looks to align people's skills and competencies to increase organisational efficiency and effectiveness to maintain focus on front line delivery.</p>	<p>Identify training and development needs to meet the changing roles.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support</p>	<p>Staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement – and demonstrate</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
resilience and can adapt to change (e.g. climate change)	contribution to core purpose 'sustainable and resilient services'	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The organisation continues to target resources to the Key 4 priorities of the Council.	Supporting welfare through change process via a holistic change plan that incorporates health & wellbeing of our staff affected by any changes.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The proposal to realign structures within the organisation to ensure that we have the right people in the right places to enable delivery of priorities that the communities tell us matter.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Identification through structure/skill review consideration to commercial awareness to be considered.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	In Monmouthshire we actively support the Welsh Language measure and continue to support officers to undertake welsh language education.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	We ensure that our protection of employment policies are delivered to ensure equality opportunities are implemented during any structure realignment.	We will continue to work with our unions in order to receive feedback to ensure that we continue to work within our policies in relation to equal opportunities.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>Indicative settlements show significantly reduced resources over the medium term. Creating a nimble work force structure demonstrating a 'council of the future' capability.</p>	<p>The organisations budget mandate planning process now spans across the Councils Medium Term Financial planning timescale in order to give a longer term robust financial plan, this provides an opportunity for preparedness and to be a council of the future.</p>
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>The re-alignment of structures will increase organisational efficiency and effectiveness enabling resources to be directed to deliver on the four priorities of the Council and in line with the Single Plan.</p>	<p>As above Greater strategic longer term vision to align resource requirements to future service delivery.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Current engagement, Whole Place, marketing and communication currently operates disparately, by aligning people's skills and competencies in a new structure will enable more local engagement and community empowerment.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Organisational efficiencies will enable resources to be directed to deliver on the four key priorities of the Council. We will continue to review our structure to ensure flexibility which will continually enable us to realign staff resources to business need.</p>	<p>We will continue to review our employment policies to enable this flexible approach. (as supported in mandate B16)</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The organisations vision to deliver services locally and through sustainable models rather than cease services this supports integration with the community and positively impacts on people, economy and our environment.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Neutral		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	Neutral		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Neutral	Neutral	
Corporate Parenting	Neutral		

5. What evidence and data has informed the development of your proposal?

Indicative settlements show significantly reduced resources over the medium-term. Currently the organisational structures, systems, processes and behaviours need to be capable of demonstrating 'council of the future' capabilities.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Creating a whole new structure for our organisation will provide the ability of our staff teams to be nimble, fleet of foot and flexible. People's skills and competencies will be aligned to deliver the objectives and the priorities of the Council, with a reduction in funding this will be more important than ever.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Share information on new structure	October 2015	Paul Matthews/Kellie Beirne	
On-going consultation with individual's and unions	October 2015 – March 2016	Paul Matthews/Kellie Beirne	
Implementation of staffing structure	April 2016	Paul Matthews/Kellie Beirne	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly budget reviews Review of new structure against Organisation priorities
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Business Change Mandate (Including Budget Mandates) Proposal Number: B12
Title: Second Phase Review of Grants / Subsidies to third Sector Discretionary Bodies.

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

Mandate Completed by	<i>Will McLean</i>
Date /	<i>14/09/2015 updated 09/12/2015</i>

How much savings will it generate and over what period?
£75,000 per annum
Directorate & Service Area responsible
All directorates affected as grants given across the organisation
Mandate lead(s)
Will McLean (revenue grants) working with relevant Heads of Service (Ian Saunders - Leisure and Culture) and Dave Jones (Care and Repair)

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Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

To ensure that grants and support given to third sector organisations are proportionate and deliver against the organisation's strategic aims and objectives. In 2014 a wide ranging review of the grants provided by MCC was undertaken this ensured that the remaining grant recipients were working in line with the organisation's specific aims and objectives. This review recognises that continued delivery whilst clearly acknowledging that the quantum available to third parties should be reduced in line with the budget pressures MCC is experiencing.

What evidence have you got that this needs to be addressed?

MCC continues to support a wide range of organisations. The support they receive needs to be aligned to our core purposes and critically our ability to fund them given the unprecedented reductions in support local government has faced. In some areas consolidation / reduction in grants may allow greater policy alignment and provide the opportunity for partners to coalesce around service outcomes and potentially assets.

How will this proposal address this issue

The consolidation and reduction in grants to third sector providers will result in reduced expenditure for MCC. In relation to Care & Repair this will result in the grant being removed from the Environmental Health Budget with a view to obtain funding from an alternative source that aligns to the councils priorities.

What will it look like when you have implemented the proposal

The expenditure with the voluntary sector, particularly in the arts and cultural sector will reduce. The 'Healthy at Home' grant will no longer be funded from the Environmental Health's budget as this is not best fit for the service provided.

Expected positive impacts

If we are able to secure alternative funding for Healthy at Home scheme within the Social Care and Health directive this will be aligned to Social Care and Health Objectives and strategic direction. This will secure the service for a further year and allow us to continue to be pro-active rather than re-active in relation to supporting people to stay in their own homes specifically for people over 75 years of age.

For the Young Farmers and the Scouts they are able to generate income from other sources to make up the small shortfall.

Expected negative impacts

There may be a reduction in the offer of some organisations.
If we are unable to realign the funding into SC&H there could be a potential increase in waiting lists for access to Care and Repair for people over 75 years of age.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?

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Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
<u>Leisure & Culture</u>			n/a					
Borough Theatre	£163,707	£28,943		£28,943				£28,943
Dance Blast	£24,250	£4,287		£4,287				£4,287
Gwent Young Farmers	£6,873	£1,215		£1,215				£1,215
Scouts	£6,873	£1,215		£1,215				£1,215
<u>Chief Executives</u>								
GAVO	£12,000	£2,122		£2,122				£2,122
CAB*	£69,105	£12,218		£12,218				£12,218
Care & Repair	£418,000	£25,000		£25,000				£25,000
	£700,808.00	£75,000.00		£75,000				£75,000

* - At this time the CAB grant would have been subject to a 10% reduction in line with the September 2013 Cabinet decision. This decision, if taken will supersede that decision and see an additional £5,307.

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Status Quo (protect grant funded bodied from financial pressures experienced by the LA)	At the current time all services are facing increasing demands and competition for resources and there seems to be little reason why these should not be passed on to partners.	Will McLean
Take a flat line reduction to all grants that fall into the scope of the mandate	This is the most equitable manner of apportioning the reduction. It is a reduction of £50,000 on a budget of £282,808 plus the cessation of the funding to Care and Repair of £25,000 for the Healthy at Home Scheme. This is funded from Environmental Health department and sits alongside a further £418,000 in Adults Social Care budget.	Will McLean

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Ian Saunders	Head of Leisure and Culture	14/09/2015
Kellie Beirne	Chief Officer, Enterprise	14/09/2015

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	August 2015	
Other Service Contributing to / impacted	Summer 2015	Carried out by David Jones (environmental Health)
Senior leadership team	August 2015	
Select Committee	22 nd October 2015	In line with consultation plan.
Public or other stakeholders	28 th September Staff Conference 8 th October – 30 th November public consultation	As above
Gwent Young Farmers	25 th November	Support the Young Farmers in a non financial way e.g meeting rooms for one off events, PR, Youth Service work.
Scouts	25 th November	They are able to explore ways to secure different funding streams.
Healthy at Home scheme	28 th August 2015	We have looked to find alternative funding for the scheme from both

	There has been on going consultation for the past 6 months with regards to this proposal. Most recent 9 th December 2015	health and public health. We are currently exploring the possibility of transferring the grant to the supporting people funding stream.
Cabinet (sign off to proceed)	Scheduled meeting 6 th January 2016	As above

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Actions	Officer/ Service responsible	Timescale
Specific negotiations with each of the grant receiving bodies	Will McLean (CAB and GAVO) Will McLean and Ian Saunders (Leisure and Cultural providers) Dave Jones (Care and Repair)	By October 31 2015
Continue to listen and work with organisations to understand any particular issues that may arise from the changes.	Will McLean	On going to April 2016
Keep communication open with any organisations who may need help making decisions that affect their services.	Will McLean	On going to April 2016
Notice given to bodies	Will McLean (CAB and GAVO) Ian Saunders (Leisure and Cultural providers) Dave Jones (Care and Repair)	January 2016 (3 months notice)
Realign Finance	Will McClean and accountants	Ready for 1 st April 2016
Head of Community Protection to further liaise with Care & Repair Manager to seek other funding opportunities. (meeting held with C&R 26/8/15)		

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
n/a		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Customer	Review Care & Repair Service demand with Social Care and Health.								
	Measure the level of assessments being undertaken by Care & Repair for both under 75 and over 75 year olds. (year on year trend)								
	Review the length of time each service user is on waiting list.								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk: groups and consequently public object	Strategic	Small organisations can be reliant upon MCC grant funding	High	Low	Low	Continued negotiation and rationalisation of the challenge facing all providers. Changes may create leverage for partners to work together creating better services.	

9. Assumptions

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

Organisation	Assumption and reason why assumption is being made (evidence)
Healthy at Home Scheme	If we are unable to secure 'supporting People' funding then the Healthy at Home grant will cease as of the 1 st April. This is in line with other local authorities who have also withdrawn the service.
Scouts	They have the opportunity to raise additional funds via alternative funding streams, e.g fundraising.
Young Farmers	They have the opportunity to raise additional funds via alternative funding streams, e.g fundraising.
Dance Blast	They have the opportunity to raise additional funds via alternative funding streams and income generation, e.g fundraising.
Borough Theatre	They have the opportunity to raise additional funds via alternative funding streams and income generation, e.g fundraising.

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
6 months & 12 month (from 1 st April)	Will McLean

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Will McLean</p> <p>Phone no: 07834 435934 E-mail: willmclean@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B12 – 2nd phase review of grants / subsidies to 3rd sector discretionary bodies.</p> <p>To reduce the quantum of funding available to a range of third sector organisations by 18% and to stop the funding of a Healthy at Home Funding stream to Care and Repair.</p>
<p>Name of Service: Chief Executive’s working with Enterprise</p>	<p>Date Future Generations Evaluation form completed</p> <p>24/09/2015</p>






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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>At this early stage of development of this mandate the potential reduction in the quantum of funding available has been identified (£75,000) and has been distributed on a straight-line basis across all recipient bodies. The exception to this method is the proposed cessation of the £25,000 awarded to Care and Repair for the provision of the Healthy at Home scheme.</p> <p>In the next stage of the mandate development</p>	<p>Unknown at this stage until detailed discussions have taken place with recipient organisations.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	there will be a full disclosure of contribution to and impact upon Wellbeing goals.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>The Mandate effectively tries to balance the funding of third sector partners into the medium term to enable them to plan effectively into the future. The reduction applied to the organisations ensures that there is still a residual level of funding available to groups to develop their aims and objectives.</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>MCC will continue to work with its partners closely to ensure that this funding is placed with organisations that can contribute to shared outcomes. In line our single integrated plan.</p>	<p>During the relevant stage we will continue to work with the organisations to support them manage their resources more effectively and encourage them to look for opportunity with other 3rd sector organisation to share resources where practicable.</p>
<p>Page 193</p>  <p>Involvement Involving those with an interest and seeking their views</p>	<p>We will involve all of those organisations affected by this proposal to fully understand the impact upon their services and this will be reflected in this assessment following that stage of engagement.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>We recognize the contribution that these services make to preventative services and we seek to maintain as much funding as we can.</p>	<p>More detail will be added at when greater information is known about the specific organisations.</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This will be completed when the additional engagement has been undertaken and the contribution that the remaining funding makes has been fully understood.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	The proposed reduction in budget allocation has the capacity to have positive and/or negative impacts on all groups. We need to put in measures in place to attempt to assess the potential impact that any reduction may have.	Given that all groups could be effected both negatively and/ or positively once the impacts have been established we will look identify how we can mitigate the negative impact or better contribute to the positive.
Disability	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As above	As above
Gender reassignment	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As above	As above
Marriage or civil partnership	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As above	As above
Race	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As Above	As above
Religion or Belief	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As Above	A above
Sex	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	As Above	As above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.		
Welsh Language	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	
Corporate Parenting	At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.		

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5. What evidence and data has informed the development of your proposal?

This will include your baseline position, measures and studies that have informed your thinking and the recommendation you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation have had a positive or negative effect. Data sources include for example:

- Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users
- Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys
- Local population data including the census figures
- Comparisons with similar policies in other authorities
- Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

At this stage we are unable to determine what the impact will be across the funding reductions. This document will be updated with this information when it is available.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
At this stage we are unable to determine what the impact nor the mitigating / supporting actions will be across the funding reductions. This document will be updated with this information when it is available.			

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

Business Change Mandate (Including Budget Mandates) Proposal Number: B13
Title: Highways infrastructure - Income Generation

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

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>20/09/2015 (1st draft), 08/12/15 (2nd draft)*</i>

How much savings will it generate and over what period?	
Assumed income generation of £150,000 in a full financial year through increased advertising and additional car parking spaces (net of prudential borrowing for reinvestment into car park and traffic mgt infrastructure).	
Directorate & Service Area responsible	
Operations, Highways, Transport	
Mandate lead(s)	
HoS – R Hoggins, – Lead Officer –Highways – Steve Lane, Transport – Deb Jackson (car parks & fleet), Richard Cope (Buses, bus stops etc.)	

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The proposal seeks to exploit the advertising policy agreed by Cabinet in July '15 to generate significant levels of additional income. The income will be incorporated in the development of the Council's 16/17 revenue budget assuming the mandate is approved. A car park order is being prepared following Cabinet decision earlier this year, this will include further statutory consultation, after which a final decision of Cabinet is required of the extent of changes to the car park service. It includes investment into new equipment and improvements to car park layouts along with changes to policies but additional car parking spaces will offset investment by contribution to revenue.

What evidence have you got that this needs to be addressed?

The MTFP shows massive strain upon the revenue budgets for at least 3 years which is being addressed by expenditure cuts or income. The advertising income helps address this and the car park revenue income offsets capital budget investment. The need for additional parking and reorganising of existing parking to improve management in the towns has been demonstrated through extensive consultation already undertaken.

How will this proposal address this issue

Information from neighbouring authorities suggests that advertising on Council assets (verges, roundabouts, vehicles, car parks etc) will generate significant income streams. Car parking has been subject to extensive reporting outside of the budget process but this mandate acknowledges the effect upon revenue budgets through investment and additional parking .

What will it look like when you have implemented the proposal

Advertising signs will be erected alongside MCC highways (not trunk roads or motorways) where it is safe to do so. Advertising sign boards will be erected in car parks and advertising opportunities on buildings, vehicles etc. will be taken. Car park facilities will be improved and extra parking created albeit some car park policies are changing to generate the income to offset investment and contribute to revenue costs surrounding car park management, traffic management, etc.

Expected positive impacts
Businesses will get valuable advertising opportunities around the county which will support commerce in the county. Car parking facilities in the towns will be improved and extra parking spaces created (Monmouth). Existing car parking regime will be reorganised to assist commerce in the towns.
Expected negative impacts
Criticism will arise about MCC defacing Monmouthshire countryside with advertising and some small businesses will complain that they cannot afford advertising costs (although we will offer smaller advertising sections where feasible to suit smaller businesses). Car parks charges will be introduced in car parks that are presently free, some car parks will be short stay (to improve turnover for shoppers), charging blue badge holders is being considered although mitigation is also envisaged e.g. an additional 'free' hour.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
All advertising opportunities and estimated revenue income from car parking (capital budget is required)	£50k assumed in 15/16	Further gross £100k assumed for 16/17 from advertising plus a revenue income of £100k from car parking	None, in fact costs will be incurred in installing advertising boards and managing the service – say £50k. Car park facilities, access and management will					For 15/16 and £16/17 combined for advertising it is £150k but nets at £100k after costs are allowed at £50k for advertising costs. Car park income assumed at £100k based upon additional spaces.

			be improved by the introduction of the proposals (reported previously)					

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Not to pursue advertising opportunities	Cabinet has agreed the advertising policy so not to pursue this opportunity places more pressure on other service areas. Options to generate income are also, on balance, more preferable to service cuts	Cabinet, Head of service
Employ a private sector agency to manage MCC's advertising policy	Feedback from other authorities that are already advertising is that third party agencies take up to 50% of income and the management can be facilitated in house for less cost.	Operations officers
Sell the car parks to a private provider	Still to be assessed, will lose direct control of the car parking	Cabinet

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Operations mgt team. SLT		

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/15	
Other Service Contributing to / impacted Senior leadership team		As part of whole budget mandate process through SLT on various dates
Select Committee	November cycle	Supported the mandate and suggested further investigation into advertising on the side of refuse freighters.
Public or other stakeholders		Through the public consultation exercises, social media and face to face. Key issues are overall support for advertising but clear message that advertising on the highway should not detract from the beauty of the county. <i>Officers are now in discussion with planning colleagues to agree siting of advertising on public highways.</i> Car parking feedback was less clear but extensive consultation has been undertaken when the service was reviewed and referenced in the document. <i>Therefore the mandate remains in place subject to the new car park order being supported by members.</i>
Cabinet (sign off to proceed)		The advertising policy is already adopted – this implements more widely the approved policy but now tempered by sensitive siting of highway advertising. Car parking options have been reported extensively to select committees and cabinet

Will any further consultation be needed?		
Name	Organisation/ department	Date
Not for advertising but statutory consultation required through the preparation of a new car park order	Legal	January/February 2016

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Ascertain all advertising places and acquire all permissions as necessary to use. Install all necessary infrastructure to provide advertising space	Lead officers and Ryan Pritchard (Highways)	
Promote, sell and manage advertising space/customers	Ryan Pritchard plus admin support from highways	
Recruit officer (initially part time to promote advertising and manage clients – dependant upon workloads arising and capacity of existing staff to manage workload.	Roger Hoggins, Lead officers	
Complete car park order, consult, report to cabinet, approve capital budget, introduce changes as reported to cabinet	Legal team and Car Park officer (Amanda Perrin)	

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Depending upon the success of the initiative it may prove necessary to recruit extra staff to promote and manage the service (allowed in the £50k mentioned above)	Taken from gross income assessment	
Advertising boards and panels will be purchased and erected – verges, car parks etc.. Allowed in overall contingency sum of £50k mentioned earlier	Taken from gross income assessment	May need to apply for planning for some advertising sites which will delay the process.

Investment in creating extra car parks, new equipment and refurbishment of existing car parks	Prudential borrowing	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Gross income versus expenditure and timeline for generating income	Net £150k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Lack of interest from business community	Operational	No interest – no income	low	high	low	Increase promotion of service (cold calling etc.). revert to 3 rd party advertising support	Dependant upon success of mitigation?
Member rejection of	Strategic	There will be negative comments	low	high	low	Ensure members are aware of initiative before it is extended more widely	low

scheme as advertising complaints arise		about introducing advertising in public spaces					
Final decision on introduction of a revised car park order is withheld or the order significantly altered.	strategic	Changes to the car park service has proven emotive already.	low	high	high	Consultation has already been undertaken and already provided to cabinet. Mitigation is proposed in relation to charging blue badge holders and some changes are intended to assist commerce in the towns.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The level of income depends upon take up of advertising options and the extent to which we exploit opportunities to create advertising space	New initiative with no precedent in MCC so our assessment is based upon feedback from private sector businesses with whom the option for them managing the service was discussed. It is quite possible that the income has been overstated but this will be assessed after the 1 st year in operation.	Head of Service
Need for additional staff and the cost of creating advertising space is not assessed by detailed plans for advertising hoardings in each position	The assumption is made to create an expenditure budget which will be essential to develop the opportunity.	Head of Service

That car parking proposals already laid before select committee and cabinet will form the basis of teh new car park order	Consultation and research already undertaken	Head of Service

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly through 2016/17	Head of Service and Lead officers in line with usual monitoring and reporting.



Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation: Roger Hoggins</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B13 – Highway Infrastructure Income Generation</p> <p>Increased revenue income through advertising on the public highway, car parks, vehicles, buildings etc. and revenue from additional car parking and changes to the car park regime (requires capital investment and a new car park order)</p>
<p>Name of Service: Highways – Operations Directorate.</p>	<p>Date Future Generations Evaluation form completed: 21/09/2015</p>

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9. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Advertising supports local businesses and employment. Increased car parking and better management of existing car parking helps business and retail within the towns.</p>	<p>The new car park order will introduce a change to the current charging regime. New charges will be applied to some car parks within the authority rather than the current free offer. In addition blue badge holders will incur a charge but extra money is being invested into the car parks and blue badge holders will be given extra parking time by way of mitigation and similar to schemes in some other LA's.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Greater opportunities to park in local communities will discourage travelling further afield.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	By people having access to local parking could result in people socializing within their own community rather than travelling outside of their immediate community.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected 2019	(+)Advertising helps to support commerce in our town centres. It has been recognized that there is insufficient car parking within Monmouth and this will seek to address this. (-)Car park management has to be reviewed periodically to ensure it remains appropriate for the users, retail, etc.	Free spaces will remain in towns whilst the charging regime is altered for existing car parks. Extra car parking is being created in Monmouth where a demand was recognized through consultation.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not applicable	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Not applicable	All current and potential Car park signs are bilingual. (Welsh and English)
A more equal Wales People can fulfil their potential no matter what their background or	Advertising opportunities will be charged at market rates but a range of sizes and costs will be	We continue to review what other neighboring authorities pricing structures.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
circumstances	available to support smaller enterprises.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Commerce relies upon advertising to grow. The introduction of advertising opportunities helps support local commerce, hence jobs and growth within the economy. Car park charging is an emotive subject and demands vary between towns. However the proposals and new car park order are tailored to meet the needs of each town. It also includes investment to improve parking facilities for coming years</p>	<p>The advertising policy creates opportunities that otherwise don't exist within the public realm and capital is being generated to improve the car parking infrastructure.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>We have spoken to other local authorities, commerce and local representatives about the proposal for advertising and car parking. Whilst the proposals will not be universally welcomed they are developed in the awareness of the views of various stakeholders</p>	<p>We will continue to talk with other Local Authorities, Commerce and the community.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The development of proposals for advertising has been done in discussion with other providers in the public and private sectors. Car parking proposals have been created in discussion with stakeholder groups and reported to select committee prior to submission to Cabinet</p>	<p>We will continue to consult and carry out our consultation plan for 2016/2017.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The idea of the car park review has been to generate a new regime that better reflects the needs of the communities and addressing the problems highlighted through the review.</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Advertising will benefit the economy and create or sustain employment to the benefit of employees.</p>	<p>A better focused car parking regime assists the economy and users alike. Better local parking also encourages people to shop locally thereby reducing car travel.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	None	None	n/a
Disability	None	Introduction of charges for parking for blue badge holders (subject to statutory consultation and approval of new car park order).	New pay machines to simplify paying, remarking of bays, extra parking time 'free' to reflect mobility demands
Gender reassignment	None	None	n/a
Marriage or civil partnership	None	None	n/a
Race	None	None	n/a
Religion or Belief	None	None	n/a
Sex	None	None	n/a
Sexual Orientation	None	None	n/a
Welsh Language	Introduction of new equipment and signage will provide an opportunity to display in English and Welsh	None	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable	Not applicable	
Corporate Parenting	Not applicable	Not applicable	

5. What evidence and data has informed the development of your proposal?

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Advertising supports commerce and employment although there may be some negative feedback from advertising signage where none presently exists.

A new car parking regime will support businesses but the most contentious matter will be the introduction of charges for blue badge holders. However there is precedent elsewhere and adjustments to the proposed scheme (i.e. an extra hour parking allowed when a parking ticket is purchased by a blue badge holder) recognize the mobility issues surrounding blue badge entitlement. The additional hour is proposed as a result of consultation with stakeholders.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly post implementation
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Business Change Mandate (Including Budget Mandates) Proposal Number: B4
 Title: Grounds Maintenance – Funding Review

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

Version #	Lead Officer	Revision Date	Change Description	Reason
1	Roger Hoggins			
2	Rachel Jowitt	9/10/15	Removal of Chepstow Cemetery proposal Inclusion of highway verge maintenance policy amendment	Following internal consultation, engagement and challenge it is proposed to retain the Sexton service within Chepstow. The current verge mowing contract has been reviewed by officers and is due for renewal. The contract needs to reflect the Council's pollinator policy and therefore the proposal is to reduce the number of cuts in the contract, thereby achieving sustainability and financial benefits.
3	Rachel Jowitt	08/12/15	Update to take into account consultation comments	

Mandate Completed by	<i>Rachel Jowitt & Nigel Leaworthy</i>
Date	<i>08/12/15</i>

How much savings will it generate and over what period?
£75,000 for 2016-17
Directorate & Service Area responsible
Operations – Waste and Street Scene
Mandate lead(s)
HoS – Rachel Jowitt, Lead Officer – Nigel Leaworthy

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme "Our County Thrives". Through changing practice we can deliver against this outcome and save money. Adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.

What evidence have you got that this needs to be addressed?

Response to known budget pressures upon the authority for at least the coming three years and the success of the pollinator policy.

How will this proposal address this issue

Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council. Highway verges will only be cut once a year following the award of a new contract to align operational practice with the pollinator policy.

What will it look like when you have implemented the proposal

The public will see different styles of floral displays that compliment the Council's 'bee friendly' policy and other amenities.

The maintenance of Linda Vista remain available and maintained but will either be maintained in partnership with other providers or an alternative service delivery model developed by reconfiguring reduced council staff numbers.

Expected positive impacts

The revised displays are largely well received and users will see little difference in Linda Vista.

Whilst difficult to directly measure the environment benefit of reducing verge mowing it is accepted that local biodiversity will improve.

Expected negative impacts

Risk of deterioration in Linda Vista as Green Fingers struggle to maintain but there are no suggestions of this at the moment. MCC will retain the commissioning role for the management of the gardens and will still do works within the gardens. It is recognised this is very important in 2016 due to the Eistedfodd being based at the neighbouring Castle Meadows.

Road users will need to adjust to the change in visual amenity with an amended verge mowing cutting regime. There may be initial complaints and concerns over road safety. However road safety remains a priority and the impact of the service will be monitored and road safety cuts made as appropriate.

Staff morale as numbers reduce. It is acknowledged that previous mandates have seen the release of vacant posts and overtime this has a negative impact on the remaining workforce. It is important therefore that management take steps to review existing workloads to ensure they are manageable and safe for the existing staff compliment.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	

Stop purchasing bedding plants and subsequent mgt costs (watering etc.)and revert to using wild flower seeds for displays		Saving of £46k but outlay of £13k for seeds and ongoing maintenance – net benefit £33k		35k				£35k
Transfer maintenance to Green Fingers		Save half of one operative – benefit £13k		13k				£13k
Change to highway verge cutting regime		£27k		£27k				£27k

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Withdraw any displays and grass over all beds	Loss of decorative impact of flower displays	Head of service
Withdraw from Linda Vista maintenance	Unnecessary as Green fingers are taking on the role at no cost Not seen as feasible as would in effect mean the closure of the gardens.	Head of service
Continue with current verge mowing practice (2 cuts not 1)	This is not in line with the pollinator policy and would not deliver savings	Head of service

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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
	Green fingers	July '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/2015	
Internal Challenge Session	7/10/15	Amended mandate as per version control above
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22/10/15	Concerns were raised about the highway verge proposal
Public or other stakeholders	Oct-Nov	Widespread support for expansion of wild flower proposal. Concerns over highway verge mowing and some concerns raised about the appropriateness of Green Fingers to take on the maintenance of the gardens.
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
No		

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
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Purchase seeds and prepare beds	Commercial and Operations Manager	spring
Agree with Green fingers	ditto	Already done
Approval of mandate and policy on highway verge mowing	Head of Waste & Street Services	Mandate process
Contract preparation and procurement management for highway verge mowing	Commercial and Operations Manager	Contract in place for 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Additional funding for seeds and to prepare beds – mentioned above	From existing budget	

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7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Saving achieved	£75k							
Customer	Compliments and complaints on highway verge maintenance								
Customer	Compliments / complaints on Linda Vista								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk	Operational	There could be concern over highway safety with a reduction in the number of cuts. This will lead to complaints	Likely	Moderate	medium	Concerns will be monitored and responded to, to engage people and advise them of our safety assessment and management practices.	Low

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9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Value of the highway verge contract – assuming a reduction in price due to reduction in cuts and what contractors will charge	Based on market knowledge and current contract	Commercial and Operations Manager

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Results of planting regime	WSS Team
Complaints on highway verge mowing	WSS team






<p>Name of the Officer Rachel Jowitt</p> <p>Phone no: 07824 406356 E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme “Our County Thrives”. Through changing practice we can deliver against this outcome and save money. By adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation 9th October 2015</p>



1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	This proposal will see a third sector voluntary group take overall responsibility for the maintenance of Linda Vista Gardens thereby focusing the best resources for the job.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	MCC has had award winning success with the implementation of the Pollinator Policy and the planting of wild flowers around MCC. This is to be expanded thereby offering a saving on time, plants fertiliser and through reducing the number of cuts on the highway verges etc. The policy completely supports MCC's biodiversity policy.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Green Fingers offer work experience for vulnerable adults and thereby contributes to wider health goals and people's well being	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	This will ensure that environments such as Linda Vista are maintained rather than closed down offering a valuable community and tourism resource for the Abergavenny area.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Pollinator Policy's introduction was in light of growing evidence of the local, national and international threat to biodiversity. Any positive action locally will help with our aspirations to be globally responsible.	
A Wales of vibrant culture and thriving Welsh language	The ongoing maintenance of open space is important to promote healthy living and give	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	people the opportunity to outdoor space for sport and recreation.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposal to work closely with Green Fingers demonstrates the services' commitment to work with bodies to promote opportunities for people irrespective of background.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	The intentions are to maintain the service of open space, visual planting and maintenance but at reduced cost. This will ensure long term SD and environmental goals are achieved and the communities still have a resource.	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Green Fingers have been working with MCC for many years. Over 2015-16 we have worked closely with them to understand the implications and what is needed for full time management of Linda Vista. Staff have also been engaged to seek ideas to determine successful implementation of the mandate.	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This proposal demonstrates the services' commitment to continue with visual planting to help contribute towards a vibrant and beautiful Monmouthshire. This has wider goals of economic development, tourism etc. The proposals will expand our wild flower planting contributing to biodiversity policies and our work with Green Fingers demonstrates our commitment to work with other sectors to maintain vital community resources.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Working with vulnerable adults with green fingers promotes their well being and provides experience for work		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	<i>Un Neutral der the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Neutral	Neutral	
Corporate Parenting	Neutral		

5. What evidence and data has informed the development of your proposal?

Success of wild flower / pollinator policy
 Success of working with Green Fingers over 2015-16 to build their capacity
 Monitoring of existing highway verge mowing contract and evidence from other Council's who have implemented similar policies.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Reduce service provision costs whilst ensuring visual amenity and biodiversity and sustainable goals are achieved.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Change visual display planting	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Review existing contract specification and undertake procurement	Oct 15 – Mar 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

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8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly budget reviews Complaints / compliment on planting
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Business Change Mandate (Including Budget Mandates) Proposal Number: B15
Title: Highways Maintenance Review

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

Mandate Completed by	<i>Roger Hoggins, Head of Operations</i>
Date	<i>25/08/15 (1st draft), 08/12/2015 (2nd draft)</i>

How much savings will it generate and over what period?
£200k recurring
Directorate & Service Area responsible
Chief Exec's – Operations department - county highways ops
Mandate lead(s)
Roger Hoggins, Ho S, Steve Lane – County Highways Manager, Gareth Sage SWTRA manager,

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Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Reduces budget within the Highways section whilst protecting basic service levels for essential safety services e.g. winter maintenance

What evidence have you got that this needs to be addressed?

Overall MTFP position requires net revenue budget reduction and the Continuance agreement accepts that highways expenditure will be reduced to protect the Council's priorities.

How will this proposal address this issue

Removes labour, transport and materials cost from the highways maintenance budget.

What will it look like when you have implemented the proposal

The County Highways Operations budget will reduce by 3 full time staff (£100k with O/T and employer's on costs etc.) leaving budget for 29 full time operatives (of which 2 are inspectors). 2 Staff will transfer to SWTRA funding and one post will be lost. A vehicle will be removed from the fleet and material usage (and budget) will reduce with the reduction in manpower leading to the inevitable reduction in works undertaken.

Expected positive impacts

The essential safety services of winter maintenance, snow clearing, emergency response will be maintained but staff may be required from the SWTRA, grounds maintenance and waste teams to supplement the county highways teams

Expected negative impacts

Reduction in capacity to respond to highway routine maintenance issues with gradual deterioration in county highway network (exacerbated by reduction in capital budget).

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
County Highways Ops - manpower		£100k		100				100
Vehicle and plant provision and maintenance		£30k		30				30
County highways materials		£70k		70				70

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Further reduction in mgt and admin costs	This is being progressed through a different mandate	
Cuts to other services areas within Ops	Some of these are being taken as well plus some of the large spending budgets are on contract bases and prioritised by WG targets and grants (e.g. recycling, waste disposal) so less scope to achieve savings.	
Cuts to other service areas	Some service areas provide income generation that is included in the corporate budget. To reduce the teams undermines the capacity to generate income.	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Operations	28/08/15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	27/08/15	Savings in traffic mgt to be included in a separate mandate
Other Service Contributing to / impacted		
Senior leadership team	ongoing	Through SLT discussions about budget for 16/17
Select Committee	November cycle	Strong Communities did not support this mandate
Public or other stakeholders	October/November	The response to the mandate through social media, public meetings and face to face has been mixed. Many expressed concern of reduced funding for the service whilst others suggested methods by which efficiency might be improved to mitigate the reduction. Essential services such as winter maintenance were recognised as important so a working regime needs to be introduced that protects the key aspects of the emergency and routine/cyclical maintenance services.
Cabinet (sign off to proceed)		

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Will any further consultation be needed?		
Name	Organisation/ department	Date

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Fleet reduced and managers advised of reduction in materials budget and the loss of one post. 2 staff to be funded from SWTRA so necessary coding required.	Highways mgt team, accountant	Last qtr of 15/16

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

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Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process /	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20

Staff / Customer									
budget	Service budget reduction – monitor actuals	£200k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Deterioration in highway and our capacity to respond to ad hoc repairs will reflect badly upon this very high profile service	operational	Continued budget reduction in highways	medium	medium	medium	Improve our communication – internally to make better use of resources available (through the connected worker) and externally to keep enquirers, complainants etc. briefed on what is happening.	

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9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
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10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

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Planned Evaluation Date	Who will complete the evaluation?
During the financial year and past	Finances by accountants and managers. Service performance from key indicators



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






<p>Name of the Officer completing the evaluation: Roger Hoggins</p> <p>Phone no: 01633 644134 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate 15</p> <p>Highways maintenance review</p> <p>The proposal is to reduce the highways section budget whilst seeking to protect basic service levels for essential safety services.</p>
<p>Name of Service; County Highway Operations -</p>	<p>Date Future Generations Evaluation form completed: 23/09/2015</p>

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>(-)Proposal reduces jobs and materials available for the maintenance of county roads.</p>	<p>Staff reduction will be managed through the council's employment protection policy thereby seeking to avoid any compulsory redundancies</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	neutral	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	At present actual impact on staff unknown	The protection of employment policy will support any staff who will be potentially affected by the changes.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	neutral	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	neutral	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Neutral	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Neutral	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>This reduction in funding supports the council's priorities of protecting education and those most vulnerable in the community.</p>	<p>The authority will continue to prioritize and routinely review its highway budget and projects to best match resources to planned maintenance and response maintenance. We will ensure that budget allocation remains in line with the councils priorities.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>Continue to work with private sector companies to balance work and budget between contracts and in house work force (revenue and capital) whilst maintaining a core workforce sufficient to maintain winter maintenance and respond to emergencies.</p>	<p>We continue to workforce plan with the authority and our partners.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>We continue to engage and consult the community on our service deliver proposals. Consultation plan has 3 elements: Community, Colleagues & Council Members. All feedback, views & comments forms part of the budget mandate process prior to any decision making.</p>	<p>During consultation we continue to shape and develop our plans following this consultation. We will continue to review our council consultation methodology.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The reduction in funding and hence resources available to maintain the highway will eventually impact upon the highway infrastructure and the council's capacity to respond to highway repairs.</p>	<p>The authority will need to frequently review work programme and priorities to offer a responsive service whilst also investing in planned maintenance which , in the long term, offer better value for money</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Neutral</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	none	A longer term outcome of reduced budget is a gradual deterioration in highway infrastructure which may place elderly or the young at greater risk of the injury on public highways that are in need of refurbishment/repair	More frequent review of priorities for repair and refurbishment to best direct resources to maintain the safety of the highway.
Disability		A longer term outcome of reduced budget is a gradual deterioration in highway infrastructure which may place the disabled at greater risk of the injury on public highways that are in need of refurbishment/repair	More frequent review of priorities for repair and refurbishment to best direct resources to maintain the safety of the highway.
Gender reassignment	neural		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	Neutral		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire' s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a		
Corporate Parenting	n/a		

5. What evidence and data has informed the development of your proposal?

Development of the Council's MTFP has highlighted the need to reduce revenue expenditure or increase income. Reduction in Highways operations reflects the Council's priorities and the Continuity agreement between the conservative party and liberal democrats.

SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Reflects council priorities so far but will require ongoing monitoring being a high profile service that generates large amounts of correspondence.

6. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Once decision agreed is commence the implementation plan to deliver on mandate proposal.	Last Quarter 15/16	Roger Hoggins	Continue to evaluate and measure in line with usual performance indicators

7. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Complaints,
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Business Change Mandate (Including Budget Mandates) Proposal Number: B16

Title: Flexible Employment Options

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

Mandate Completed by	Peter Davies, Head of Commercial and People Development
Date	16 th September 2015

How much savings will it generate and over what period?

Targeted recurrent annual savings of £50,000 with effect from 1st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17.

Directorate & Service Area responsible

The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate.

Mandate lead(s)

Sally Thomas, Interim HR Manager

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave.

What evidence have you got that this needs to be addressed?

The proposal is seen as an appropriate means by which to reduce the Authority's pay bill without affecting staff terms and conditions.

How will this proposal address this issue

Any staff wishing to reduce hours, take unpaid leave or purchase additional annual leave will, where departments are able to accommodate the resultant reduction in staff resources, result in a reduction in the Authority's pay bill.

What will it look like when you have implemented the proposal

An increased number of staff accessing flexible benefits and employment packages such as to allow the mandate savings to be achieved.

Expected positive impacts

For staff wishing to access the benefits available this can ensure provide flexible working arrangements for the staff concerned.

Expected negative impacts

There are potential service impacts that would need to be managed by departments who would encounter a reduction in staff resources as a result of flexible benefit packages being taken up by staff. Some departments would ultimately need to address the resultant shortage in resources with the consequential impact being that there was no net saving to the Authority. Care would also need to be taken to avoid double counting of savings where existing or proposed staff restructures are factoring in staff who have put themselves forward to work reduced hours.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
All non-school departments	Gross Pay, Employers NI and Employers Superannuation = £53m (14/15 actual)	£50k	To be confirmed	£50k	£50k	£50k	£50k	£50k recurrent savings

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Affecting employee terms and conditions to generate required savings	Commitment has been made to not affect employee terms and conditions	Senior Leadership Team

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Senior Leadership Team	Authority – all directorate	Various
Senior Management Team	Authority – all divisions	14 th Sept 2015 / 15 th Sept 2015
Interim HR Manager	People Services	Various

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	14 th Sept 2015	Awaited
Other Service Contributing to / impacted	15 th Sept 2015	Awaited
Senior leadership team	17 th Sept 2015	Awaited
Select Committee	22 nd October 2015	Feedback noted
Public or other stakeholders	28 th September staff conference 8 th October -30 th November public consultation	Feedback noted
Cabinet (sign off to proceed)	Scheduled meeting 6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Managers	Local Authority	Ongoing as part of budget consultation period
Trade unions	Via JAG and informal union meetings	Ongoing as part of budget consultation period
Staff groups	Local Authority	Ongoing as part of budget consultation period

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Consult with managers and trade unions	Interim HR Manager	October 2015
Circulate guidance to managers regarding applications for flexible benefits and employment packages	Interim HR Manager	November 2015
Develop marketing material and publicise with staff	Interim HR Manager / Communications	November 2015
Develop robust reporting mechanisms to capture the savings required and to ensure that departmental budgets can be reduced accordingly	People Services System & Support Manager / Finance	November 2015

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None	N/A	Development of marketing material to publicise flexible benefits and employment packages

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

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Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of additional net savings achieved from staff accessing flexible benefit and employment packages (e.g. reduced hours, purchase of additional annual leave)					£50k	£50k	£50k	£50k
Staff	Number of employees accessing flexible benefit and employment packages					TBC	TBC	TBC	TBC

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified	Risk Assessment			Mitigating Actions	Post mitigation
			Likelihood	Impact	Overall		

		(evidence)			Level		risk level
Risk of employees not taking up the offer of flexible benefits or employment packages	Operational	The flexible benefits and employment packages suggested are already available to employees.	Possible	Substantial	Medium	Marketing existing policies to staff in order to generate awareness of flexible benefits and to highlight that the Authority is actively encouraging staff to make applications	Medium
Potential adverse impact on service delivery where services are unable to absorb a reduced staffing complement	Operational	Core staffing in some departments is essential to delivery frontline services.	Possible	Substantial	Medium	Acceptance that net savings will only be able to be realised in posts where the reduced staff resources in the relevant department can be accommodated without taking on additional staffing	Low

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That a targeted marketing campaign will result in staff taking up flexible benefit and employment packages	Whilst the benefits and employment packages in question are enshrined in existing policies staff are possibly not aware of the options that are available to them.	Peter Davies

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
On a quarterly basis following implementation from 1 st April 2016 as part of ongoing performance monitoring	Karen Smith – People Services Systems and Support Manager

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B16 - proposal</p> <p>To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave. Take-up would in turn lead to savings for the Authority whilst supporting staff to be able to have flexible working arrangements.</p>
<p>Name of Service</p> <p>People Services, Enterprise Directorate</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p>

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1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>N/A</p>	<p>N/A</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The proposal concerns flexible working and employment practices that are on offer to staff. There is an expected positive impact on wellbeing for any staff making use of these policies.	These proposals will be actively marketed across staff and staff groups to ensure there is maximum awareness.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A – no impact envisaged	N/A

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	N/A	N/A
 <p>Collaboration Working together with other partners to deliver objectives</p>	N/A	N/A
 <p>Involvement Involving those with an interest and seeking their views</p>	Senior Leadership Team, Members, Cabinet, Select Committees, People Services teams	Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. People Services teams will be engaged at all stages of the development of the proposal and business case. Continuous feedback will be sought.
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	N/A	N/A
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	N/A	N/A

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	-
Disability	N/A	N/A	-
Gender reassignment	N/A	N/A	-
Marriage or civil partnership	N/A	N/A	-
Race	N/A	N/A	-
Religion or Belief	N/A	N/A	-
Sex	N/A	N/A	-
Sexual Orientation	N/A	N/A	-
Welsh Language	N/A	N/A	-

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	N/A	Consideration will need to be given to the storage of sensitive data.	The Authority will ensure that the required levels of security, confidentiality, integrity and availability are considered with all its stored data to ensure that and risks are suitably managed.
Corporate Parenting	N/A	N/A	-

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What evidence and data has informed the development of your proposal?

<p>Flexible working application procedure Hours and leave policy</p>
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The core benefit from this proposal is the positive impact that staff being able to access flexible working arrangements will have on staff wellbeing.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
No further actions beyond those listed in the evaluation form above			

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

<p>The impacts of this proposal will be evaluated on:</p>	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on a regular basis as part of ongoing policy review.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B17
Title: Business Rates Evaluation.

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

Mandate Completed by	<i>Ruth Donovan – Assistant Head Of Finance: Revenues, Systems & Exchequer</i>
Date	<i>26th August 2015</i>

How much savings will it generate and over what period?

Anticipate one off savings of £140,000 will be generated in 2016/17.
 With ongoing savings of £40,000 within Service Budgets from 2017/18.

Directorate & Service Area responsible

Chief Executives: Revenues Team

Mandate lead(s)

Joy Robson

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Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The Authority pays Business Rates on many of the properties that it owns. We have a contract with Cooke & Arkwright to provide advice and to lodge appeals to the Valuation Office on our behalf. If these appeals are successful, the Authority receives a one off refund of backdated rates paid which is a windfall receipt.

Following receipt of any refund the Business Rates chargeable in the next financial year are reduced to reflect the amended Rateable Value. Thereby generating a saving to the Service Department.

What evidence have you got that this needs to be addressed?

Periodically Rateable Values across Wales are reviewed by the Valuation Office. The last revaluation took place in 2010 with the next expected in 2017. In the interim period Cooke & Arkwright work with this 'list'.

The 'list' was recently reviewed by Officers within the Revenues Team and representatives of Cooke & Arkwright. This identified that there were a number of appeals in the pipeline that could potentially result in a refund to the Authority.

How will this proposal address this issue

This is an ongoing piece of work, however refunds have not previously been budgeted due to the uncertainty surrounding the outcome of any appeal that is taken.

What will it look like when you have implemented the proposal

There will be a one year only budget for refunds for 2016/17. Any further estimation of successful rating appeals will have to wait until the new revaluation list is produced by the Valuation Office.

Expected positive impacts
Closer overseeing of Consultants work plan.
Expected negative impacts
Proposal largely follows existing work patterns, however if some of the appeals prove unsuccessful, this will now cause an over spend in the budget.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed £
				16/17	17/18	18/19	19/20	
				£	£	£	£	
Corporate – one off saving	0	140,000	0	140,000	0	0	0	140,000
All Directorates – on going saving	0	40,000	0	0	40,000	0	0	40,000

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
A full review of Business Rates paid by the Authority has been undertaken. This information has been used	It is felt that there is sufficient confidence that the appeals will be successful so that a one off budget for 2016/17 can be created	Ruth Donovan

to identify previous trends and to assess the outcome of previous appeals One option would be to continue current practice and not budget for this windfall income		
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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Cabinet member for resources Revenues Manager	Finance	July/ August

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	Various meetings as budget preparations progress	None
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 nd October 2015	
Public or other stakeholders	28 th September Staff conference 8 th October – 30 th November public consultation	
Cabinet (sign off to proceed)	Scheduled meeting 6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date

None required		
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5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
To continue to lodge appeals with the Valuation Office and to monitor and report progress	Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To review and monitor progress against the plan on a quarterly basis	AHOF Revenues/Revenues Manager/ Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To monitor refunds received by the Authority on a monthly basis	AHOF Revenues	Continuous through 2015/16 and 2016/17

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None required		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus-Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Value of NDR refunds received to the Corporate Budget					140,000	0	0	0
Budget	Reduction in budget for Business Rates (various departments)					0	40,000	0	0

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

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Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Time it takes the Valuation Office (VO) to review the appeals that are lodged	Operational	The VO's focus is currently on the 2017 Revaluation exercise. As a consequence, resources to handle appeals have been reduced by three quarters	Possible	Minor	Low risk	None available, it is only the VO who can make decisions in this area. We will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	Low risk
Appeals are rejected by the VO	Operational	Not every appeal is successful and may be disputed	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field and are realistic in the recommendations that they make	Low risk
Increases in Rateable Values	Operational	Valuations can go up as well as down	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field. Analysis since 2010 indicate that this is a relatively rare occurrence	Low risk

Timing of appeal decisions	Operational	The timing of when decisions are made determines the financial year that the refund is receipted against	Possible	Minor	Low risk	None available, this is out of our hands. However we will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	Low risk
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9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Assume that the Authority will continue to receive refunds for any appeals that are lodged with the Valuation Office	A review of MCC Business Rates since the 2010 list was produced indicates that the Authority has received refunds in each financial year. The amounts vary year on year. However analysis of the list of appeals pending does indicate that the proposed saving can be achieved.	Ruth Donovan

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10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
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DRAFT



<p>Name of the Officer completing the evaluation Ruth Donovan</p> <p>Phone no: 01633 644592 E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B17</p> <p>Budget for refunds received, following appeals to the Valuation Office, for Business Rates paid by the Authority in respect to the properties that it owns.</p>
<p>Name of Service</p> <p>Revenues, Systems & Exchequer</p>	<p>Date Future Generations Evaluation form completed</p> <p>26th August 2015</p>

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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – ensuring resources are used efficiently</p>	<p>n/a</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>n/a</p>	<p>n/a</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	n/a
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	n/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	n/a
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	n/a

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Adds to the financial resilience of the Authority</p>	<p>n/a</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>n/a</p>	<p>n/a</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>n/a</p>	<p>n/a</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>n/a</p>	<p>n/a</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>n/a</p>	<p>n/a</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a	n/a	n/a
Disability	n/a	n/a	n/a
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a
Welsh Language	n/a	n/a	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a	n/a	n/a
Corporate Parenting	n/a	n/a	n/a

5. What evidence and data has informed the development of your proposal?

Page 271	<ul style="list-style-type: none"> • Review of Business Rates paid by the Authority since 2010 • Review of outcome of appeals to the Valuation Office since 2010 • Refunds received since 2010 • Schedule of appeals utilised by Cooke & Arkwright
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

None identified

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Regular monitoring of progress against plan	Quarterly	AHOF – Revenues, Systems & Exchequer	

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Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

A quarterly basis

Business Change Mandate (Including Budget Mandates) Proposal Number: B18

Title: Strategic Property Review

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

Mandate Completed by	Deb Hill-Howells & Ben Winstanley
Date	14 th September 2015/ updated 9 th December 2015

How much savings will it generate and over what period?
£60k in 16/17
Directorate & Service Area responsible
Estates, Enterprise
Mandate lead(s)
Deb Hill-Howells & Ben Winstanley

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Reduce property holding costs, maximise the use of and generation of income from the Councils property portfolio.

What evidence have you got that this needs to be addressed?

Revenue is being allocated to hold properties which diverts income from front line service delivery, ongoing financial pressures and good asset management practices require that the property portfolio is regularly reviewed. This is to ensure that it is fit for purpose, meets the needs of service providers and users and income streams are being maximised whilst expenditure is minimised.

How will this proposal address this issue

This proposal identifies a number of opportunities to reduce holding costs through the relinquishing of leases, maximising the occupancy of staff at County Hall and rationalising our depots holdings. Revenue generation will be through the creation of arm's length companies that enable us to let and manage our property assets within a commercial environment and the identification of additional rental generation opportunities.

What will it look like when you have implemented the proposal

Non location sensitive staff would be centralised within our Usk headquarters. This will require adaptations to J & E block to accommodate the additional staff. Current indications are that approximately 95 staff could be accommodated in J block and 38 in E block. J block is currently leased to Coleg Gwent, however they will shortly be relinquishing their lease. E block is currently used to store our red files, electoral registration storage and legal / planning documents. In addition the bus drivers mess room is located within a converted toilet block at the far end of the building. This can be accessed separately from the remainder of the building and it is proposed that this use continues. It is proposed to re-locate the legal, planning and electoral registration storage to the residual element of the registrars building (as there is no toilet provision). Red storage can either be provided off site through a private provider (current estimates are in the region of 15k pa based on existing storage) or within surplus areas of other buildings (we are advised that there are school premises with residual capacity that could meet this need). This will enable the provision of 38 workspaces in a discrete environment which would be suitable for Social Services teams who need to operate within a confidential zone. This will however leave a residual requirement for the elections team as they will need suitable accommodation to manage the annual election process. It is proposed that the SW ground floor corridor of J block is sub divided into meeting space which is

available 11 months of the year, and blocked booked for the elections team for the duration required to manage the election. This will involve the rooms being capable of temporary sub partition to maximise meeting space when not being used by elections as well as installing security locks controlling access when appropriate and the creation of a self-contained access point for the delivery of postal votes, issuing of ballot boxes etc. This option enables us to design the space to maximise use, however management procedures will still need to be implemented during the election period to control vehicular movements, security, public access etc. J block is a cellular building that is in need of both maintenance and refurbishment to accommodate staff. Designs are being produced and it is anticipated that 90 workstations could be provided, accommodating circa 200 staff. Due to the cellular layout of the building, the office accommodation will have a different configuration to the headquarters building and refurbishment costs will be minimised wherever possible. Costs for the works to be both E and J block are expected to be in the region of £1,500,000, but this is subject to more detailed design work to determine and accurate figure.

Re-locating staff to County Hall will enable us to reduce holding costs at Innovation House and to advertise and secure private tenants, thereby generating a rental income. The timing of this will be determined by the securing of funding and completion of adaptations to J & E block as detailed above.

It is proposed to establish an arm's length agency to manage the letting of residential properties on the basis of assured shorthold tenancies, a practice that has been widely adopted in English authorities. The purpose of this would be entirely to generate rental income from our existing estate as well as the acquisition of additional properties dependent on demand. In addition it is proposed that an arm's length development company is established to manage the development of existing assets as well as the acquisition of commercial investment opportunities. The requirement to create both companies is to streamline decision making to enable commercial opportunities to be undertaken, whilst ensuring that net profits flow back to the Council. Further appraisal is required to establish the legal frameworks and funding opportunities that would accrue from such a proposition and the benefits and dis-benefits to the Council.

The depot holdings would be rationalised, in particular the grounds and highways crews would be re-located from Llanfoist depot to enable a partial release for alternative development. Early discussions with the planning authority have indicated that industrial uses would be acceptable.

We will continue to relinquish leases where possible and maximise revenue generation from surplus and investment assets.

Expected positive impacts

More opportunities to act in a commercial manner and generate income streams. Reducing property holding costs to support front line service delivery

Expected negative impacts

Potentially negative reaction to MCC creating commercial arm and competing in private market to generate profit, potential negative reaction from users and colleagues affected by proposals to reduce assets.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Property Services or Estates, dependent when Innovation House holding budget is transferred from Property Services to Estates.	368k	100k			100k			Reduction in running costs as a result of the re-location of staff to County Hall (this includes 3 months rates relief, cancelling the clearing contract and reduced utility costs).
Arm's length companies		10k (income not saving)		10k				This will be derived from the residential agency service. Given the early stage of this proposal, this income remains high risk. Too soon to define potential in forthcoming years.
Various services	15k	10k		10k				Termination of leases. The saving is the rental due to the landlord. The remaining budget is made up of utilities etc. and will be required to support their alternative provision.
Operations, Depots rationalisation,	147k	20k		20k				Further work required to ascertain alternative provision at the waste

part release of Llanfoist deport								transfer station at Llanfoist.
Increased rental income	1,400k income target 15/16	20k additional rental income		20k				Income derived from letting additional properties (TIC in Abergavenny) and rental uplifts where possible.

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do nothing	This is not sustainable and would not result in effective estate management	Estates
Retain Innovation House as an operational asset and operate from split headquarters	This would not enable us to maximise the use of Usk County Hall and would also prevent us from generating an additional revenue stream. Also travelling expenses being incurred by colleagues travelling between the sites (estimated at approx. 5 – 6 k per annum).	Estates
Operate residential lettings via MCC Estates team	Due to the secure nature of the tenancies that we are required to provide this would not be possible.	Estates

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Initial discussion with Service leads undertaken whilst developing Property Review	Operations / Social Services/ Enterprise	August / September 15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	November/December	SLT requested initial capital costs be revisited, further option appraisals with regard to refurbishment of J Block (Usk)
Select Committee	Economy & Development Select 4 th November Super Select 16 th December 2015	
Public or other stakeholders	8 th October to 30 th November 2015	
Cabinet (sign off to proceed)	Meeting scheduled for the 6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Will need to undertake further detailed work to ascertain the viability of the arm's length companies proposed	Estates	

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Serve notice on leases that are no longer required. Innovation House, revenue savings	BW CH or RO'D (dependent on where budget sits)	asap Available at point property is vacant.
Establish legal, funding position and staffing structure for arm's length company & therefore viability of proposals	DHH/BW	
Work with Operations to establish viability of re-locating users from Llanfoist depot and other rationalisation proposals within property review	BW & RH	To be determined
Conclude designs for J & E block, secure funding and undertake refurbishment works	RO'D	Sept – June, following consultation this timescale may be delayed to consider other options and minimalizing Capital outlay

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Specialist advice on options for incorporation and legal structure of company	External providers	
Specialist advice on funding options and how to ensure that the profit generated is passed back to MCC	External providers & Finance colleagues	

Lessons learnt from English authorities already operating similar models	Peer organisations	
Design & Funding for the refurbishment works to J& E block	MCC will require to borrow finances to fund the project if Capital cannot be secured through the Capital Programme	Technical provision for design & construction works
Letting agents for Innovation House	Revenue (Estates)	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Income generated through arm's length vehicles	10k							
Budget	Savings generated through the rationalisation of the estate	30k							
Budget	Meeting income projections	20k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Legal or technical impediments to proposed	operational	New venture for the authority, format of structure and support	Medium	High	High	Undertake specialist discussions as soon as possible to understand appropriate frameworks and lessons learnt from English authorities.	Medium

creation of arm's length companies		of members needs to be established.				Consultation with members to mitigate any concerns over loss of control	
Operations unable to rationalise depots	operational	Initial discussions have confirmed that the proposal is feasible, but more detailed work required to ascertain detail.	Low	High	Medium	Working with Operations to rationalise holdings without compromising service requirements (i.e. retain salt barn insitu on Llanfoist but free up remainder by consolidating at former tip site across the road)	Medium
As property budgets are devolved to service areas unable to drive or maximise savings and rationalisation	strategic	Innovation House budget highlights that whilst Estates hold responsibility for management of the property portfolio and this mandate, all budgets are devolved making it difficult to drive savings.	Medium	Medium	Medium	Work with Finance colleagues to ascertain the opportunities to centralise property holding costs to Estates to enable them to identify greater opportunities for savings.	Medium
Unable to identify funding necessary to undertake adaptation works to J & E block.	operational	No funding stream identified and capital pressure significant due to 21 st century schools programme	High	High	High	Design will be minimalistic, however will still need to ensure that it is compliant with legislation and provides equality of access.	High

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
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Members will support the creation of arm's length companies	Would only be able to derive some of the proposed income stream if service is delivered through arm's length company (residential letting agency) due to the nature of the tenancy agreements.	Council
Leases will be able to be relinquished by services.	Discussions ongoing with services and Estates regarding the re-location of the service into suitable alternative accommodation.	Service managers
Operations are able to rationalise their depots holdings without impacting service delivery or breaching contract arrangements with Sewtra	Discussions with Head of Operations and preliminary review of the depots estate.	Head of Operations
Adaptations will be undertaken at County Hall to enable the revenue savings to be made and future income generated through commercial lettings.	If funding is not forthcoming to undertake adaptations to J & E blocks we will not be able to secure any revenue savings for Innovation House. In addition we will not be able to let the floor space to private tenants, further reducing our revenue liabilities as well as generating a rental income stream.	

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly through Estates Business Plan	Ben Winstanley & Deb Hill-Howells

DRAFT



<p>Name of the Officer completing the evaluation Debra Hill-Howells & Ben Winstanley</p> <p>Phone no: 01633 644281 E-mail: debrahill-howells@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B18</p> <p>To reduce property holding costs and additional revenue opportunities from our property estate.</p>
<p>Name of Service</p> <p>Estates, Community Delivery</p>	<p>Date Future Generations Evaluation form completed</p> <p>17th September 2015</p>





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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The mandate seeks to rationalize the properties used to deliver services thereby reducing property holding costs and creating budget savings to help retain jobs.</p>	<p>The mandate does contain proposals to vacate Innovation House in Magor, relinquish the lease at White Swan Court and rationalize depot holdings. Alternative accommodation will be provided at County Hall for staff vacating Innovation House and the service at White Swan Court is being re-located at Overmonnow Learning Centre.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>The proposals impact on existing properties, therefore there will be no new impacts on biodiversity and ecosystems.</p>	<p>We already undertake a programme to implement renewal technologies and will continue to do so where viable.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact as this relates to the built environment only.	None
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The property review has considered the need to deliver services locally and from as few buildings as possible to maximize their value to citizens whilst reducing operating costs.	The community hubs will where ever possible be the primary location for delivery of services within a local community. The hubs are being improved to maximize the buildings efficiencies and staff are currently being trained to deliver an integrated service. Community learning where possible will also be delivered through the hubs.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Services are delivered locally and procurement for building adaptaians will be undertaken through approved frameworks.	Procurement legislation and best practice will be observed.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact as this mandate involves a review of the property portfolio.	None
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Adaptations to J & E block will be undertaken to ensure that there is equality of access, wherever possible to the built environment.	Design plans are being developed to ensure that they are compliant with current regulations.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Rationalising the property estate will ensure that public funds are not being wasted on accommodation that is not needed. The review has had regard to strengthening communities through hubs, and community asset transfer policy as well as future proposals such as the M4 relief road and LDP.</p>	<p>Sustainability has been considered through the implementation of renewable technologies, local community need (CAT) and the impact of buildings and sites by the Local Development Plan. MCC has adopted a Community Asset Transfer policy in advance of the Localism Act 2011 be adopted in Wales.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposals impact largely on properties owned and occupied by MCC staff. There are however contractual arrangements in place with agencies such as SEWTA and the proposals have been designed to ensure that response times to severe winter weather will not be impacted.</p>	<p>The CAT mandate identifies the opportunities to utilize our properties to work collaboratively with our local communities.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The properties impacted are occupied by MCC only. Internal services have been consulted as part of the development of the property review.</p>	<p>We have engaged with services and will continue to do so as the proposals are finalized.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The property review is seeking to minimize unnecessary expenditure on property assets.</p>	<p>Property review is evaluating performance of the property estate and how to best use limited and decreasing financial resources without impacting negatively on front line service provision.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The Councils property estate has 2 objectives, support front line service delivery and generate a funding stream to support front line services. This involves the sale of assets to generate a capital receipt which is ring fenced to funding the 21st century schools programme or revenue generation which is used to support service delivery. The property mandate seeks to identify ways of reducing operational property holding costs or generate additional revenue.</p> <p>Where possible we will seek to minimize the impacts of any new development, but acknowledge that this will not always be achievable with the development of greenfield sites included within the LDP. Such sites however have been allocated to provide much needed housing, both private and affordable as well as employment opportunities. Letting the accommodation within Innovation House will also provide employment opportunities with companies seeking to move into the area or expand from existing premises.</p>	<p>The implementation of the Community Asset Transfer policy, the concessionary rental grants scheme subsidies community and third sector occupation of council owned buildings and consultation with local communities when developing the development masterplan on LDP strategic sites.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral	Neutral	Any adaptation work to County Hall will have regard to the Equalities and Future Generations Act.
Disability	Adaptation works to J & E blocks will ensure equal access (where the building fabric permits).	The closure of White Swan Court will result in the re-location of the service to Overmonnow Learning Centre, which may impact some users.	The service is working with users and alternative accommodation has been identified that is accessible for all users.
Gender reassignment	Neutral	Neutral	
Marriage or civil partnership	Neutral	Neutral	
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	Neutral	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	We will have regard to the Welsh Language Act when devising and installing signage at premises.	Neutral	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	The proposal involves the re-location of the creative space at White Swan Court to Overmonnow Family Learning Centre. The service will be maintained, but the re-location may have an impact on users and their ability to access the new location.	The service is working with users. The proposed new location has on-site car parking , is accessible and set up as a creative learning environment.
Corporate Parenting	None	None	

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5. What evidence and data has informed the development of your proposal?

A property review has been undertaken that considers the holding costs of operational properties, number of users and the location sensitive nature of the services being provided. This has been used to develop a series of recommendations. Those proposals that involve revenue generation have been tested with commercial agents to establish the viability of the proposals. Service need has been determined by those providing the services.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The proposals involve the generation of efficiency savings by releasing properties and thereby their holding costs which can be used to offset the budget shortfall in 16/17. In addition opportunities have been identified where additional revenue can be generated by making accommodation available to the private letting market. This revenue will also be used to support the budget process.

The property estate will continue to be reviewed to ensure that it remains suitable for service delivery and income generating opportunities are being maximized.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly through the Estates Business Plan
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Business Change Mandate (Including Budget Mandates) Proposal Number: B19
Title: PS&FM – Various Efficiency Saving Review

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

Mandate Completed by	<i>Rob O'Dwyer</i>
Date	<i>20/08/15 updated December 2015</i>

How much savings will it generate and over what period?
£100K – 2016/17
Directorate & Service Area responsible
Operations/Property Services & Facilities Management
Mandate lead(s)
Rob O'Dwyer

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

This proposal is seeking to help reduce the MTFP deficit and provide an efficient and effective property and facility management service

What evidence have you got that this needs to be addressed?

Confirmation from the Head of Finance that the MTFP is in deficit.

How will this proposal address this issue

This proposal will reduce the authorities' expenditure on building maintenance, health and safety, facilities management, procurement and support services by £100,000.

What will it look like when you have implemented the proposal

- The Corporate Building Maintenance Budget will be reduced by £20,000. This will reduce the funds available to spend on emergency and planned cyclical maintenance within the authorities public buildings
- The PS&FM budget will be supplemented by £15,000 of additional income from purchase rebates via the use of procurement cards.
 - Office Services £2,000
 - Catering £2,500
 - Cleaning £1,500
 - Maintenance £9,000
- The PS&FM manpower budget will be reduced by £35,000. The Resources, Office Services and Facilities Management teams will be amalgamated into one unit responsible for reception services, administration, finance, and post and facilities management at Usk HQ.

- The number of vehicles and associated fuel and maintenance costs will be reduced by sharing transport resources between the catering and cleaning services. £10,000
- The supplies and services budget will be reduced by £20,000.

Expected positive impacts

- The benefit of a reduction in the Corporate Building Maintenance budget will be £20,000 less pressure on the MTFP.
- Benefits of Purchase Cards include: -
 - Reduces transaction time for MCC and suppliers
 - Meets WG targets for paying suppliers on time
 - Is in line with WG procurement policy requirements
 - There will be £15,000 less pressure on the MTFP
- Restructuring of the Office Services, Resources and FM teams will reduce the pressure on the MTFP by £35,000. The new team will be more flexible enabling fewer resources to be more economically deployed and cover a range of duties.
- Reduction in transport provision for the Catering and Cleaning services will deliver £10,000 less pressure on the MTFP.
- Reduction in supplies and services budget will reduce pressure on the MTFP by £20,000.

Expected negative impacts

- The authorities built assets will maintained to a minimum standard only in order to achieve statutory compliance and maintain safety for all users.
- Limited resources will be stretched further.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PS&FM – CBM Reduction	826,000	20,000	Nil	20,000				20,000
PS&FM – P Cards	1,500,000	15,000 (1%)	Nil	15,000				15,000
PS&FM - Restructure	415,250 inc trainees	35,000	Nil	35,000				35,000
PS&FM – Transport Reduction	£45,406 cleaning £23,518 catering	10,000	Nil	10,000				10,000
PS&FM – Reduction in supplies and services	£125,989	20,000	Nil	20,000				20,000
							Total	100,000

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (See options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Shut down specific building, mechanical or electrical installations in order to reduce expenditure for statutory annual maintenance	This would have a detrimental effect on the ability of accommodation to provide fit for purpose facilities for the delivery of effective services to the public.	Head of Property Services and Facilities Management

Maintain 3 separate service units (FM, Office Services, Resources)	Resource reduction required to deliver required budget saving would adversely affect all teams ability to deliver a fit for purpose service.	Head of Property Services and Facilities Management
Amalgamate transport provision throughout Catering, Cleaning and Property Services	Reduction in available transport for all services will reduce the availability of adequate transport for critical H&S and maintenance services.	Head of Property Services and Facilities Management
Reduce the supplies and services budget by £35,000 via withdrawal from Technical Index software	Alternative provision of Building Regulation documents in lieu of technical index would increase net budget requirement.	Head of Property Services and Facilities Management

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Head of Operations	July 2015
Rob Nancarrow	Head of FM	August 2015
Deb Jackson	Transport Manager	August 2015
Stacey Jones	Accountant	August 2015
Phil Kenney	PS&FM Maintenance Manager	August 2015
Mark Jones	PS&FM Business Manager (responsible for Resources and Office Services)	August 2015
Bob Dennis	H&S Manager	August 2015
Agresso Board	Lisa Widenham	2014 to August 2015
Scott James	Procurement Manager	August 2015
Sue Day	Procurement Assistant	August 2015
Mike Long	Design Manager	August 2015
Maintenance Service Officers	PS&FM	September 2015
Office/Resources/FM Officers	PS&FM	September 2015
Design Service Officers	PS&FM	September 2015

Claire Robins	Mandate Coordinator	September 2015
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	June/August 2105	None
Other Service Contributing to / impacted (Finance)	June/August 2015	None
Senior leadership team	August 2015	6 separate mandates combined in to Mandate 26A
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 nd and 24 th of Sept 2015
Consult staff and unions on restructure proposals	Rob O'Dwyer/Mark Jones/Rob Nancarrow	October 2016
Consult Strong Communities Select committee	Rob O'Dwyer	22 nd of Oct 2015
Public Budget Consultation	Rob O'Dwyer	8 th Oct – 30 th Nov 2015

Will any further consultation be needed?		
Name	Organisation/ department	Date
Estates Manager	MCC Estates regarding progress of Mandate No B18 – Accommodation Review	September 2015 - April 2016

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016
Draft new structure for Office Services	Rob O'Dwyer	Sept 2016
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 nd and 24 th of Sept 2015
Consult staff and unions on restructure proposals	Rob O'Dwyer/Mark Jones/Rob Nancarrow	October 2016
Consult Strong Communities Select committee	Rob O'Dwyer	22 nd of Oct 2015
Draft new JD's for office Services	Mark Jones/Rob Nancarrow	In progress
All actions to the end of Nov 15 are on programme		
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Dec 2015
Obtain Cabinet approval for all mandates	Rob O'Dwyer	Dec 2015
Budget reduction following cabinet approval	Stacey Jones	TBA
Briefing from Maintenance Manager and Head of PS&FM to Building Surveyor, Clerks of Works and Help Desk re Corporate Building Maintenance budget reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Briefing from Facilities Manager to catering and cleaning operational staff regarding transport cost reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Notification to all building managers of budget reduction and the intention to continue with essential works only	Phil Kenney	Jan 2016
Commence refurbishment of J Block in Usk as part of the accommodation review Phase 2 – All subject to Mandate B18	Mike Long	TBA
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Feb 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	March 2016
Lodge new purchase cards	Scott James/Sue Day	Feb 2016

Implement revenue budget reduction	Stacey Jones	TBA
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Move staff and FM support teams to Usk - All subject to Mandate B18	Mike Long/Morley Simms	TBA
Monitoring of impact on service by Head of PS&FM and Business Manager	Rob O'Dwyer/Mark Jones	April 2016 onwards
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Monitoring of impact on budget to ensure saving is being delivered	Stacey Jones/Rob O'Dwyer/Dave Loder	Monthly and quarterly commencing May 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Capital investment in refurbishment of J Block at Usk and other office accommodation requirements	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in Mandate No 26	Nil

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7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Expenditure against budget								
Client	Client satisfaction survey/Post Occupation Survey								

Service provider	COW/Building Surveyor condition appraisal								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
FM and Office Services are unable to vacate Innovation House by 1 st April 2016	Operational	Potential for slippage on refurbishment of Usk HQ (JBlock) Refurbishment due to lack of available capital funding	2	5	10	Commence refurbishment with adequate budget and time to complete by the 1 st of March Subject to progress of Mandate B18	0
Possibility of Innovation House being let as serviced accommodation with FM and reception support provided by PS&FM	Operational	Unlikely to sell or let Innovation House to a sole company and therefore likely to have multiple occupants requiring some FM support	2	4	8	Ensure that any requirements of the letting agreement at Innovation House are factored into the overall staffing requirement for PS&FM	2
Remaining planned maintenance programme struggles to deliver fit for	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10

purpose establishments							
Additional income generation via services being offered to additional clients may require investment in training and ICT	Operational	Additional potential income streams have been identified and business plans are being prepared	2	4	8	Take advantage of free training via professional bodies and collaborative arrangements	4
Adverse weather conditions	Operational	Previous weather conditions have impacted on the amount of maintenance work required and put the CBM budget under pressure	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities properties in order to minimise the impact at key sites	12 (Risk is only reduced at key sites that have received sufficient planned maintenance)
Lack of availability of vehicles during periods of high demand and emergencies	Operational	Previous incidents have required the use of vehicles when not planned	2	4	8	Put arrangements in place to use PS&FM pool cars as a contingency arrangement	4

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 st of March 2016 and all	The proposed restructuring of FM and Office Services relies on a reduced level of resource looking after Usk only without the need for reception, post and FM support for Innovation House.	Head of Property Services and Facilities Management

PS&FM staff will be based at Usk HQ		
Suitable staff are available within the PS&FM Department to carry out fire risk assessments	Initial consultation with staff has identified officers with interest to take on new duties.	Head of Property Services and Facilities Management
Rebate % will be maintained at 1% for Purchase Cards	Rates offered by Barclaycard could change but for the period of the contract as tendered by Welsh Government it will remain at 1%.	Head of Property Services & Facilities Management and Procurement Manager
Weather conditions will be manageable within the corporate building maintenance budget limitations	Assumption is being made that weather conditions will be similar to those experienced in 13/14 and 14/15.	Head of PS&FM and Maintenance Manager

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly evaluation commencing July 2016	Head of Property Services and Business Manager as part of quarterly Business Plan review.
Monthly evaluation commencing May 2016	PS&FM Service Managers and group accountant as part of the budget monitoring process.



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer – Rob O’Dwyer</p> <p>Phone no: 07786114512 E-mail: robertodwyer@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This proposal is seeking to help reduce the MTFP deficit by introducing a range of efficiencies to the Property and Facility Management service.</p> <p>Mandate B19</p>
<p>Name of Service</p> <p>Property Services & Facilities Management</p>	<p>Date Future Generations Evaluation form completed</p> <p>05/09/2015</p>





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9. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – This proposal will help balance the authority’s Medium Term Financial Plan and ensure resources are allocated effectively to ensure optimum value for money and improvement against the authority’s aims and objectives outlined in the Single Integrated Plan and Improvement Plan</p>	
<p>A resilient Wales</p>	<p>Negative – Proposal will reduce the level of</p>	<p>Ensure reduced revenue programme is prioritised</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	revenue investment and potentially reduce life cycle benefits to the authority's built assets	appropriately to reduce impact on long term environmental performance in order to meet requirement set out by the (Building Research Establishment (BRE), WG and MCC
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive – Proposal maintains investment in high priority Health & Safety works in order to maintain the health and wellbeing of staff and visitors using the authority's assets	This will be monitored by the H&S working group.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive – Proposal will work with communities to ensure priorities are maintained and services are delivered to provide optimum value.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive – The proposal is committed to delivering works and services in a way that reduces the impact on the environment and minimizes energy usage and carbon emissions.	The proposal will also look to provide training and recruitment opportunities for local people.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive – This proposal will continue to prioritise full access to leisure facilities across the county via a programme of access improvements to leisure centres.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances		

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Budget reductions instigated by this proposal will be targeted at areas with the least impact on life cycle running costs. This will help to ensure the future revenue budgets are not put under unsustainable pressure and ensure that buildings provide fit for purpose accommodation to meet the needs of the public</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>This proposal will be delivered via the use of private and public partnerships with contractors and other public bodies to ensure resources are used effectively and with optimum efficiency.</p>	<p>Partnerships have been established with Torfaen CBC, Blaenau Gwent CBC and Caerphilly CBC together with Contractor partnerships</p>
<p>Page 305</p>  <p>Involvement Involving those with an interest and seeking their views</p>	<p>This proposal has involved consultation with: - Head of Operations, Head of FM, Transport Manager, Accountant, PS&FM Maintenance Manager, PS&FM Business Manager (responsible for Resources and Office Services), H&S Manager, Lisa Widenham, MCC Procurement Manager, Procurement Assistant, Design Manager, Mandate Coordinator Further consultation will be undertaken with Elected Members and Senior Officers and all effected staff.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Resources in preventative maintenance will be reduced as part of this proposal, however key areas of the authority covering education, social services, and maintaining access to public services will be prioritized.</p>	<p>Processes and procedures used to deliver preventative and cyclical maintenance in the authority are being improved in order to ensure that the impact of budget reduction is minimized</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="143 344 286 376">Integration</p> <p data-bbox="315 217 499 400">Positively impacting on people, economy and environment</p> <p data-bbox="109 408 483 440">and trying to benefit all three</p>		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Proposal will prioritise investment in disability access improvement to ensure MCC residents and visitors have greater access to MCC accommodation		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	This proposal will reduce maintenance expenditure and prioritise statutory compliance including compliance with Welsh language measures of 2011 over discretionary improvement works.		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This proposal will reduce expenditure on reactive and responsive maintenance at the authority's establishments. However the budgets will be prioritized to ensure that work programmes are maintained for key areas of supporting vulnerable people and education of children. This will ensure that safety, wellbeing and access is maintained and improved for these key priorities		
Corporate Parenting			

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5. What evidence and data has informed the development of your proposal?

The following documents have been considered in the development of this proposal: -

- Maintenance Business Plan 2015/16
- Catering and Cleaning Business Plan 2015/16
- Corporate Procurement Business Plan 2015/16
- MCC Single Integrated Plan
- MCC Improvement Plan
- MCC Asset Management Plan
- Welsh Purchasing Consortium Framework Programme
- School H&S Risk Assessments

The following Key Performance Information has been considered in the development of this proposal: -

- National Data Unit Wales – Asset Management KPI's
- MCC Customer Satisfaction Questionnaire responses

On going Consultation

- We will continue to consult in line with our mandate consultation plan and this consultation will continue to shape this proposal.

The following budget information has been considered in the development of this proposal: -

- MCC Medium Term Financial Plan
- Capital Budget Monitoring 2015/16
- Revenue Budget Monitoring 2015/16

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive impact of this proposal is the contribution to balancing the authority's Medium Term Financial Plan and ensuring that Property Services and Facility Management resources are allocated effectively to deliver the aims and objectives outlined in the Single Integrated Plan and Improvement Plan.

The main negative impact of this proposal is a reduction in funds available to spend on preventative and reactive maintenance requirements within the authority's built assets. This could lead to a premature need for major capital investment.

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7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Further consultation with stakeholders, clients and front line officers to discuss measure to mitigate the impact of budget reductions on services being received by the public.	Sept 2015 – April 2016	Rob O'Dwyer	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	a quarterly basis within the 2016/17 PS &FM Business Plan
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Business Change Mandate (Including Budget Mandates) Proposal Number: B20

Title: Review of service provision for children with special educational needs with the authority.
(phase 3)

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

Mandate Completed by	<i>Stephanie Hawkins – Principal Officer Additional Learning Needs</i>
Date	<i>September 2015 – updated 7/12/2015</i>

How much savings will it generate and over what period?

£550,000 in 2016/17 – Year 1.

Directorate & Service Area responsible

Children and Young People

Mandate lead(s)

Key Lead: Stephanie Hawkins
Project Team: Sharon Randall Smith
Cath Sheen
Richard Austin
Jill Thomas
Nikki Wellington
Gwen Phillips

Final mandate approved by Cabinet

Date:

1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the Future Generations Evaluation and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

Part A.

- The objective of the proposal is to consider how best the Authority could meet the needs of pupils with moderate to severe learning difficulties in specialist placements within Monmouthshire schools. The special needs resource bases that provide placement for pupils at the more severe end of the spectrum are full utilised, however, the facility which is designated for moderate learning difficulties pupils with social and emotional learning difficulties is currently underutilised and is not meeting the needs of Monmouthshire pupils as directed by Statement of Special Educational Needs.

Part B.

- In addition we are recommending a review the pricing structure for ALN services provided by Monmouthshire County Council to external organisations.
- And a proposed change to the delegation of funding of Mounton House Special School.

What evidence have you got that this needs to be addressed?

Part A.

- The current provision is an SEN Resource Base, made up of 2 classes and funded by the Authority. (Based within Deri View School) It supports pupils in the Foundation Phase and Key Stage 2 (pupils aged 4 to 11 years) with special educational needs: namely those who are experiencing learning difficulties to a moderate degree (general cognitive ability of less than 70) usually with additional social, emotional and behavioural difficulties (SEBD). In addition, placement may be considered at the resource base for some pupils who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. Admission to the Resource Base has been widened to consider pupils with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties. This Resource Base currently is underutilised by pupils from Monmouthshire and has 7 pupils who could either be supported in mainstream or need more specialist provision. The pupil numbers in the SNLB have declined over time and significantly in the last 3 years.
- The current provision is not fully utilised in Deri View Primary School, the cluster area or Monmouthshire as a whole, as evidenced by the reduction in numbers.
- The provision does not fulfil the original brief for the school or the Local Authority as defined by the 'aims of the SNRB'. The intention of the SNRB was to provide interim support for pupils with SEBD/MLD from across Monmouthshire. Its strategic impact has been minimal and given the reduction in number it is no longer providing the school or the Local authority with value for money. The needs of the school

are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible. (see projected pupil numbers for SNRB attached)

Part B.

- In line with inflation the pricing structure for external placements at Mounton House Special School have been increased automatically annually. A full review has not taken place for at least 4 years therefore this is now required in order to realign competitively within the market. The proposal is to increase both day and residential placements by £7,850 each to cover the costs of the provision.
- The funding formula delegation for Mounton House Special School has not been reviewed since 2010 and at which stage the formula funded based on full residential capacity, being 42 placements. Currently there are 10 residents in the school, with an anticipated fluctuation during this year normally expected. The new funding formula proposal is recommending a delegation rate based on 18 residential pupil placements. An Annual review of numbers will also take place to ensure formula remains current.

How will this proposal address this issue

Part A.

- This proposal will allow Deri View Primary School to concentrate their resources on the provision of Early Years intervention and use the specialist resources within school to support this.

Part B.

- Pricing structure for Mounton House now realine competitively in the market.
- The funding formula for Mounton House Special School following consultation will be reduced to reflect a more accurate pupil residential number.

What will it look like when you have implemented the proposal

Part A.

- There will be 2 special needs facilities one in the north and one in the south which will support the needs of pupils who are experiencing a range of difficulties including moderate to severe, profound & complex, autistic spectrum disorder and other pervasive developmental disorders. Children that are integrated into mainstream classes will access to appropriate skilled support in order to ensure that we meet their individual needs. Integrating all children where appropriate will have a positive impact on those pupils currently in mainstream. Learning to interact and appreciate those with additional learning needs would have a positive impact on our adults of the future and our cohesive society.

Part B.

- Current external placements pricing structure will be more in line with the operating costs of running the school.
- On current pupil numbers the anticipated amount of funding for the school will decrease. On current funding levels this is anticipated to be a reduction of £250,000

Expected positive impacts

Part A.

- The needs of the school are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible.

Part B.

- The additional income for Monmouthshire will ensure that the placements are covered without any subsidy for out of county pupils from Monmouthshire County Council.

Expected negative impacts

Part A.

- We recognise that the inclusion of this small number of pupils into mainstream may potentially have a distracting influence in the classroom for other pupils. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. This will only potentially impact one school in Monmouthshire (Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils

Part B.

- There may be a reductions at the start of a new School year of external placements due to increase in price charging.
- The proposal for Mounton House Special School may result in redundancies at the school however the protection of employment policy will be followed.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?

Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year			Total Savings proposed
				16/17	17/18	18/19	
Part A <ul style="list-style-type: none"> Additional Learning Needs SNRB provision 	£200,000.	£200,000		£50,000	£150,000	Ongoing	£200,000
Part B <ul style="list-style-type: none"> increase in pricing structure for ALN services provided by the authority to external organisations, changes to funding formula (based on 18 residential places) 		£250,000		£250,000			£250,000
		£250,000		£250,000			£250,000
Totals		£700,000		£550,000	£150,000		£700,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed
1. Continue with the running of the Special Needs Resource Base (SNRB) within Deri View. (A)	The resource base is currently underutilised and has 7 pupils that could be supported in mainstream or more specialist provision. The current provision is equipped and resourced to accommodate 24 children. The current provision has not been able to fulfil the original brief for the school or the local authority as defined by the 'aim of the SNRB'.
2. Close all 3 Resource Bases (Overmonnow, Pembroke) and support all children in mainstream education. (A)	This option was not cost effective and could potentially result in lost specialism.
3. Leave the pricing structure as-is (B)	This will result in the authority continuing to subsidise out of county placements for other local authorities.

	Continue to offer external places at below the market rate
4. No changes to current delegated funding formula (B)	Funding will be based on historic residential pupil numbers putting further pressure on other schools budgets.

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Stephanie Hawkins	Principal Officer, Additional Learning Needs	

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team <ul style="list-style-type: none"> • A • B 	<ul style="list-style-type: none"> • 3rd September 2015 • 23rd November 2015. 	In light of statutory consultation process the timelines have been re-align resulting in savings achievable for 16/17 being reduced. (A)
Senior leadership team <ul style="list-style-type: none"> • A • B 	<ul style="list-style-type: none"> • 8th September 2015 • 23rd November 2015 	Increase in pricing structure to commence in January 2016. Following on going development of the mandate it was identified to consult on proposed changes for the delegation rates for Mounon House and to re-align with current residential pupils on roll.
All directorate staff	At staff conference Monday 28th September.	
Select Committee <ul style="list-style-type: none"> • A • B 	<ul style="list-style-type: none"> • 21st October 2015, 16th December 2015 • 23rd November 2015, 16th December 2015 	
Public or other stakeholders	In line with consultation & engagement plan	
Cabinet (sign off to proceed)	21st October 2015	
Neighbouring Local Authorities		
Head Teacher, teachers and parent of children attending Deri View Primary School	See attached statutory consultation document.	
Governing Body of schools in Abergavenny Cluster		

Staff and parents of children attending the SEN unit at Deri View Primary	Consultaion process on going until 6th January.	
Church in Wales Diocesan and RC Diocesan		
Welsh Ministers		
Local AM – Nick Ramsey		
Local MP – David Davies		
Estyn		
Educational Achievement Service		
Regional Transport Consortium		
Professional Associations and Trade Unions		
Police and Crime Commissioner		
Abergavenny town council, Llantillo Pertholey Community Council.		
Admission Forum		
Local Community Frist Partnership		
SNP Cymru Parent Partnership Service		
Child Development Team, Aneurin Bevan Health Board.		
Headteachers	Mounton House 23rd November 2015	Consultation closes 6th 2016
All Governors	Mounton House 23rd November 2015	Consultation closes 6th 2016
School Budget Finance Forum	Mounton House 23rd November 2015	Consultation closes 6th 2016
Diosen Director of Education	Mounton House 23rd November 2015	Consultation closes 6th 2016
All Elected Members	Mounton House 23rd November 2015	Consultation closes 6th 2016

Will any further consultation be needed?		
All consultation will be carried out in in line with statutory consultation rules.		

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
A – In line with statutory consultation plan. (attached)	Sharon Randal-Smith	January to September 2016
B – Notify all current external organisations of plans to increase pricing structure as of January 2016. Price increase implemented from 1 st January onwards.	Stephanie Hawkins.	October to November 2015 January 2016
B- Consult with school funding forum on proposed amendamnts of delegated formula Consultation period to commence following school forum school consideration. Proposed consultation period to close 6 th January. Consultation results to cabinet for decision making,	Nikki Wellington Nikki Wellington	November 2015 Jan/ Feb 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc.

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Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Part A No capital expenditure anticipated. The building is in good state of repair for the 2 rooms to be given back to the school.	Not applicable	
Project Management	This will be provided by the current management team within CYP.	
Potential redundancies estimated costs (at worse) £54,000.	In line with policy. If applicable any redundancy costs will not come out of the ALN budget.	
Part B. Potential redundancy costs - Until modelling has taken place the costs are unknown. This decision sits with the governing body.	In line with policy.	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19
Project Plan	Complete all milestones with the agreed timeline in line with both detailed action plans for both part A&B.						
Children	Measureable outcomes of pupil performance (A and B)						
Customer	Review numbers of children attending the school from external organisations.						
	Establish way of measuring customer satisfaction and continue to review.						
Finance	Track the financial position of the school with the reduced funding formula to ensure any deficit budget is recovered within the 3 year period.						

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8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
In the future a child with moderate learning difficulties and SEBD can not have their needs met in Deri View special needs	Operational		Low	Low	Low	Staff training to build capacity in school.	Low

resource base.							
Out of County pupils withdrawn from Mounon House	Operational / strategic		Medium	High	Medium	Early consultation with other LEA's	Med
Governing Body do not identify operational need areas given the proposed reduction in funding.	Operational		Low	Low	Low	Finance team working with Governing body and helping with options for savings.	Low

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)
That the children who leave the resource base can have their needs met locally.	Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible. Children leaving the resource base will have access to appropriate support within mainstream classes locally to ensure that their needs are met effectively.
That staff will be subject to protection of employment policy and will be supported to find re-deployment.	We have an established authority policy in place to support this process.
Savings identified in Mounon House to ensure there is no deficit.	On going work indicates potential savings.
Out of County pupils remain with placements for Mounon House.	Following notification of increase to external organisations limited negative feedback has been received to date. We need to continue to review this as this is will become more evident summer 2016.

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10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

How will you monitor

Monitor mandate via:-	Service improvement plan. Statutory consultation plan. Internal challenge sessions Select committees. Schools financial reporting
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11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
At point of final deliver of the mandate.	Sarah McGuiness to report into SLT and cabinet.



<p>Name of the Officer completing the evaluation Stephanie Hawkins</p> <p>Phone no: 01633 644486 E-mail:</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 322</p>	<p>Please give a brief description of the aims of the proposal.</p> <p>Mandate B20</p> <p>The objective of the proposal is to review the current specialist provision Monmouthshire provides for children with special educational needs both within Monmouthshire and outside of the Local Authority. We need to ensure that the provision provided for our children and young people is fit for purpose, meets the needs of our community, is robust, flexible and sustainable both now and in the future.</p> <ul style="list-style-type: none"> • To close the Special Needs Resource Base at Deri View Primary School for pupils aged 4 to 11 years with moderate learning difficulties and social, emotional and behavioral difficulties. • We reviewed the pricing structure for ALN services provided by Monmouthshire County Council to external organisations. • We are proposing to change to the funding formula/ delegation for Mounton House Special School
<p>Name of Service</p> <p>Additional Learning Needs - CYP</p>	<p>Date Future Generations Evaluation form completed</p> <p>14 September 2015 Updated December 2015</p>

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.




Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled,</p>	<p>The proposal will offer an inclusive education as close to home and the local community as</p>	



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
educated people, generates wealth, provides jobs	possible. There may be some staff redundancies as the skill set and expertise for teaching staff may be different.	All staff will be subject to Monmouthshire Staff protection of Employment Policy and will be supported with re-deployment.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Children being educated in mainstream school will have access to a wider peer group, which will fulfill Authorities ambition for greater cohesion.	All extra circular activities will accessible to all children at the school and we will encourage as many as possible to participate fully.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	There are great opportunities for children to access sport, art and recreation within a fully inclusive mainstream setting.	All sport, art, & recreation activities will be accessible to all children at the school and we will encourage as many as possible to participate fully.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Positive: As more of our children will be educated in mainstream schools in Wales our children will benefit from our culture where children and young people meet their potential via our teaching standards. In our mainstream school there is a greater range of diversity, culture and opportunities to share experience.</p>	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p>This proposal will enhance the inclusion agenda and ensure it meets Monmouthshire and Welsh Government long term strategic aims for full inclusion. But becoming more efficient and generating more income the organization can continue to focus delivery on its key priorities.</p>	<p>We are ensuring we plan and take into account any changes, by being flexible and actively listening to our communities. This is stage 3 of the ALN review therefore we already have completed extensive consultation and we will continue to consult during the development of stage 3. By being more aware of the market conditions will enable a more viable business plan.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>We'll continue to collaborate with children's services and work in line with their strategy of educating Monmouthshire children in mainstream schools within their own communities.</p>	<p>We continue to work with our partners in Health and Social Care to plan the education of our most vulnerable pupils. We will also to continue to understand and work with other organisations to maximise learning opportunities.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>In line with the statutory consultation we will carry out extensive engagement and consultation with all stakeholders.</p>	<p>We continue to work with schools and the community as well as counsellors to ensure all have a voice and are able to feed back to us. We will continue to listen and shape our services following the consultation.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Monmouthshire schools have a delegated budget to utilize to support special needs pupils at 'school action' and 'school action plus' of the SEN Code of Practice. (Wales),</p>	<p>We will be planning to work even closer with schools and clusters to support schools make best use of their resources. The Local Authority has a responsibility to support all schools with budget planning and managing change.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>More children will be included in mainstream education.</p>	<p>During our monitoring and evaluation it is even more evident that children will benefit from being educated in their local school. Less children will be travelling round the county, this will also have social and financial benefits.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a	No	
Disability	Monmouthshire will continue to meet the needs of all children with disabilities.	n/a	n/a
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	N/a	n/a
Welsh Language	We will continue to follow our policy to teach Welsh in all Monmouthshire schools.	n/a	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Staff will deliver specific safeguarding duties and ensure the school's systems and processes that need to be in place to keep learners safe are robust and resilient. School staff have the knowledge and understanding of statutory guidance in Wales which applies to all educational settings. All school staff will understand their responsibility in regards to abuse and neglect.	To our knowledge there are no negative impacts that would affect safeguarding.	We positively promote safeguarding as everyone's responsibility. We provide regular training, regular updates and audits to ensure all of our provision is as safe as can be. Systems will be regularly reviewed by the school and Estyn.
Corporate Parenting	The council has a corporate duty to consider Looked After Children especially and promote their welfare (as though those children were their own).	To our knowledge there are no negative impacts that would affect corporate parenting.	We continue to review the impact of all our decisions that may affect Looked After Children. We will highlight any negative impacts should they be evident.

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5. What evidence and data has informed the development of your proposal?

We engaged (2014 and 2015) with children and young people, parents and staff regarding their views on how the Local Authority should continue to meet the needs of children with learning disabilities.

We have used Estyn and School data to shape our proposal.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive of this proposal is that Monmouthshire will close a special needs resource base which does not meet the needs of children and young people within the County as is evidenced by the decline in pupils who attend the base. Due to all the evidence gathering, information, outcome data and consultation the impact on this decision will be limited and the evidence suggests this solution meets the needs of Monmouthshire Children.

We recognise that the inclusion of this small number of pupils into mainstream may have a distracting influence in the classroom for other pupils. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. Part of this proposal only impacts on one school in Monmouthshire (Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils.

The pricing structure for the ALN services provided by Monmouthshire to external organisations will now be realigned to be competitive with the market.

The funding formula delegation rate will reduce funding the amount of funding to Moun-ton House School, however the amount of delegation is now aligned to the actual number of residential places rather than a historic figure.

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Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Ensure the LA follows the Statutory guidelines covering school closure.(2 classes SNRB)	Within the attached timeline, Appendix 1	Stephanie Hawkins	Progress will be measured by pupil attainment against teacher targets.
Ensure that the transition plan is carried out to minimize any potential disruption to all pupils and staff.	Plan will be developed with the team once the statutory consultation is completed and well in advance of start of the transition process.	Stephanie Hawkins	Progress measured against the plan. Review of effectiveness following integration. (in line with agreed outcomes)
To ensure any identified training needs are delivered	This will be developed as part of the transition plan and in line with the time scales above		As above. This will be continuously reviewed and monitored in line with current performance management

			processes.
Monitor external organization placement take-up at Mouton House Special School	Termly review number on roll from external placements	Stephanie Hawkins	Increased charges do not commence until January 2016
Ensure Statutory procedures to change funding formula delegation is followed	School Budget Forum received proposal November 2015, consultation period closes in January, conclusions of consultation scheduled to go to Cabinet for decision Jan/Feb 2016	Nikki Wellington	School Forum received consultation document. Consultation has commenced with all stakeholders informed.

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Regularly, in line with the Service Improvement Plan Assessment/progress of pupils now educated in main stream Financial position of Mouton House
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Business Change Mandate (Including Budget Mandates) Proposal Number: B21

Title: Local Fund – Town and Community Councils

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

Mandate Completed by	Kellie Beirne (1 st draft), Roger Hoggins (2 nd draft)
Date	14.09.15 (1 st draft), 09/12/15 (2 nd draft)

How much savings will it generate and over what period?

The contribution level target over the 12 month period is £500k.
The budget assumption has now been revised to £400. To some degree the budget value is governed by the actions of the town and community council. It is possible that the value will be revised further according to feedback from town and community councils as they set their budgets/precepts.

Directorate & Service Area responsible

This is a whole-authority mandate but specifically relates the Council's priority around 'maintaining locally accessible services'. Since the majority of these mainly discretionary services relate to Enterprise and Operations, this mandate will be jointly led by Kellie Beirne and Roger Hoggins.

Mandate lead(s)

Kellie Beirne & Roger Hoggins

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Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The problem is that at a time when funding for discretionary local services, is at its lowest, demand and public reliance for services is at its highest. Local services are valued tremendously in a rural county, where over 50% of residents live in population groups of less than 1,500 and meaning that social isolation and access to service deprivation is acutely felt. The Council has recently added to its three priorities around education, vulnerable people and enterprise with a focus on sustaining locally accessible services. This places a great weight of emphasis on new ways of working, Council-community collaboration and identifying more locally-focussed ways to help sustainably fund the gaps in provision so as to continue adding value to our towns, villages and settlements. The proposal also seeks to address more forcibly and visibly, the sentiment that decisions regarding local services and functions are best made and provided at the local level, in line with 'whole place' principles. This proposal thus helps to further the Council's objectives around devolution of greater freedoms and powers to local communities – in order they are able to act in accordance with 'what matters' to their localities.

What evidence have you got that this needs to be addressed?

The evidence base from the MTFP over the last few years demonstrates the high level of efficiency savings and income generation made in areas such as leisure, cultural services, libraries and One Stop Shops ('Hubs'), Tourist Information Centres and Street Scene services, public conveniences and landscaping/ green spaces management. It is becoming difficult to envisage how much leaner these services can be, and in their current formats, how much more income they could sustainably generate. Given the level of targeted reductions in these areas in future years – 'business as usual' is threatened and the current way of working is no longer sustainable. Continued reductions on the same basis will mean that many of these services will be wiped out unless new contributions and resource opportunities are identified.

In relation to devolution of power, the sentiments outlined in this proposal resonate with the Localism Bill and the principles of greater devolution of power to local communities in order that they play a greater role in shaping their own futures. This is a central principle to the whole place agenda the Council has been running for in excess of two years and the conversations, plans, frameworks and actions that have sought to build local understandings and capacity in preparedness for greater local involvement and empowerment.

How will this proposal address this issue

The proposal seeks to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns. The options include working with Town and Community Councils to inform precept setting in order to engage communities about the services that matter most to them and targeting local rate increases as a means of helping the Council sustain them and; considering how current precepts are invested now and how that might be adjusted in the future to take into account the need to contribute to sustaining certain core local services. This does not seek to shift the responsibility of local service provision wholly to town and community councils – but instead relies upon more of a partnership and collaborative approach to maintaining important local services.

What will it look like when you have implemented the proposal

Fully implemented, a Local Fund will be established that will see participant Town Councils and potentially, Community Councils, invest x amount of money in supporting the Council to maintain the local services each area feels to be of greatest importance. The amount contributed by each local Council will vary according the local priorities. In cases where contributions cannot be agreed – the impact will be that key local services will have to cut their cloth accordingly which could mean curtailing opening hours, reduction in service provision levels and in some cases withdrawals of services altogether.

Expected positive impacts

- Greater meaningful engagement across the County and Town and Community councils
- Reinvigoration of the Charter with Town and Community Councils with specific local area agreements that set out the nature and scale of relationships between the Council and community
- Increased local delivery and accountability
- Sustaining locally accessible services
- Developing service model that are more self-reliant and resilient and reflective of local needs as opposed to 'one size fits all' priorities
- Greater local understanding of the budget pressures facing the Council and harnessing a sense of shared responsibility in terms of how the challenges are managed at the local level
- Reinforcement of 'one size does not fit all'
- Could advance strategic 'cluster' conversations – eg. Bryn-y-cwm, Lower Wye, Severnside and Central Mon discussions as opposed to town-centric or individual community council dialogue

Expected negative impacts

- Perception of double whammy at community level
- Potential for inconsistent levels of engagement and arguments for proportionate town splits as opposed to investing in what matters

- locally – even if that means varying levels of investment/ contributions across towns and communities
- Inability to make progress because of differing views about roles and purpose of town and community councils
 - Potential reduction or loss of certain services if local support cannot be secured

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Enterprise	c£4m on discretionary local services	200k across the county		200k				200k
Operations	c£10m on discretionary local services	200k across county		200k				200k

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Cut and shut services	Council commitment to sustaining local services means other options and collaborations must be explored	Cabinet

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name Town & Community Councils/ Programme Boards	Organisation/ department: Enterprise/ Operations	Date: over period of last 12 months
<i>In recent years a great deal of work has been done with TC's and some CC's to either transfer services or gain support to sustain services. So far this has largely been based around the provision of public conveniences and street sweeping</i>		<i>Services have transferred over the last three years.</i>

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Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	July/ September	Local Fund idea
Select Committee	November cycle	<i>Strong Communities select committee support the concept but appreciate that there will be service cuts should the TC's and CC's not contribute. The committee sought further detail about which services are at risk.</i>
Public or other stakeholders	October/November	<i>Overall the majority are in support of more localised service delivery but also recognised that issues surrounding capacity within local councils and funding issues would vary dramatically between councils.</i> <i>At a recent meeting with town and community councils it became apparent that the capacity of councils to engage with the initiative varied significantly and that further work to explore what may work was required to allow councils to understand and engage with the process.</i>

Cabinet (sign off to proceed)		
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Will any further consultation be needed?		
Name	Organisation/ department	Date
Community occupiers & groups	Town and Community Councils and Programmes Boards <i>Work between MCC and the TC's and CC's on the detail of how closer working arrangements might operate and in particular how cluster arrangements might work will be required in the coming months.</i>	Ongoing over next 3-5 months

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Continued engagement with Town and Community Councils	Kellie Beirne/ Roger Hoggins	September 15 – January 16
Identification of priority core services to which contributions can be directed	Kellie Beirne/Roger Hoggins	As above
Develop procedure around the role of Community Infrastructure Levy (CiL) in supporting Town and Community Councils to contribute to local services	Kellie Beirne/ Roger Hoggins	As above
If agreements cannot be reached identification of the services that will have to be cut/ shut/ curtailed as a result	Kellie Beirne/ Roger Hoggins	As above
Establishing principles and operation of the Local Fund – with Finance support and input	Kellie Beirne/ Roger Hoggins	January-February 2016
Development of Local Area Agreements that govern use of the fund and re-set local relationships and dialogue between Council and Town and Community Councils	Kellie Beirne/ Roger Hoggins	February-March 2016
Ensure all changes and new arrangements tie in with revised area governance arrangements	Kellie Beirne/ Roger Hoggins	November 2015

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
No additional investment required to progress the work described above at this stage		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of contribution secured towards running costs of services identified and prioritised by Town and Community Councils	400,000							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Town and Community Councils do not wish to engage and decide to not support the proposal	Strategic and operational	Conversations have been ongoing and there is a different view in the different areas on this matter. Some Town and Community Councils contribute already to some service – either through contributions to running costs or to running services directly.	High	High	High	Work closely with Town and Community Councils on demonstrating the actual costs of services; understanding the impacts if contributions cannot be made and sustained and identifying the actual loss of service that may result. Work will also include any financial support and help around business plans and community engagement.	High
Contributions will not be secured and local services will accordingly be reduced, cut or closed	Strategic and operational	As above	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med
We fall short on our aim to sustaining locally accessible services	Strategic	As above.	High	High	High	The Council's fourth priority is to create the conditions in which local services can be sustained. This does not mean the job of the Council is to provide them – it means it is the job of the Council to explore all relevant options, partnerships and mechanisms through which to sustain them.	High

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
If contributions cannot be sought and secured – service levels will be cut/reduced/ curtailed	Because the funds do not exist to continue to support local services, to the same levels as currently afforded	Town and Community Councils
	<i>A schedule of services at risk of reduction/withdrawal has been provided to the town councils. This is attached as appendix ?. The proposals vary between towns but major issues are closure of public conveniences, reduction in street sweeping, reduced opening hours for museums and Hubs. Community councils have been provided with schedules of service costs which are at risk. These include gulley emptying, verge cutting, highway sweeping but are not explicit to each council. MCC is seeking support to retain service levels and for each council to agree its priorities and contribute accordingly or seek direct service provision by suitably qualified operators. IT IS EMPHASISED THAT SERVICE REDUCTIONS WILL PROCEED IF SUPPORT IS NOT FORTHCOMING.</i>	

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10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
May 2016, Sept 2016, Dec 2016 and February 2017	Kellie Beirne and Roger Hoggins with Town and Community Councils via the Local Area Agreement

<p>Name of the Officer Roger Hoggins</p> <p>Phone no: x4133 or 07767 246138 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal; working with Town and community councils to localize services thereby protecting service provision that is otherwise at risk. On the assumption of full collaboration by Tc's and Cc's then there is no impact upon service provision. However this assessment reviews the impact if Tc's and Cc's do not contribute to or take on services at risk.</p>
<p>Name of Service: 'local' services such as public conveniences, street sweeping, hubs, museums, highway maintenance</p>	<p>Date Future Generations Evaluation form completed: 09/12/15</p>






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1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Assuming no support means that jobs will be lost or hours cut for toilet cleaners, street sweepers, staff in hubs and museums</p>	<p>HR issues will be managed in line with MCC's employment protection policies so the staff impact should be better managed</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>		

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood		
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Facilities in towns such as toilets, hubs, museums will be reduced (reduced opening hours or toilets closed)	An assessment will be made to ensure that the Hubs and museums are open during those times of greatest use.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Museum opening hours will be reduced	Museums opening patterns will be set to best suit the popular visiting times
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The closure of public toilets will be inconvenient and difficult for some members of the community	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal seeks support from local councils to maintain services which at a county level are of a lesser priority to services such as education and social care. Whilst any closures or reduction in service are regrettable the exercise does allow the county council to support those services deemed of greatest importance.</p>	
 <p>Working together with other partners to deliver objectives</p>	<p>The county council is working with local councils to maintain services.</p>	
 <p>Involving those with an interest and seeking their views</p>	<p>working with the town and community councils empowers the councils to support local services.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This proposal seeks to mitigate the budget cuts for unitary authorities by seeking the support of local councils. Not to do so makes local service cuts inevitable but by working together they may be saved.</p>	
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Maintains services that are otherwise lost – street cleaning, public toilets, opening hours for hubs and museums. Maintaining these can only benefit the wider community and economy</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		Loss of public conveniences may impact negatively upon certain groups in the community e.g. elderly and disabled.	
Disability		Loss of public conveniences may impact negatively upon certain groups in the community e.g. elderly and disabled	
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

Page 3/4

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	No impact arising from this proposal		
Corporate Parenting	No impact arising from this proposal		

5. What evidence and data has informed the development of your proposal?

Previously the county council has successfully worked with town and community councils to maintain services that are otherwise at risk. This extends the concept further but its success relies upon the local councils seeking to take on a greater role in service provision. This is an established concept for some but other CC's are less familiar with the concept.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The proposal may have limited success in the financial year 16/17 but officers will continue to work with local councils to embed the concept into their planning and funding for future years..

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Arrange further briefings and workshops with local councils either individually or in clusters to develop the concept further	During 2016	Will Mclean Roger Hoggins Kellie Beirne	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	At start of financial year (lack of support will require service cuts quickly in eth financial year to adjust actuals in line with budgets set.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B22

Title: Collaboration and realigning structures in Operations.

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

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>20/09/2015</i>

How much savings will it generate and over what period?

Estimated £30k from collaboration in 16/17 and £70k from realignment of duties to reduce professional/technical salary budget within Highways section.

Directorate & Service Area responsible

Operations, Highways, Transport

Mandate lead(s)

HoS – R Hoggins, – Lead Officer –Highways –Transport –Richard Cope

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

This proposal seeks to introduce joint working/collaboration between Newport CC and Monmouthshire CC for the provision of Passenger Transport. In 15/16 MCC will provide Interim Management resources to NCC for the management of the NCC PTU but the longer term goal in 16/17 is to combine the two PTU's and thereby reduce management and administrative costs to both parties with a single establishment providing services for both authorities.

Along the same theme of reducing overheads (staffing costs) without the withdrawal of service, the reduction in capital available for highways projects will result in a reduction in the Highways projects team and a revamp of reporting lines to combine projects and infrastructure with traffic management and development teams.

What evidence have you got that this needs to be addressed?

The MTFP shows massive strain upon the revenue budgets for at least 3 years which is being addressed by expenditure cuts or income. Collaboration has been highlighted as one method to deliver cost efficiencies between authorities and the reduction in the need to rationalise under reducing budgets is an obvious outcome of budget being reprioritised with subsequent reductions in some service areas.

How will this proposal address this issue

The collaboration between NCC and MCC is seen as a pathfinder for greater collaboration across Gwent. The interim management is through circumstances as NCC sees several of its senior managers leaving at the same time but chief officers/heads of service believe it also offers an ideal opportunity to develop a long term combined unit which could then form the cornerstone of a Gwent based unit in the longer term. The internal combining of functions to reduce staff costs has been discussed informally amongst staff and the framework consultancy (Parsons Brinkerhoff) provides flexible resource to manage workloads in the future.

What will it look like when you have implemented the proposal

A Joint PTU reporting to both authorities and offering economies of scale and synergy to draw out any further cost savings/efficiencies that might be available through operational improvements/sharing routes etc. (as happens now to some extent). The internal collaboration will see two highways units combined into one with a reduced overall staffing compliment, but underwritten by consultancy support.

Expected positive impacts

No loss in service quality
Expected negative impacts
None directly from this proposal albeit the reduction in capital budget will impact upon highway infrastructure in the long term.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PTU collaboration		£30k	Optimising routes between authorities	30k				30k
Combining Highway teams and withdrawal of professional/technical posts		£70k	Better use of staff resources but supplemented by consultancy support	70K				70k

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3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Develop a wider Gwent based collaborative arrangement	MCC and NCC are already in discussions about collaboration and an Interim management arrangement will likely be in place during 15/16. This is an ideal stepping stone to full joint provision and does not preclude a Gwent wide arrangement being developed in the future	Head of service (NCC and MCC)

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Operations mgt team. NCC officer colleagues		September '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 nd October	
Public or other stakeholders	Sept '15 Sept 28 th Staff conference 8 th October – 30 th November public consultation	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)	Scheduled for 6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date

Staff/ unions		Oct '15
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5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Agree Interim Management proposals, Assess joint PTU feasibility and benefits Develop heads of terms for a joint arrangement and seek political support Implement	Heads of service and CO's - NCC and MCC	October March '16
Combine highways teams and manage staffing implications	Head of service	February '16

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6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
		HR, accountancy and legal teams – NCC and MCC

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Reduced overheads	30k							
Customer	Seamless transition with no service impact								
Staff	Reduction in establishment in PTU's and Highways projects	70k							
process	Potential increase ins consultancy support costs	Capital and scheme sensitive							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
PTU provides high profile front line services and inherent with change is risk	operational	Combining a single service across two authorities requires joint decision making and bureaucracy.	medium	high	high	Clear reporting lines and understanding of roles, reporting lines. Simple dispute and reporting processes to correct problems quickly	low
Reduced internal staff places greater	operational	Reducing budgets does not reduce 'demand' within	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium

stress upon those remaining		highways and staff will have to manage more complaints and enquiries from members and staff					

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

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10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
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<p>Name of the Officer completing the evaluation:</p> <p>Roger Hoggins</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B22</p> <p>Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.</p> <p>Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.</p>
<p>Name of Service:</p> <p>Passenger Transport, highways/traffic, other services as they develop options</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of available staff resource to protect services</p>	<p>Restructuring is managed through the authorities employment protection policy</p>
<p>A resilient Wales</p>	<p>n/a</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by reducing overheads</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Local authorities joining together to make best use of the resources available to them.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a		
Disability	n/a		
Gender reassignment	n/a		
Marriage or civil partnership	n/a		
Race	n/a		
Religion or Belief	n/a		
Sex	n/a		
Sexual Orientation	n/a		
Welsh Language	n/a		

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a		
Corporate Parenting	n/a		

5. What evidence and data has informed the development of your proposal?

The potential benefits from inter authority/public body collaboration has been promoted as a method by which costs may be reduced without jeopardising service provision to stakeholders. This mandate commences this initiative and will act as a catalyst across more authorities and services in coming years.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Successful collaboration will prompt greater inter authority working across the region offering benefits to service provision to users.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Development of a joint PTU with NCC and wider conversations with other LA's	April next year, although an interim management arrangement will be in place from October	Roger Hoggins, Richard Cope	
Review of staffing structures to reprioritize workloads and match staff resource to budget	Report to Cabinet by December 2015	Roger Hoggins	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly for collaboration, ongoing
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